Integrated report 2014

Grupo nutresa

Presence and sales in our strategic region [G4-6] [G4-9]

Figures
2014 | 2013

Distribution and Sales

Total plants 40

Total number of countries with distribution and plant network 14

Market Share in Colombia

Source: Nielsen

60,6% Grupo Nutresa consolidated share in Colombia

Cold Cuts	73,3%
Biscuits	55,1%
Chocolate Candy	66,6%
Chocolate Beverages	63,2%
Milk Modifiers	25,4%
Nuts	49,3%
Ground coffee	55,8%
Soluble coffee	41,6%
Ice Cream	N.A.
Pasta	52,3%

Market Share in Chile

Source: Nielsen

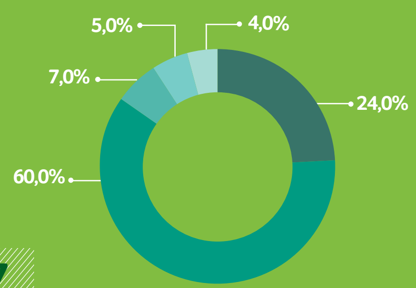
BIF	63,2%
Pasta	28,8%
Coffee	16,6%

Market Share in Mexico

Source: Nielsen

BIF	29,9%

Sales by Channel Grupo Nutresa



- Supermarket chains
- Traditional (Stores and Convenience Stores)
- Alternative
- Institutional
- Industrial

1.054.787 Points of Sales

12.831 Vendors

Shareholder Composition

Source: Deceval

14.536 Shareholders

Grupo Sura	35,5%
Other investors	32,7%
Colombian Funds	16,0%
Grupo Argos	9,8%
International Funds (136 international funds)	6,0%

Conventions

Cold Cuts · Biscuits · Chocolate · Coffee · TMLUC · Ice Cream · Pasta · Retail Food · Production · Distribution

More information in
informe2014.gruponutresa.com

Business Structure [G4-4]

Our long–term commitment

MEGA 2020

Duplicate our 2013 sales

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 Grupo Nutresa S. A. Integrated Report, available on the Webpage. **http://2014report.gruponutresa.com//pdf/integrated_report_nutresa.pdf**

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

The scope and results of our work are described in the assurance report that is published on the Webpage. **http://2014report.gruponutresa.com/pdf/verification_report.pdf**

KPMG Advisory Services Ltda.

March 2015

The **GRI** indicators are indicated in the document in the following manner: [G4-] [G4-]

Principal risks of our business model

Volatility in prices of raw materials

Highly competitive environment, including pressure from consumers and channels

Regulatory changes in nutrition, health and obesity in countries where we are present

Differentiators of our business model

Our people

Human talent is one of our most valuable assets. The cultural platform is based on the promotion of participatory environments, development of skills of being and doing, recognition, building a leading brand, as well as a balanced life for people.

Our brands

Our brands are leaders in the markets in which we participate; they are recognized, loved and part of people's daily life. They are based on nutritional, reliable products with an excellent price–value relation.

Our distribution network

Our extensive distribution network, with an offer differentiated by channels and segments, with teams of specialized staff, allows us to have our products available, at an appropriate frequency, and a close relationship with clients.

Strategic objectives for 2020

Learn more about the strategic objectives
http://2014report.gruponutresa.com/strategic-objectives-for-2020/

Environmental Sustainability

Investment in environmental management
COP billion
14.048
2013: 15.442

Greenhouse – gas emissions
CO_2
-21,0%
2013: -15,5%

Use of cleaner energy
99,1%
2013: 99,1%*

*Reduction over 2010. Variation of the Scope 1 and 2 emissions (kg CO_2/t.p.)

Use of resources
t.p.: ton produced
*Reduction over 2010

-18,2%
2013: -14,4%
Variation of energy consumption (kWh/t.p.)

-15,5%
2013: -12,7%*
Variation of water consumption (m^3/t.p.)

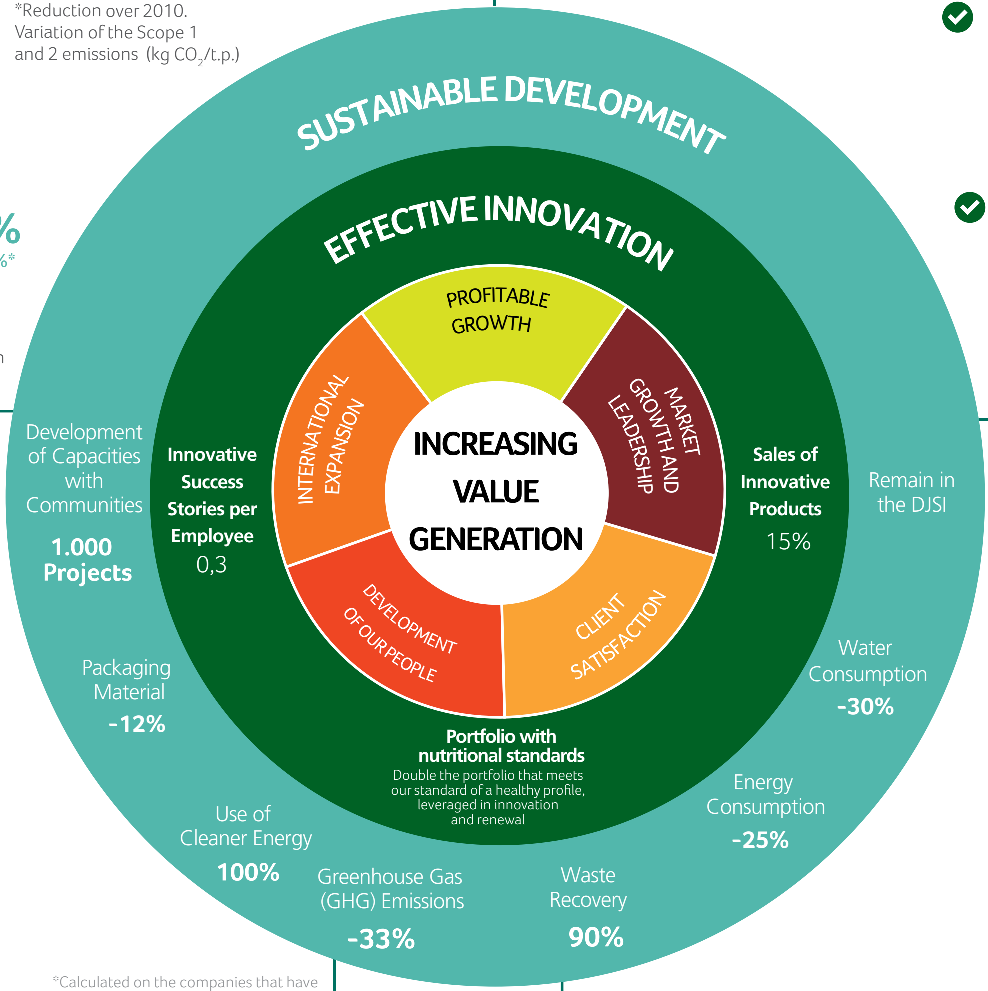
Sustainable Sourcing

Suppliers trained in sustainable development topics
1.841
New Indicator

Suppliers that comply with the sourcing policy
37,2%
New indicator

Suppliers evaluated in sustainability
47,6%
New indicator

Social investment in suppliers
COP billion
3.851
2013: 3.272



Effective Innovation

Sales of innovative products

2014		**17,7%**
2013		20,6%

Investment in innovation

2014		**0,5%**
2013		0,5%

Innovative success stories per employee

2014		**0,17** *
2013		0,14

*Calculated on the companies that have the Innovative Success Stories program.

Corporate Governance

The second performance evaluation of the members of the Board of Directors by an independent external entity.

+13.000
employees trained in the prevention of money laundering and financing of terrorism (MLFT)

Creation of a policy to negotiate shares

Responsible Employer and Citizen

Employees [G4-9]
(including direct, indirect and apprentices)
38.796
2013: 36.726

Colombia	26.425
Abroad	12.371

Investment in social benefits
(Quality of life, training and subsidies) COP billion
69.117
2013: 68.765*

Organizational climate
84,0%
2013: 84,1%

Accident frequency rate
2,62%
2013: 3,17%

Investment in communities
COP billion
33.737
2013: 20.523

Skill development projects
762
2013: 729

Number of volunteers
10.461
2013: 6.989

Nutrition and Healthy Living

Number of references that comply with the Grupo Nutresa nutritional profile
1.795
2013:1.505

Sales of products reduced in critical nutrients
19,0%
(only formulated in 2014)
New indicator

MEMBER OF
Dow Jones Sustainability Indices
In Collaboration with RobecoSAM

ROBECOSAM Sustainability Award Silver Class 2015

ROBECOSAM Sustainability Award Industry Mover 2015

Emisor BVC
COMPROMETIDO IR

"The Issuer Recognition (IR), awarded by the Colombian Stock Exchange, is not a certification of the quality of the stock inscribed or of the solvency of the issuer."

