

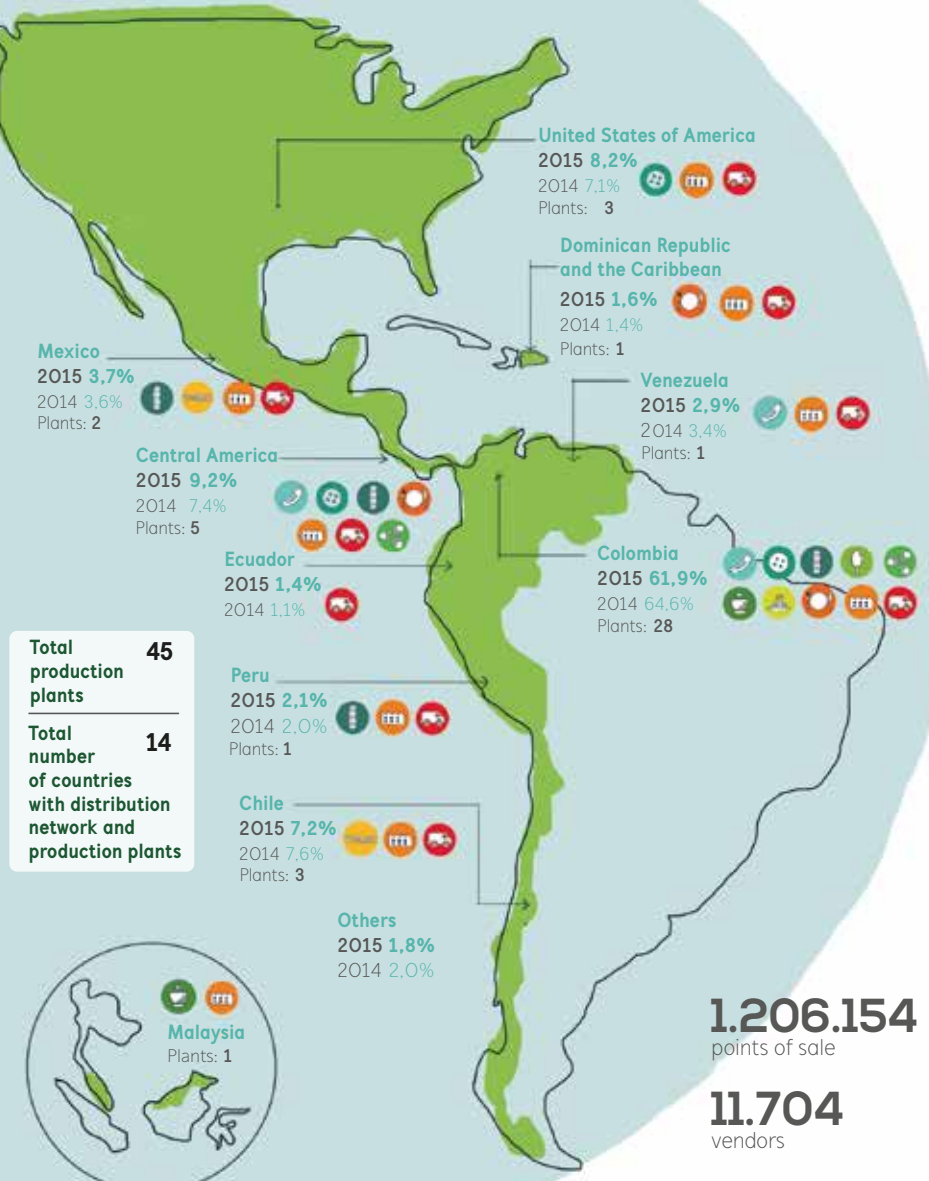
# INTEGRATED REPORT 2015



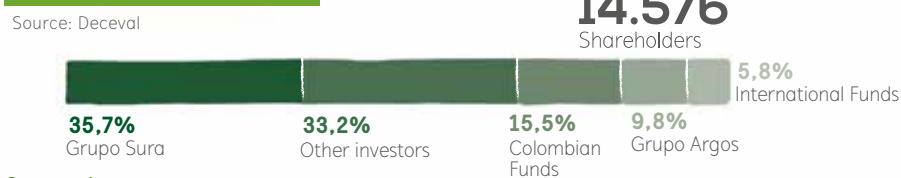
A FUTURE TOGETHER

## PRESENCE AND SALES IN OUR STRATEGIC REGION

### Distribution and sales



### Shareholder composition



### Conventions



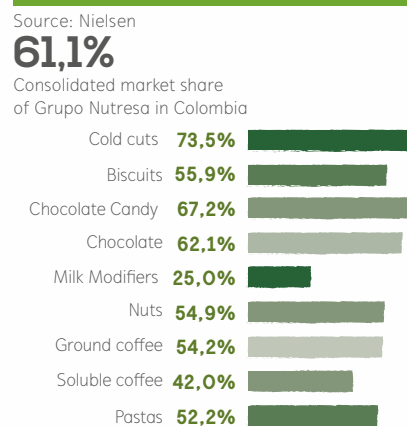
### Employees



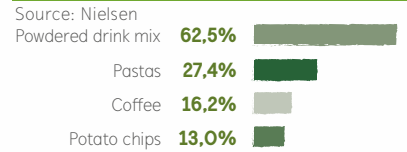
More information in 2015Report.gruponutresa.com