* The year 2013 was re-expressed, to achieve comparability.

Economic Sustainability [G4-9]

Total sales
COP Billion

6.462
2013: 5.898

Percentage of total sales **100%**

Growth ▲ 9,5%

Ebitda
COP Billion

864
2013: 833

Growth ▲ 3,8%

2014 Margin **13,4%**
2013 14,1%

International Sales
USD Billion

1.115
2013: 1.076

Percentage of total sales **34,9%**

Growth ▲ 3,7%

Sales in Colombia
COP Billion

4.204
2013: 3.872

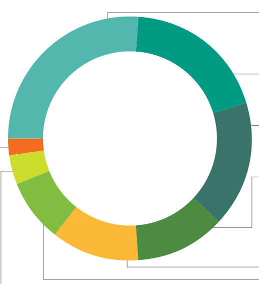
Percentage of total sales **65,1%**

Growth ▲ 8,6%

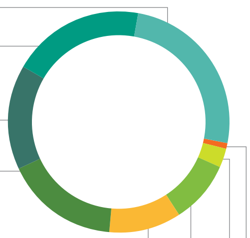
7,1% volume
1,4% price

Business	Year	Total sales	Ebitda	Margen	International Sales	Sales in Colombia	Volume	Price
Cold Cuts	2014	1.694	223	13,2%	101	1.466	8,5%	2,4%
	2013	1.911	253	13,3%	308	1.320	4,7%	-1,0%
	Growth	-11,3% ▼	-12,0% ▼		-67,1% ▼	11,1% ▲		
Biscuits	2014	1.248	169	13,5%	271	706	8,6%	0,2%
	2013	1.142	158	13,8%	264	649	-0,8%	-0,8%
	Growth	9,3% ▲	6,9% ▲		2,7% ▲	8,8% ▲		
Chocolates	2014	1.074	135	12,6%	172	730	5,3%	2,4%
	2013	983	150	15,3%	164	676	5,6%	-4,5%
	Growth	9,3% ▲	-10,1% ▼		5,0% ▲	7,9% ▲		
Coffee	2014	776	145	18,7%	135	505	0,4%	-1,6%
	2013	789	134	17,0%	149	511	5,8%	-7,9%
		-1,7% ▼	Growth 8,5% ▲		Growth -9,2% ▼	Growth -1,2% ▼		
TMLUC	2014	757	92	12,2%	378	N.A.		
	2013	252	41	16,2%	135			
Ice Cream	2014	537	80	14,9%	58	422	13,1%	-1,9%
	2013	486	81	16,7%	56	380	9,9%	2,8%
	Growth	10,7% ▲	-1,5% ▼		2,3% ▲	11,0% ▲		
Pasta	2014	238	25	10,5%	N.A.	238	1,6%	1,5%
	2013	231	26	11,1%		231	3,5%	1,7%
	Growth	3,2% ▲	-2,1% ▼			3,2% ▲		

Percentage of sales by Business

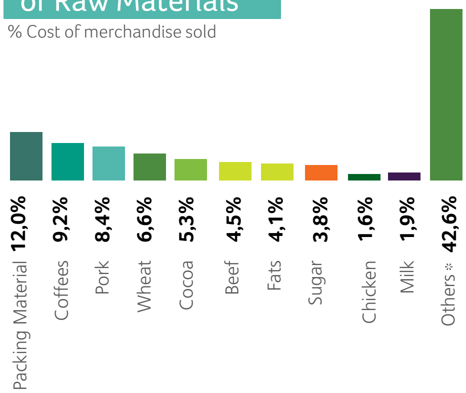


Percentage of EBITDA by Business



Percentage of sales		Percentage of EBITDA
26,2%	Cold Cuts	25,8%
19,3%	Biscuits	19,5%
16,6%	Chocolates	15,6%
12,0%	Coffee	16,8%
11,7%	TMLUC	10,7%
8,3%	Ice Cream	9,3%
3,7%	Pasta	2,9%
2,2%	Others	-0,6

Diversification of Raw Materials
% Cost of merchandise sold



*Includes direct labor, CIF and other minor raw materials.

Grupo
nutresa

Contacts

Sol Beatriz Arango Mesa
President, Servicios Nutresa
Vice President, Grupo Nutresa Sustainable Development
sbarango@serviciosnutresa.com

Claudia Patricia Rivera Marín
Director, Grupo Nutresa Sustainable Development
cprivera@serviciosnutresa.com

Alejandro Jiménez Moreno
Director, Grupo Nutresa Investor Relations
ajimenez@gruponutresa.com

For questions and comments regarding the report and its contents please contact:

Santiago García Ochoa
sgarcia@serviciosnutresa.com
Telephone: (574) 365 5600, ext. 45539
Fax: (574) 365 5657

Graphic and journalistic edition:
Taller de Edición

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MIX
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Content

Navigation guide for the report

More information in
2014report.gruponutresa.com

This symbol indicates that the information is expanded on the Website of our integrated report 2014.

More information in our Twitter

@Grupo_Nutresa

The effective–innovation initiatives that are highly important to Grupo Nutresa are identified with this icon throughout the report.

About this integrated report

Grupo Nutresa **[G4-3]** presents its Integrated Report 2014, for the period between January 1 to December 31, 2014 **[G4-28]**, in which we report the progress made by the Organization in material issues that matter most to its stakeholders and that are relevant for the sustainable growth of the Group.

The Organization has defined six strategic priorities in sustainability, covering the 13 most relevant issues identified in the Materiality Matrix: Corporate Governance, Nutrition and Healthy Living, Environmental Sustainability, Responsible Employer and Citizen, Effective Innovation and Sustainable Sourcing.

This report was prepared in accordance with the comprehensive option of the Global Reporting Initiative – GRI G4 – guidelines for preparing sustainability reports, and the supplement for the food sector.

The scope and coverage of the GRI indicators address the 13 material issues of Grupo Nutresa and reflect the performance of the Organization in the social, economic and environmental dimensions. Excluded from the environmental measurement are the Meals de colombia plant in Armenia, and those of Setas Colombianas and Litoempaques in Medellín, as their production processes differ from those of the basic businesses; also excluded are the Ice Cream Business in the Dominican Republic and Costa Rica, and the Cold Cut Business in Panama.

For our operations in Venezuela, only the financial data, number of employees, accidents and training have been included.

In order to achieve comparability, data from 2013 and 2012 from the PR5 indicator were re–expressed, due to a change in the measurement scale. **[G4-22]**

Likewise, this report follows the Integrated Report framework of the International Integrated Reporting Council (IIRC), from which we present a greater emphasis in creating value and greater connectivity of information, the business model, the principal risks and impacts and future prospects. (See Attachment: Self–Evaluation for incorporating the principles and elements of the integrated report).

The non–financial information was verified by KPMG Advisory Services Ltda., an independent auditing firm that follows the guidelines of the international standard ISAE 3000, and whose report has indicated that there is no evidence thet the information is not presented adequately in accordance with the GRI framework. Similarly, KPMG has conducted an analysis of the consistence between the information described in the Chapter "Self–Diagnosis for Incorporating the Principles and Elements of the Integrated Report," the framework of Investor Relations (IR) and the information included in the report. **[G4-32]**

Also, for the sixth time, the report communicates the progress of Grupo Nutresa in complying with the ten principles of the United Nations Global Compact and reaffirms our commitment to it. With this report, we reiterate the conviction and will of the Organization to continue adhering to the Global Compact, since we share and live all the universally accepted principles on Human Rights, Work, the Environment and the Fight against Corruption, as part of the corporate philosophy and action.

The Organization invites all stakeholders to be part of the Global Compact principles to collectively and voluntarily build a sustainable world.

The financial information of Grupo Nutresa and its subsidiary companies observes generally accepted accounting principles, which are prescribed by law and by the respective surveillance and control agencies in Colombia. Notwithstanding, the group of companies applies accounting practices and policies adopted by the Parent Company, which – in the case of the subsidiary companies abroad – do not differ substantially from the accounting practices used in the countries of origin, and/or has made its approval for those that generate a significant impact in the consolidated financial statements. This information was audited by PriceWaterhouseCoopers (PWC).

The Integrated Report 2014 has been built in four versions to present information that is relevant and accessible to different stakeholders: a Webpage version found at informe2014.gruponutresa.com, a downloadable PDF file on the same Website, a print version of the summary of the annual integrated report, and a pocket edition. For a better understanding by the reader, iconography has been defined, which clearly identifies the following topics:

- The GRI indicators that respond to each material issue are found throughout the report and have been identified with:

General	**[G4-]**
Specific	**[G4-]**

To see the GRI content index, please visit: 2014report.gruponutresa.com/pdf/GRI_content_index.pdf.

Stakeholder engagement model [G4-24] [G4-26] [G4-27]

Shareholders

Objective: To promote an environment of trust among shareholders, analysts and the general public through the transparent and timely communication of relevant, reliable information, in order to deliver the right information for making investment decisions.

Relationship mechanisms
- Website
- Quarterly newsletter
- Email
- Quarterly investor conference
- Integrated annual report
- Shareholders' assembly
- Ethics Hotline
- Twitter

Employees

Objective: To promote harmonious relationships to increase productivity, in challenging, safe and inclusive work environments where collaboration is encouraged and development and progress are guaranteed.

Relationship mechanisms
- Surveys on organizational climate and commitment
- Intranet, printed newsletters, bulletin boards, email
- Meetings with senior management
- Synergy communities
- Primary groups
- Primary OHS committees
- Retirement interviews
- Family–Responsible Companies (FRC) Committee
- Psychosocial risk survey
- Strategic Human Rights committee
- Coexistence committees
- Suggestion boxes
- Ethics Hotline
- Integrated report

Customers and consumers

Objective: To contribute to the quality of life of consumers with products that satisfy their nutrition and wellness needs, through leading brands and commercial networks that allow us to be close to our clients, shoppers and consumers.

Relationship mechanisms
- Commercial figures that interact daily with our clients
- Client portal
- Hotlines – Interaction centers
- Ethics Hotline
- Grocers' School
- Convenience Store School
- Measurement of services
- Meetings with alternative–channel entrepreneurs
- Webpage
- Consumer service lines
- Email
- Integrated report

Communities

Objective: To ensure the development of skills within the related communities as a tool to achieve their sustainability and support their wellness through the allocation of tangible and intangible resources.

Relationship mechanisms
- Meetings and encounters with civilians
- Events and meetings with NGOs
- Webpage, email
- Participatory rapid diagnosis
- Participation in forums and conferences
- Sustainability report
- Ethics Hotline
- Social investment projects

Government

Objective: To promote the establishment of public policy environments that support the business objectives of the organization and the particular needs of society.

Relationship mechanisms
- Participation in spaces where the improvement of public policies is promoted
- Reports and monitoring meetings
- Answering surveys
- Integrated report

Suppliers

Objective: To strengthen and develop our partners in the supply chain.

Relationship mechanisms
- Online business portal
- Helpdesk
- Email
- Supplier development programs
- Management meetings
- Evaluation visits
- Promotion programs
- Webpage
- Integrated report

Materiality analysis [G4-18]

To define the content of its integrated annual report, in 2013 Grupo Nutresa implemented a process of analyzing those aspects that could most affect its ability to generate value. This process was conducted with the assistance of an independent external firm and was performed by applying the definition of the Global Reporting Initiative (GRI) G4 report framework.

In the process, 24 issues were defined that, because of their effect, are relevant in the management of the Organization and its stakeholders.

This is the result of the analysis of the opinions of the groups, trends in the food sector, industry peers, and assessments in which Grupo Nutresa participates, among others. The issues defined were rated according to their financial impacts, corporate policies, social and cultural environment, sectorial context and regulatory environment.

This exercise and its results were validated by the Corporate Committee, the Board of Directors and representatives of the stakeholders: Investors, Clients, Suppliers and the Community (Institutions and NGOs).

In 2014, the results of this process were presented through the sustainability report. Socialization for the internal stakeholders was conducted through exercises that explained the relevance of the analysis to execute the sustainability strategy of Grupo Nutresa.

Materiality matrix

Asuntos materiales

Strategic Priorities

Index of contents by material issue [G4-19] [G4-27]

Material issue	Chapter where it is found	Global Compact Principle	Stakeholders that give greater priority to the material issue
Economic performance *Profitable growth, Results of the businesses*	Corporate model Performance of the businesses		Shareholders, Communities, State, Suppliers
Corporate governance, ethics and transparency *Principles and guidelines for action*	Corporate governance	Principle 10	Shareholders, Suppliers
R&D + Innovation *Product innovation and development* *Applied research* *Innovation in business and process model*	Effective innovation	Principle 9	Communities
Good labor practices *Equality, safe and decent work environment, diversity*	Responsible employer and citizen	Principles 1, 3, 6	Employees
Responsible relationships with consumers *Product and process quality and safety, client and consumer satisfaction, labeling*	Nutrition and healthy living		Clients and Consumers
Nutrition, health and wellness *Healthy lifestyles, options for healthy products, experiences that generate wellness*	Nutrition and healthy living Responsible employer and citizen Effective innovation		Clients and Consumers
Sustainable sourcing *Supplier evaluation and development, strategic sourcing, inclusive businesses*	Sustainable sourcing Corporate citizenship	Principles 1, 2, 3, 4, 5, 6, 7, 8, 9, 10	Clients and Consumers, Suppliers
Market performance *Brands, networks, distribution, expansion in the strategic region, business management*	Market growth and leadership		Shareholders, Clients and Consumers, Communities
Human Rights *Child labor, forced labor, freedom of association and collective bargaining, non - discrimination*	Responsible employer and citizen Sustainable sourcing	Principles 1, 4, 5, 6	Employees, Suppliers
Corporate citizenship *Skill development, nutrition, education and culture, volunteer work, inclusive businesses*	Responsible employer and citizen	Principles 1, 2	Employees, State
Water use and conservation *Water risk, water use, water footprint, management of wastewater*	Environmental sustainability	Principles 7, 8, 9	Shareholders, Suppliers, Clients and Consumers, State
Climate change *Vulnerability, diagnosis, mitigation, adaptation*	Environmental sustainability	Principles 7, 8, 9	Shareholders, Suppliers, Clients and Consumers, State
Energy *Cleaner energies, use of thermal and electric energy*	Environmental sustainability	Principles 7, 8, 9	Shareholders, Suppliers, Clients and Consumers, State

Enjoying the ***outdoors*** changes your life

Carolina Amaya, 33 years old. *Plastic Artist*

Corporate Governance

Placing good corporate governance as a strategic focus leads Grupo Nutresa to manage the material issue of Governance, ethics and transparency, in order to ensure that the actions of its companies are based on a framework of ethical behavior and good conduct. This protects the financial capital of the Group, provides trust to shareholders and gives guarantees to employees and third parties on the transparency, impartiality and accountability of the decisions and directions given by the governing bodies of the Organization.

To learn more about the Grupo Nutresa Campaign "Enjoy a Healthy Life," visit our Webpage www.nutresa.com

The Board of Directors [G4-34] [G4-38]

Principals

- **1.** Antonio Mario Celia Martínez-Aparicio
- **2.** Alberto Velásquez Echeverri
- **3.** Jaime Alberto Palacio Botero
- **4.** Mauricio Reina Echeverri
- **5.** David Emilio Bojanini García
- **6.** Gonzalo Alberto Pérez Rojas
- **7.** María Clara Aristizábal Restrepo

Alternates

- **8.** Lucía Margarita González González
- **9.** Margarita María Mesa Mesa
- **10.** Luis Javier Zuluaga Palacio
- **11.** Luis Eduardo Carvajal Restrepo
- **12.** Juan David Uribe Correa
- **13.** Juan Fernando Botero Soto
- **14.** Marta Liliam Jaramillo Arango

- *Independent members*
- *Non–independent members*

Antonio Mario Celia Martínez-Aparicio
*2005**

Appointment and Retribution Committee
Strategic Planning Committee
Board of Directors' Corporate Governance and Issues Committee

President, Promigas S.A.

Previous experience
Financial Vice President, *Promigas S. A.*
Manager, *Terpel del Norte*

Studies
Engineer, Worcester Polytechnic Institute
Executive education in MIT, Wharton and *Universidad de Los Andes*

Alberto Velásquez Echeverri
*2005**

Board of Directors' Corporate Governance and Issues Committee
Appointment and Retribution Committee

General Manager, Prosantafé S. A. S.