Figures 2015 | 2014

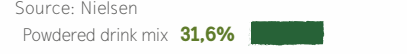
### Market share in Colombia



### Market share in Chile



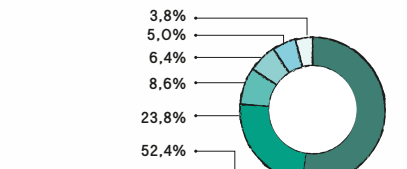
### Market share in Mexico



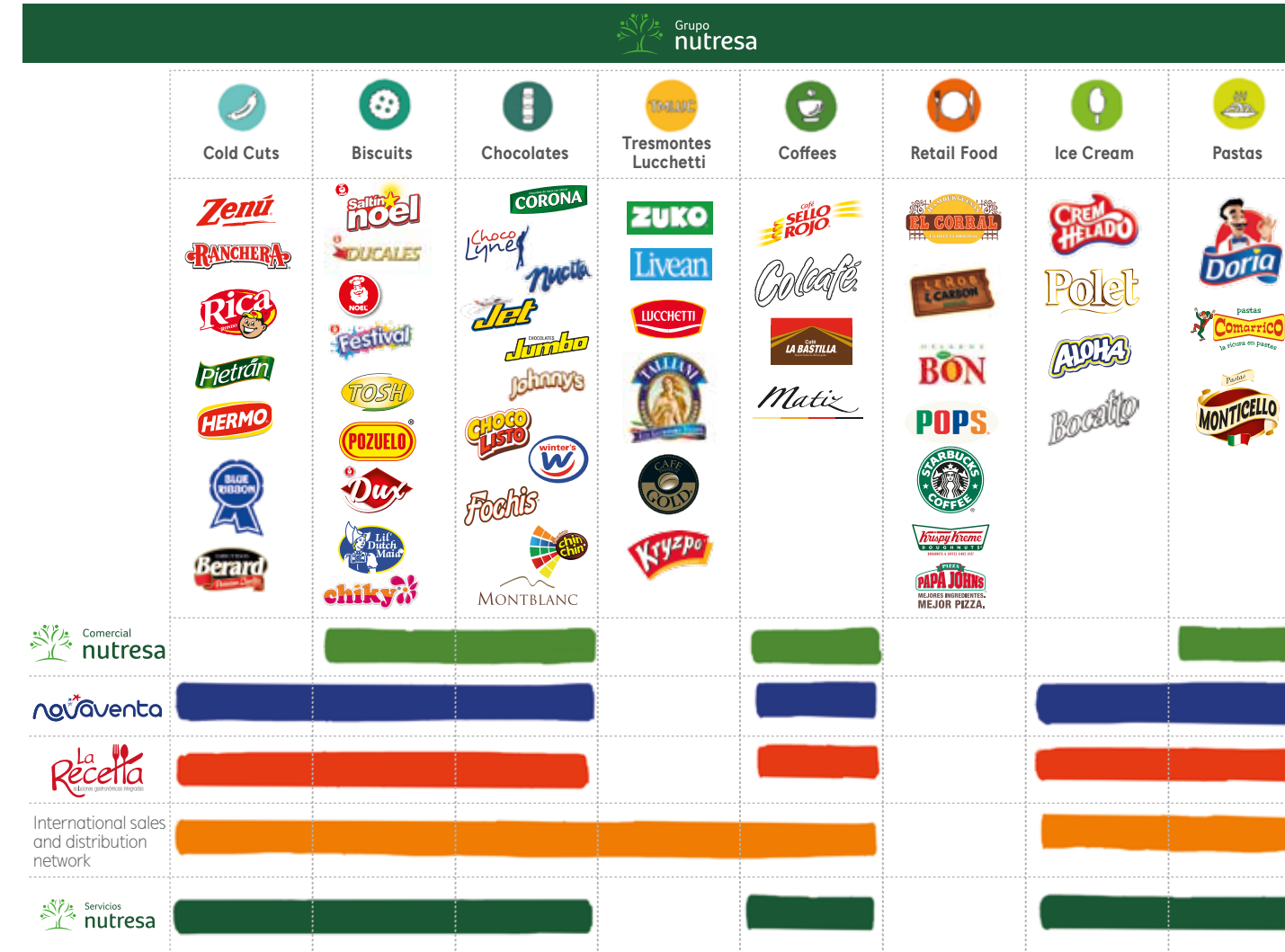
### Market share of Retailed Food



### Sales by channel Grupo Nutresa



## BUSINESS STRUCTURE



### Our long-term commitment

Our Centennial strategy aims to double our 2013 sales by 2020, with sustained profitability between 12% and 14% of the EBITDA margin. To achieve this, we offer our consumers foods and experiences of recognized and beloved brands, that nourish, generate wellness and pleasure, that are distinguished by the best price/value relation: widely available in our strategic region, managed by talented, innovative, committed and responsible people, who contribute to sustainable development. Achieving this goal means ending 2020 with sales for COP 11.8 Trillion (MEGA 2020) which corresponds to 5.1 times the sales of 2005, when we proposed our first great goal.

The information included in this executive summary is consistent with the information of the Grupo Nutresa S.A. Integrated Report, available at: 2015Report.gruponutresa.com/pdf/integrated\_report\_2015.pdf

In order to form a broader and deeper opinion on the actions taken and the results obtained by Grupo Nutresa S.A. on the economic, social and environmental performance, read the Grupo Nutresa S.A. Integrated Report together with this publication.

The scope and results of our work are described in the assurance report which is published on the Webpage: 2015Report.gruponutresa.com/pdf/verification\_report.pdf

KPMG Advisory Services S.A.S. Marzo de 2016

### Differentiators of our business model

**Our people**  
Human talent is one of our most valuable assets. Our cultural platform is supported by promoting participation environments, developing skills of being and doing, awarding the people and building a brand of leadership, as well as a balanced life for the people.

**Our brands**  
Our brands are leaders in the markets in which we participate; they are recognized, cherished and part of people's daily life. They are supported by nutritional and reliable products with an excellent value for money relation.

**Our distribution network**  
Our wide distribution network, complemented with a differentiated offer by channels and segments, with teams of specialized staff, allows us to have our products available in the appropriate frequency and a close relationship with customers.