Previous experience
Secretary General of the Presidency of the Republic of Colombia 2002 – 2004
President, Heritage Minerals Ltd.
Vice President, *Grupo Colpatria*

Studies
Business Administrator, EAFIT University
Master's in Business Administration, University of California at Los Angeles (UCLA)

Jaime Alberto Palacio Botero
*2005**

General Manager, Coldeplast S. A. S. and Microplast S. A. S.

Previous experience
Deputy General Manager, *Microplast S. A.*

Studies
Business Administrator, EAFIT University
Training in administration with a focus on marketing, Wharton University
Advanced training in packaging at JICA, Japan

Mauricio Reina Echeverri
*2007**

Finance, Audit and Risk Committee
Board of Directors' Corporate Governance and Issues Committee
Strategic Planning Committee

Associate Researcher, Fedesarrollo

Previous experience
Deputy Director, *Fedesarrollo*
Deputy Minister of Foreign Trade of the Republic of Colombia

Studies
Economist, *Universidad de los Andes*
Master's in Economics, *Universidad de los Andes*
Master's in International Relations, Johns Hopkins University

Finance, Audit and Risk Committee	4 8 9 10	**Board of Directors' Corporate Governance and Issues Committee**	1 2 4 5
Appointment and Retribution Committee	1 2 5	**Strategic Planning Committee**	1 4 5 7

David Emilio
Bojanini García
*2005**

Appointment and Retribution Committee
Board of Directors' Corporate Governance and Issues Committee
Strategic Planning Committee

CEO, Grupo de Inversiones Suramericana S.A.

Previous experience
CEO, *Fondo de Pensiones y Cesantías Protección S. A.*
Actuary Manager, *Suramericana de Seguros S. A.*

Studies
Industrial Engineer, *Universidad de Los Andes*
Master's in Administration with emphasis in Actuary, University of Michigan

Gonzalo Alberto
Pérez Rojas
*2005**

CEO, Suramericana S.A.

Previous experience
Vice President, Insurance and Capitalization, *Suramericana de Seguros S. A.*
Vice President, Corporate Businesses, *Suramericana de Seguros S. A.*

Studies
Attorney–at–Law, University of Medellín
Specialization in Insurance, Swiss Re

María Clara
Aristizábal Restrepo
*2013**

Strategic Planning Committee

Manager, Corporate Strategy, Grupo Argos S.A.

Previous experience
Assistant to the President and Director of Investor Relations, *Grupo Argos S. A.*
Director of Economic Investigations, *Bolsa y Renta S. A.*

Studies
MBA, New York University
Specialization in Finances and Law, New York University
Economist, with an emphasis in Mathematical Economics, EAFIT University

* The year underneath the name of each Director corresponds to the date of joining the Board of Directors

Steering Committee [G4-34] [G4-35] [G4-36]

Corporate Team

Carlos Ignacio Gallego Palacio
CEO

José Domingo Penagos Vásquez
Vice President, Corporate Finances

Jairo González Gómez
Secretary General Vice President
Director, Legal Assistance

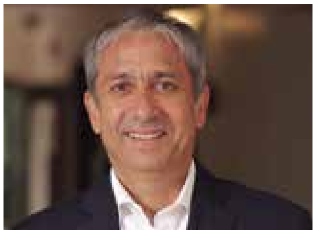
Business Unit Team

Diego Medina Leal
Presidente Cárnicos
Vice President, Logistics

Alberto Hoyos Lopera
President, Galletas Nutresa
Vice President, North Strategic Region

Jorge Eusebio Arango López
President, Chocolates Nutresa
Vice President South Strategic Region

Miguel Moreno Múnera
President, Cafés Nutresa



Justo García Gamboa
President, Tresmontes Lucchetti
Vice President, Mexico and Chile Strategic Region

Mario Alberto Niño Torres
President, Helados Nutresa
Vice President, Innovation and Nutrition

Fabián Andrés Restrepo Zambrano
President, Pastas Nutresa

Juan Chusán Andrade
President, Retail Foods

Transversal Activities Team

Álvaro Arango Restrepo
President, Comercial Nutresa
Vice President, Marketing and Sales

Sol Beatriz Arango Mesa
President, Servicios Nutresa
Vice President, Sustainable Development
Director General, Fundación Nutresa

To learn more about our management team, go to **2014report.gruponutresa.com**

Corporate Governance

The Company takes into account the most relevant global practices in corporate governance; for this reason, it has efficient tools with which it ensures transparent management.

Highlights

- Thanks to good management in corporate governance, Grupo Nutresa was invited to participate in the Working Committee for the construction of the new Country Code, led by the Office of the Financial Superintendent of Colombia.
- For the second time, the performance of the Board of Directors was assessed by an independent firm.
- For the second year, Grupo Nutresa obtained IR (Investor Relations) Recognition.

Challenges

Grupo Empresarial Nutresa's focus as an organization is generating value for stakeholders through the declaration and practice of the fundamental principles of effective governance, ethical behavior, transparency and integrity.

Grupo Nutresa is committed to good corporate governance that promotes the long–term interests of its shareholders and maintains the trust of its stakeholders. The Organization recognizes that good governance positively impacts the capital and corporate reputation to the extent that it attracts and keeps domestic and foreign investors, allowing them to have sufficient, timely information to make decisions according to market conditions.

Progress

The Board of Directors is composed of 14 professionals, seven principal and seven personal alternates, with diverse backgrounds and expertise in finance, business and strategy. Both the Chairman and the majority of the Board members are independents, according to the definition found in Colombian law and the Code of Good Governance. **[G4-34] [G4-38]**

There are four committees that support the Board (Finance, Audit and Risk; Corporate Governance and Issues; Strategic Planning; and Appointment and Retribution), which perform their functions and are presided over by independent members.

During 2014, 13 Board meetings were held, which were attended by the majority of its members; their support committees met with the frequency established in the Code of Good Governance and the law. Also, the independent members of the Board met to review the remuneration, retention and resignation policies that apply to the Senior Management of Grupo Empresarial Nutresa to strengthen their commitment to and permanence in the Organization.

The Board evaluated all the members of the Steering Committee of the Organization (Presidents of each Business, President of Servicios Nutresa, President of Comercial Nutresa and Grupo Nutresa Vice Presidents), to ensure that their leadership style fits the philosophy of Grupo Empresarial Nutresa to achieve the strategic objectives.

For the second time, and with an interval of two years, an external, independent evaluation was conducted on the performance of the Board. The results highlighted as strengths its focus on strategy, interaction among its members, and the timely, transparent information that is offered to the market; it recommended working on five aspects: developing an annual action plan of strategic issues to be dealt with by the Board, building profiles for future Board members, creating a training and updating plan for members, complementing the information prior to meetings, and developing a succession plan for senior management of the Company. **[G4-44]**

The most relevant short – term challenge is implementing the new Country Code, which will become effective in 2016.

The annual Self–Assessment of the Board was also performed, in order to assess the qualities, attributes and experience of this body and its support committees. This assessment focused on reviewing the performance and contributions of the members of the Board and support committees and highlighted aspects where improvements can be made.

The Ethics, Transparency and Conflicts of Interest Committee actively operated and settled ten cases of possible conflicts of interest, and also recommended measures to ensure the protection of the Grupo Empresarial Nutresa interests.

Grupo Nutresa has a policy to negotiate company shares, according to which the Board must authorize its members, the Legal Representative and other company administrators – in those cases and conditions required by law – to conduct any operation related to company shares. Furthermore, in the interests of transparency and especially to avoid the use of insider information, Board members and Company executives are prohibited from conducting operations in general, acquiring or disposing of, directly or indirectly, shares issued by the Company, from the moment they have knowledge of the quarterly results that must be transmitted to the authorities, or the possible realization of a transaction by Grupo Empresarial Nutresa that may affect the price of the shares and until the information is not formally made public domain. **[G4-41]**

Grupo Nutresa maintains transparent communication with investors through the quarterly newsletter, in which the quarterly results and the accumulated results of all the companies and their businesses, as well as market news, new products and the behavior of the share, are presented. Likewise, the Company Webpage is constantly updated with financial information, presentations to investors, media and press releases and relevant information. As the integral administrator of the shares, Deceval handles the requests, complaints, claims and concerns of shareholders in general; the Office of Investor Services, part of the area of Corporate Finances, provides general information about the Company results and maintains ongoing communication with national and international institutional investors, stock brokers and appraisers.

In terms of taxes, Grupo Nutresa seeks to contribute to the development of the economies in the countries where it operates and is aware of the economic and social impact as a major contributor, through the transparent management of its fiscal responsibilities. In response to this commitment, it has developed a policy and strategy, which seek to make the management of its taxes visible, and it also transparently communicates the income, breakdown of sales and participation by country; it explains in detail the corporate model and reveals general information about taxes in each one of the countries where it is present.

Future vision

The Grupo Nutresa corporate governance practices allow it to face the challenges that will arise in the future for an organization of its kind.

We ensure the continuous improvement of corporate governance standards, in accordance with regional and global trends. In this respect, the most relevant short–term challenge is implementing the new Country Code, approved in 2014 by the Office of the Financial Superintendent in Colombia, which will become effective in 2016. It is important to mention that, in its meeting on November 28, 2014, the Board of Directors' Corporate Governance and Issues Committee recommended that all the measures and recommendations contained in the new Country Code be adopted.

Board of Directors, Grupo Nutresa S.A.

To do this, during 2015, a comprehensive statutory reform and the adoption of various policies will be submitted to the Shareholder's Assembly for consideration; also, a reform of the Company's Code of Good Governance will be submitted for consideration by the Board of Directors.

On the other hand, in general the Board will remain attentive to developments on best practices in corporate governance, to update them together with Company policies in this area.

Likewise, we will continue to disseminate and reinforce, internally and externally, the values and principles that govern the actions of the Organization through the implementation of the Code of Good Governance in domestic and foreign companies, and its constant updating according to the guidelines of the Board of Directors.

Welcoming the recommendations of *Prospecta* (a consulting firm specialized in corporate governance) and the new Country Code, the Board will reform the Code of Good Governance to strengthen the role of the Board Chairman, assigning him new functions and responsibilities. Additionally, a function of the Company CEO will be established to prepare the annual work plan, to be approved by the Board, and to establish in an orderly manner, the strategic issues to deal with throughout the year and facilitate determining the reasonable number of ordinary meetings and their estimated duration.

The Board Secretary, in turn, will have the function of delivering to the Board members, on time and in the manner established, the information according to its guidelines and ensuring the formal legality of the Board's actions and guaranteeing that its governance procedures and rules are respected and regularly reviewed in accordance with the provisions of the Bylaws and other internal regulations of the Company.

Among its functions, the Appointment and Retribution Committee will analyze issues related to the Board, such as personal profiles linked to career, recognition, prestige, availability, leadership, group dynamics, diversity and female participation, which are most suitable for the Board; the tentative composition of functional profiles, associated with aspects such as professional knowledge and expertise in every circumstance that the Board needs; the time and dedication necessary so that the Board members can perform their duties properly; and the existing gaps between the profiles of the directors and the profiles identified as necessary for the Company.

Based on the results of the above analysis, the Committee shall design a training plan and formal update for the Board members in accordance with the needs identified. This Committee shall also propose to the Board of Directors the succession policy for members of the Board and Senior Management and other key executives.

Ethics and transparency

Grupo Nutresa has established principles and guidelines that strengthen the cultural organization, aimed at acting and making decisions ethically and transparently.

Highlights

- More than 13,000 employees, temporary workers and contractors participated in awareness and training programs on preventing and controlling the risks associated with Money Laundering and the Financing of Terrorism (MLFT). These programs have been incorporated into the induction process for new employees.
- The role of MLFT risk prevention and control manager was implemented to support the management and prevention of this risk in the Grupo Nutresa companies. At the end of 2014, the group of managers totaled 130.
- Compliance with regulations related to the MLFT risk in the principal platforms where Grupo Nutresa operates outside of Colombia was evaluated and diagnosed, to prioritize the implementation of the management system to prevent such risks.
- The existing complaint mechanisms, such as the Ethics Hotline and the Coexistence Committees, among others, were evaluated by an independent entity for compliance with the Guiding Principles for Business and Human Rights and the Colombia Guidelines on Human Rights; the result was a diagnosis and a work plan to close gaps.

Challenges

Ethics and transparency are essential to accomplish the Grupo Nutresa mission; therefore, they are key elements of its corporate philosophy and performance. This material issue is crucial in all actions undertaken by the Organization, through its relationship with the different stakeholders and it impacts the human, financial and social capital.

Among the most significant risks related to this topic are fraud, money laundering and the financing of terrorism, and corruption, which are managed through policies, codes, processes, manuals, technological controls and training programs. Noteworthy are:

- Code of Good Governance, which incorporates, among others:
  - The anti–fraud and anti–corruption policy
  - The policy to prevent money laundering and the financing of terrorism
  - The Code of Conduct for Suppliers
- Risk Management Policy
- Awareness and training programs in the prevention and control of MLFT risks, through virtual and physical–attendance training methodologies
- Assessment and evaluation of significant risks
- Activation and disclosure of additional reporting mechanisms for situations related to MLFT
- Ethics Hotline
- Definition of the operating principles in the relationship of third parties with Grupo Nutresa
- Preventive and detection technological controls in the transactional applications of the Companies
- BASC Secure Commerce Management Systems

These initiatives, policies and other strategies used allow managing the human, social and financial capital of the Organization and enable the development of relationships with employees, suppliers, consumers, investors and other stakeholders, through clearly established guidelines and action schemes to reduce the potential financial impacts on the development of operations.

Progress

Within the process to adopt new approaches to risk assessment, 22 risks that impact the Grupo Nutresa strategy were analyzed; of these 22 risks, the risk of ethical breaches or misconduct (fraud, corruption, MLFT) by employees and third parties was incorporated into the corporate matrix and visibility of the relevance of these aspects was given throughout the Organization.

The assessment of risks related to corruption is carried out in accordance with the steps contemplated in Standard ISO 31000, version 2009: the establishment of the context, identification, analysis, evaluation and treatment. To this end, matrices and risk maps were constructed where the probability and the impact are qualified. In 2014, this assessment was performed on 58% of the Grupo Nutresa Businesses. **[G4-SO3]**

The awareness and training process to manage the prevention of the MLFT risks encompassed virtual and physical–attendance trainings, and deployments to the headquarters of the companies in Colombia, reaching 9.301 employees. The process was also carried out with 3.869 third parties, including temporary workers and contractors. **[G4-SO4]**

Additionally, the scope of the Policy to prevent money laundering and the financing of terrorism was extended to Fundación Nutresa, and Corporación Vidarium, the Grupo Nutresa Nutrition, Health and Wellness Research Center.

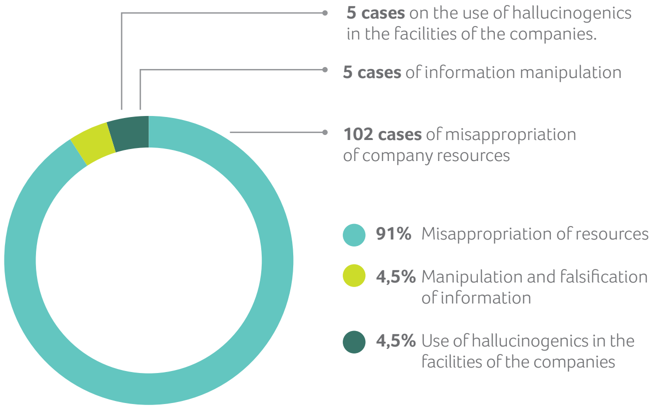
Ethics Hotline [G4-57] [G4 58]

In 2014, 25 reports received through the Ethics Hotline were attended. They were channeled to the areas responsible in each one of the Businesses; 52% of the reports involved employees and 48%, third parties.

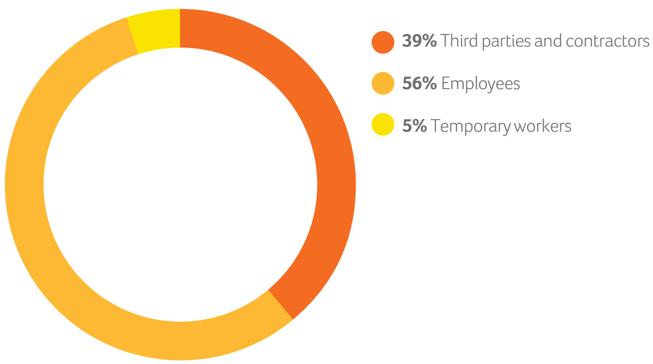
There were 102 incidents that threatened the anti–fraud and anti–corruption policy against the Grupo Nutresa companies for an approximate value of COP 513 million.