### Main risks of our business model

Volatility in prices of raw materials.  
Business affectation due to a highly competitive environment.  
Regulations on nutrition and health in the countries where have presence.

## RESULTS 2015 OF OUR STRATEGIC GOALS FOR 2020

### Behaving with integrity

Employees trained in risks and crisis management  
**+500**

Updating The corporate risks matrix, adjusted and communicated by company

International operations with code of conduct adjusted  
**100%**

### Building a better society

Capability development projects  
**591**

Investment in communities  
**46.651**

Volunteers  
**10.979**

### Managing responsibly the value chain

Accident frequency rate  
**2,42%**

Total risk situations in suppliers assessed in sustainability  
**14,5%**

MEMBER OF Dow Jones Sustainability Indices In Collaboration with RobecoSAM

Investment in social benefits COP million  
**88.797**

Customer satisfaction indicator  
**88,5**

ROBECOSAM Sustainability Award Silver Class 2016

Investment in environmental management  
**15.081**

Organizational climate  
**84,4%**

Investment in environmental management

Energy consumption reduction\*  
**-17,7%**

Greenhouse gas emission reduction\*  
**-16,4%**

Water consumption reduction\*  
**-22,1%**

Water consumption reduction\*  
**-22,1%**

Greenhouse gas emission reduction\*  
**-16,4%**

Energy consumption reduction\*  
**-17,7%**

Packaging reduction\*



### Promoting a healthy life

Production processed in certified centers  
**78,0%**

Volume of sales that meet Nutresa's nutritional profile  
**59,4%**

### Fostering profitable growth and effective innovation

Innovative success stories per employee  
**0,20**

Sales of innovative products  
**16,9%**

Brands with sales over US \$50 mm  
**17**

## PROFITABLE GROWTH

### Total Sales

COP Billion  
**7.945**

Growth  
**9,4%**

### Ebitda

COP Billion  
**976**

Growth  
**10,0%**

Growth  
**15,9%**

### Abroad sales

USD Million  
**1.098**

Growth  
**38,1%**

Percentage of sales by Business

### Sales in Colombia

COP Billion  
**4.916**

Growth  
**61,9%**

### Percentage of Ebitda by Business

Percentage of Ebitda by Business

Percentage of Ebitda by Business

Percentage of Ebitda by Business

### Diversification of Raw Materials

% cost of production

Percentage of Ebitda by Business

Percentage of Ebitda by Business