In these incidents, 150 persons, linked to the Grupo Nutresa companies through work contracts (56%) and contracts to provide services (44%), were involved. In all cases, the contractual relationship was ended and the relevant legal actions were filed. To address the impacts of such events, the Grupo Nutresa companies have insurance policies with adequate coverage. [G4-SO5]

Types of incidents



Type of relationship of the persons involved in the incidents



The acts of corruption mentioned were reported to the Grupo Nutresa Finance, Audit and Risk Committee.
[G4-SO7]

Servicios Nutresa employees.

Future vision

The constant evolution of Grupo Nutresa and its internationalization process represent a challenge to consolidate the Integral Risk–Management Maturity Model in all the businesses and levels of the Organization. This necessitates the combination of the Top–Down and Bottom–Up valuation approaches with the critical processes of its value chain, which will allow further strengthening of the integral risk–management model, comprising those associated with ethics and transparency.

In line with the above, among the short–, medium– and long–term plans is the gradual implementation of the Management System to Prevent and Control the Risk of MLFT and the disclosure of the Code of Good Governance in the Grupo Nutresa companies in the strategic region outside Colombia.

In addition to these actions, and in order to impact the MLFT risks in the supply chain, in the short term new virtual–training models will be enabled that will raise awareness about the management of preventing and controlling these risks in related third parties. This will provide them with tools to manage their own risks, strengthening their processes toward the continuity of their business.

The structuring and implementation of the action plan to close gaps identified in the diagnosis resulting from the evaluation of the Grupo Nutresa complaint mechanisms will be complemented.

Some initiatives

Awareness and training in management to prevent and control the MLFT risk

As part of strengthening the management to prevent and control the MLFT risk, a strategy called "Reliable Businesses, Our Challenge" was implemented; it began to be developed through a virtual course consisting of four modules, according to the target audience, thus:

a) Preparing for the challenge, the contextualization of MLFT management, for all employees;
b) Reliable relations with suppliers and contractors, for employees who are negotiators, buyers and/or who manage suppliers;
c) Developing reliable businesses with our clients, for employees who manage domestic or international clients; and
d) Building reliable relationships with employees, for officers who participate in the recruitment process.

In addition, physical–attendance workshops were developed with employees who manage third parties having greater criticality. We foresee that activities related to strengthening the culture to prevent these risks will be conducted annually with different stakeholders.

Participation in and Promotion of the Responsible, Safe Businesses Program of the United Nations Office on Drugs and Crime (UNODC)

As part of Grupo Nutresa's joining this program, activities were developed that included participation in the National Day to Prevent Money Laundering in Colombia, whose main objectives are to frame the public and private sectors in a joint strategy to prevent money laundering and source crimes, build an anti–laundering culture that allows a transformation of society, and join forces with the national strategy of each country in preventing this crime.

In 2014, this initiative was extended to the employees and key clients and suppliers of the Grupo Nutresa companies in Colombia.

Donations in favor of democracy and political activity

In order to promote the healthy exercise of democracy, and understanding that political activity is a fundamental axis to create spaces for participation and construction for the country, Grupo Nutresa, through its Fundación Nutresa, makes contributions to political parties and movements to contribute to their objectives, according to the donation policy developed for this purpose and within the respective legal framework.

Contribution recipients are chosen according to their objectives of political participation, which must be aligned with the corporate values of Grupo Empresarial Nutresa. Also, they must be recognized for having a transparent political or professional practice, framed in ethical principles. These beneficiaries must have programs that address social inclusion, common welfare and social and environmental responsibility, and, to the extent possible, they should be constituted as non–profit entities whose social purpose is associated with the promotion of democracy or be duly constituted political parties or movements. In exceptional cases, some candidates may be direct beneficiaries of the donation.

The budget for the donations is determined by the Fundación Nutresa Board of Directors; the amount of each donation – within the legal limits established by the National Electoral Council – is established according to criteria, such as the trajectory of the party or movement; experience of the candidate, seriousness of the political program or project; and reputation of the party or movement and the candidate's staff.

Enjoying ***as a family*** changes your life

Doris Forero, 35 years old. *Businesswoman*

Corporate Model

[G4-DMA]

To learn more about the Grupo Nutresa Campaign "Enjoy a Healthy Life," visit our Webpage www.nutresa.com

Strategy for our first century 1920 - 2020

"Our Centennial strategy aims to **double our 2013 sales by 2020**, with sustained profitability between 12% and 14% of the EBITDA margin.

2 x $5,9 trillion = $11,8 trillion

To achieve this, we offer our consumers **foods and experiences** of **recognized and beloved brands**, that **nourish, generate wellness and pleasure,** and 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.**"

MISSION

- The mission of our Company is creating increased value, achieving an outstanding return on investments, greater than the cost of capital employed.
- In our food businesses, we always seek to improve consumer quality of life and the progress of our people.
- We look for profitable growth with leading brands, superior service and excellent national and international distribution.
- We are committed to the management of our activities by being committed to Sustainable Development, with the best human talent, outstanding innovation and exemplary corporate behavior.

Corporate Philosophy and Performance [G4-56]

- Autonomy with strategic coherence
- Good corporate governance
- Responsible corporate citizenship
- World–class competitiveness
- Development of our people
- Ethics
- Participation and collaborative management
- Respect
- Food safety

Differentiators of our business model

Our people

Human talent is one of our most valuable assets. The cultural platform is based on the promotion of participatory environments, development of skills of being and doing, recognition, building a leading brand, as well as a balanced life for people.

Organizational Climate at a level of excellence: **84,0%**.

Our brands

Our brands are leaders in the markets in which we participate; they are recognized, loved and part of people's daily life. They are based on nutritional, reliable products with an excellent price–value relation.

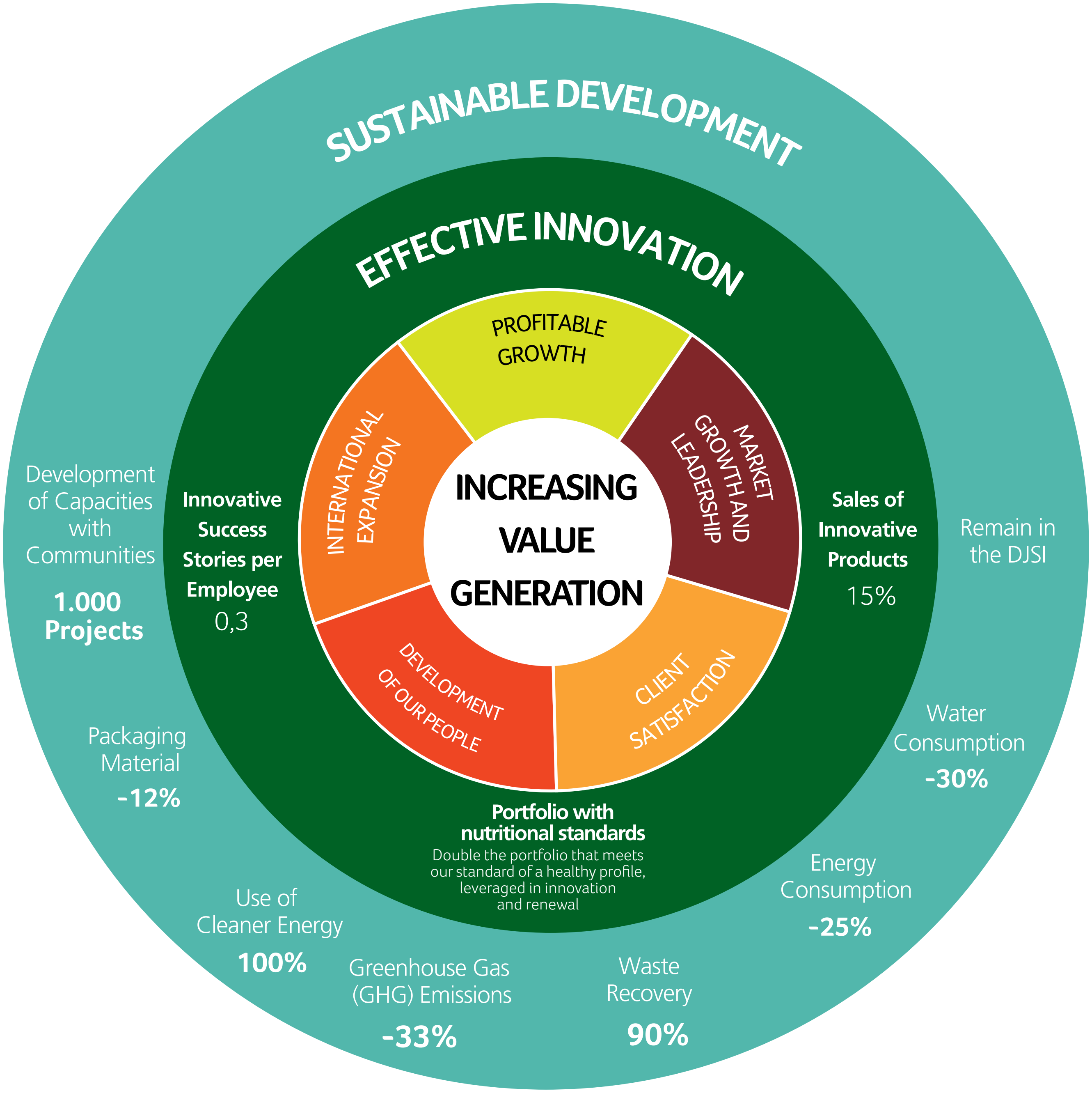
17 brands with sales over **USD50million**

Our distribution network

Our extensive distribution network, with an offer differentiated by channels and segments, with teams of specialized staff, allows us to have our products available, at an appropriate frequency, and a close relationship with clients.

+1.054.000 points of sale

Strategic objectives for 2020



Increasing value generation

The 2014 results, the short–term goals for 2015 and the objectives for 2020 are presented.

Financial Dimension

Double the 2013 sales by 2020 (COP Trillion)	International Sales (USD Billion)	EBITDA Margin	Sales of innovative products
2020: 11,8 2014: 6,5	**2020: 2.000** 2014: 1.115	**2020: Between12%-14%** 2014: 13,4%	**2020:15%** 2015: 16% 2014: 17,7%

Innovative success stories per employee	Productivity (kg/Hmod)	Double the portfolio of products that meet the Grupo Nutresa profile	Level of client satisfaction
2020: 0,3 2015: 0,17 2014: 0,17	**2020: +5% annual** 2015: +5% annual 2014: 4,3%	**2020: 2.684 SKUs** 2015: 1.628 SKUs 2014: 1.795 SKUs	**2020: Maintain the level of excellence** 2014: Colombia 87,7% Strategic region 87,8%

Social Dimension

Accident frequency rate	Work climate	Development of skills with communities (Number of projects)
2020: 1,7% 2015: 2,55% 2014: 2,62%	**2020: 83,3%** 2015: 83,2% 2014: 84,0%	**2020: 1.000** 2015: 772 2014: 762

Environmental Dimension

Water consumption (m^3/t.p.)	Energy consumption (kWh/t.p.)	Greenhouse gases (CO_2e/t.p.)	Use of cleaner energy
2020: -30% 2015: -22,4% 2014: -15,5%	**2020: -25%** 2015: -18,9% 2014: -18,2%	**2020: -33%** 2015: -22,3% 2014: -21,0%	**2020: 100%** 2015: 99,1% 2014: 99,1%

Packiagng material* (kg M.E./t.p.)	Waste generation	Waste recovery	Environmental culture (environmental innovative success stories)
2020: -12% 2015: -6,5* 2014: -5,1%	**2020: -20%** 2015: -10,8% 2014: -9%	**2020: 90%** 2015: 88,8% 2014: 88,5%	**2020: 1.000** 2015: 724 2014: 698

*During 2014 a review and adjustment of the packaging material indicator was conducted, to achieve a more accurate calculation. The establishment of the 2015 target is subject to the restructuring of the calculation methodology and, therefore, its final approval will occur in the first trimester of 2015.

Find more information about the indicators at
www.gruponutresa.com/es/node/59623

Integral risk–management and the main risks of the business [G4-2] [G4-14]

Integral risk–management model

In order to ensure the proper management of risks that the development of its operations implies, Grupo Nutresa has an Integral Risk–Management Model covering all the businesses and bodies of the Organization, from the Board of Directors, through its Finance, Audit and Risk Committee, to the operational areas, through the integrated management systems, among others. Additionally, the Model includes the Integral Risk–Management Policy and Methodology, which is aligned with Standard ISO 31000, which facilitates the development of risk assessment and mitigation processes, according to the following level of risk appetite:

Commercial risk:
aggressive

Financial and operational risk:
moderate

Reputational risk:
none

In 2014, the annual assessment of corporate risks at the Grupo Nutresa level was conducted, and their rating was made, considering the criteria of probability of occurrence and impact on the strategy. Based on this analysis, risk maps were updated, where the main business risks, which are described below, were identified, and for which the most relevant management and treatment measures are highlighted:

Key risks	Mitigating factor
Volatility in the prices of raw materials	• Diversification of raw materials • A clear hedging policy administered by a specialized committee • A highly trained team dedicated to monitoring and negotiating these supplies • Active search and exploitation of new opportunities for global sourcing
Effect on the businesses due to a highly competitive environment including pressures from consumers and channels	• Large distribution capacity with a differentiated strategy to address the various segments • Attractive proposals with a good price/product relation • Recognized, beloved brands • Portfolio innovation and differentiation • Search to enter new markets
Regulatory changes in nutrition, health and obesity in countries where we are present	• Vidarium: Nutrition Research Center • Active participation with governments in discussion on regulations • Monitoring and strict compliance of the regulations in each country

The process to identify and analyze corporate risks contemplated a Top–Down focus, considering the internal and external contexts of Grupo Nutresa, and all the material issues of the Organization. Thus, we identified a total of 22 risks classified in the different categories that are summarized below:

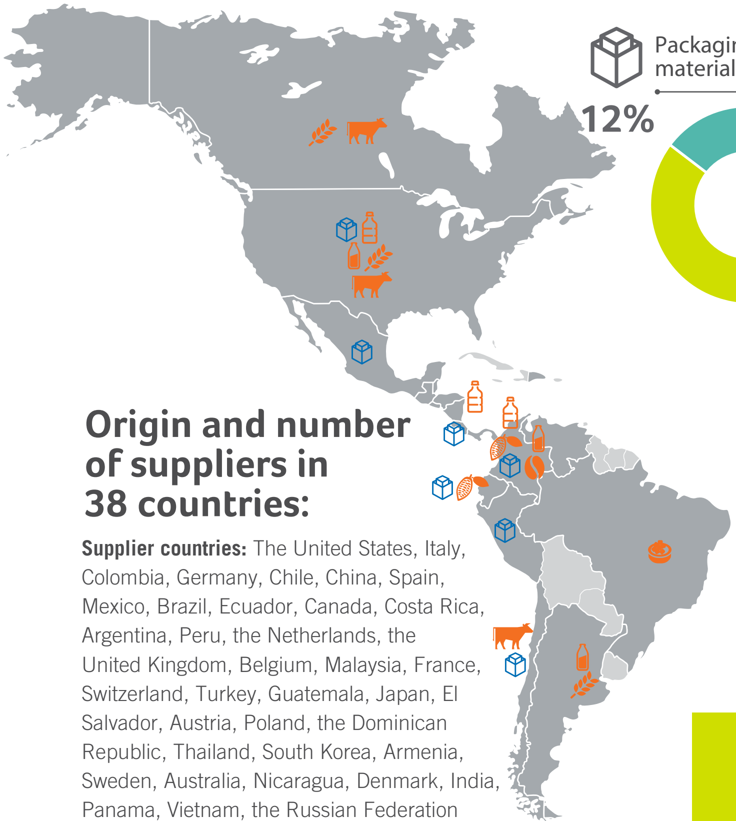
Corporate risks

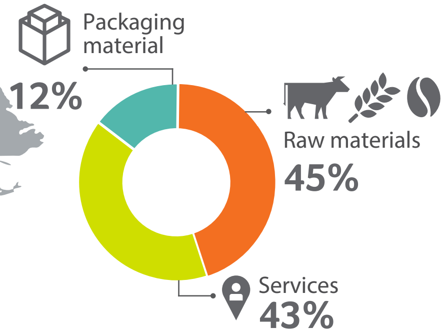
1. Effect on the businesses due to a highly competitive environment (consumers and channels)
2. Regulatory changes in nutrition, health and obesity
3. Effect on the Organization due to political changes in the countries where it operates
4. Lack of availability of human talent
5. Lack of opportunities to respond to changes in consumer preferences
6. Volatility in the prices of raw materials
7. Changes in interest and exchange rates
8. Counterparty risks
9. Adverse material effect in acquisitions
10. Credit and portfolio
11. Systemic risk or risk of contagion
12. Effect on the integrity or safety of employees in the execution of their tasks
13. Effect on the environment
14. Interruption in the supply chain
15. Effect on consumers through product contamination
16. Internal or external violation of human rights
17. Collapse of the information and communication systems and technologies
18. Lack of ethics or inappropriate behavior of employees or third parties
19. Loss of key information for the company
20. Effect on animal welfare
21. Effect for the use of raw materials with genetically modified organisms (GMOs)
22. Effect due to climatic and natural phenomena

Value chain [G4-2] [G4-8] [G4-12] [G4-20]

Sourcing

Sustainable sourcing / water / climate change / human rights / corporate citizenship / corporate governance, ethics and transparency





Origin and number of suppliers in 38 countries:

Supplier countries: The United States, Italy, Colombia, Germany, Chile, China, Spain, Mexico, Brazil, Ecuador, Canada, Costa Rica, Argentina, Peru, the Netherlands, the United Kingdom, Belgium, Malaysia, France, Switzerland, Turkey, Guatemala, Japan, El Salvador, Austria, Poland, the Dominican Republic, Thailand, South Korea, Armenia, Sweden, Australia, Nicaragua, Denmark, India, Panama, Vietnam, the Russian Federation

Raw materials:

Pork, Wheat, Fats, Packing material, Chicken, Cocoa, Sugar, Beef, Coffee, Milk

Transport of raw materials

Operation

Economic performance / R & D + Innovation / good labor practices / energy / water / climate change

Ice Cream	Popsicles
Cold Cuts	Ready–to–eat dishes
Pastas	Classic pasta
Coffee	Roasted and ground coffee
Biscuits	Crackers
Chocolates	Chocolate and other milk modifiers
TMLUC	Hot instant beverages
Retail food	Hamburgers

COP 2,6 Trillion
Purchase of raw and packaging materials

10.084
Suppliers who used the Good Agricultural Practices Handbook

2.305
Integral strengthening of small farmers (Cocoa and other products)

83%
Local suppliers in the countries with significant operations

47,6%
(%) of risk situations in sustainability evaluated in suppliers

Strategic sourcing

988.903
Total of tons produced

2.743
Innovative success stories

1.599.709
Training hours for employees

Livean, Industrial chocolate
Carbon–neutral products

Human capital
Competencies, skills, knowledge, commitment

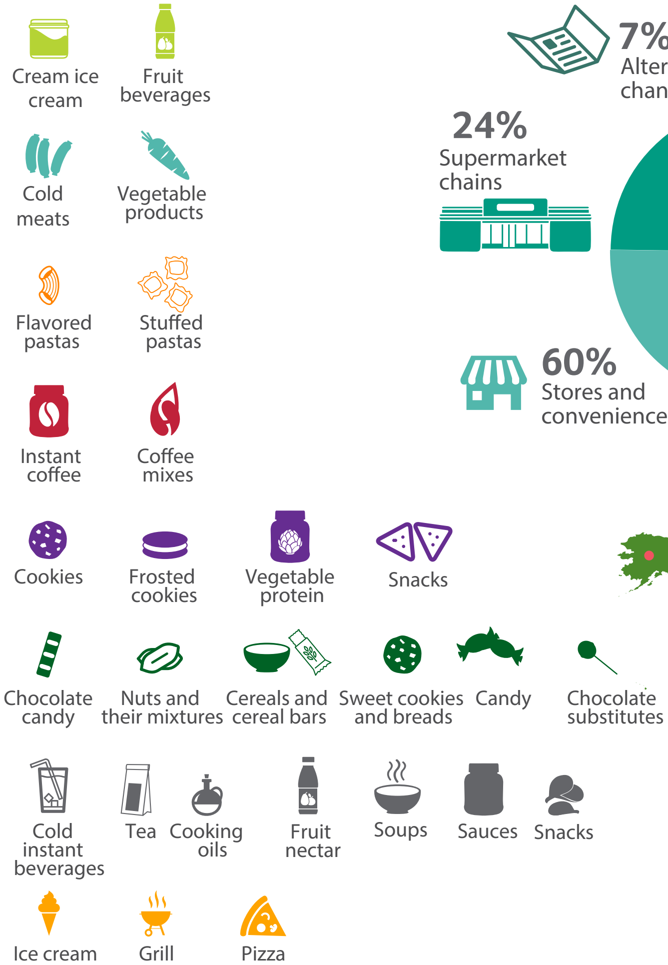
Financial capital
Economic resources

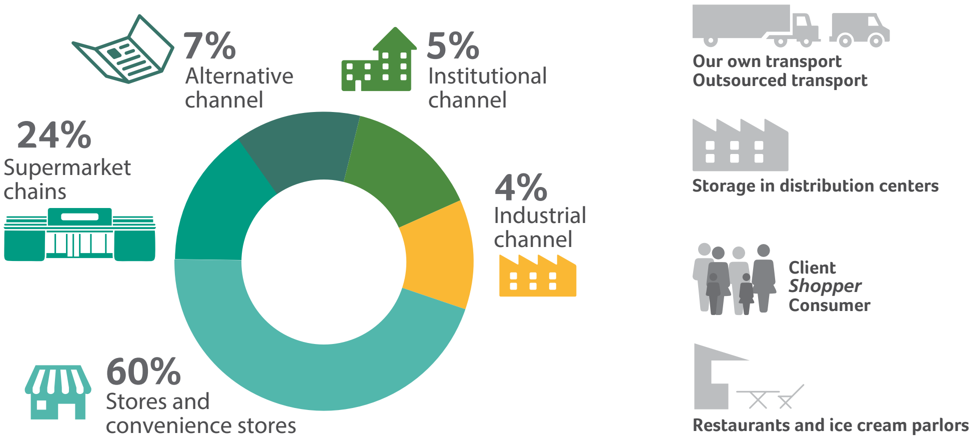
Intellectual capital
Intellectual property, innovation, applied research

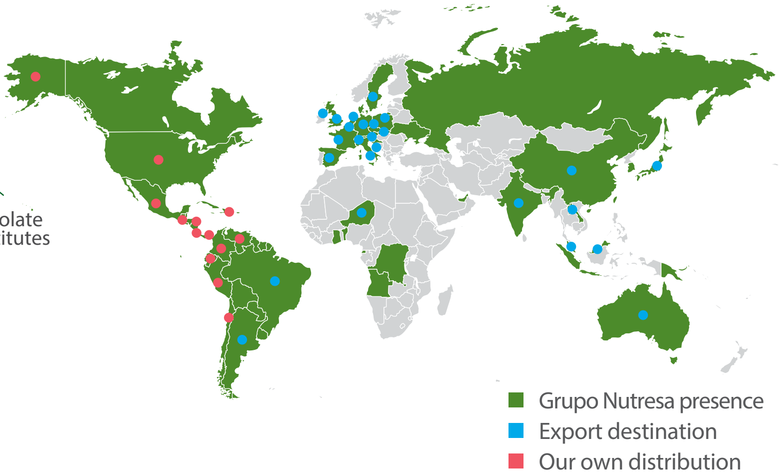
Distribution and Sales

human rights / corporate citizenship / corporate governance, ethics and transparency

Nutrition, health and wellness / responsible relations with consumers / corporate citizenship / market performance / economic performance







40
Production plants

208 Tons
DTV Project and savings in packaging material

16
Plants certified under Standard ISO 14001

Vidarium
13 research projects

Shared services center

38.796
employees

1.054.787
Total clients

4.084
References

Investments and innovations

Electric cars, solar refrigerators and POPS solar energy project. Colcafé loading tunnel
Renewable energy projects

Distribution centers

9.522 TonCO₂e

Distribution of the Scope 1 carbon footprint

Distribution carbon footprint (1 scope)

177.000
Commercial assets

1.137
Clients trained

Strengthening of mother entrepreneurs and tilines (ice cream cart vendors)

Physical capital
Buildings, equipment, infrastructure

Natural capital
Water, soil, air, biodiversity and ecosystems

Social capital
Relations with stakeholders and reputation

The integrated report [G4-1] [G4-13] [G4-32]

After nearly a year of being in front of this Organization of which I have been a part for 24 years, I can state without a doubt that we have the talent, culture and commitment to achieve the challenging Mega that we have set for 2020, when we celebrate 100 years of existence.

Carlos Ignacio Gallego Palacio

With gratitude, commitment and full awareness of the contribution of our company to build a country and a better world, we have faced the task entrusted to us.

In the management of a corporation, transparent, timely accountability is indispensable, conditions that we successfully meet in this management report, with the content that is found in the printed report and the supplementary information published on our Website. With pleasure, we present our integrated report, following the framework of the International Integrated Reporting Council (IIRC) and in accordance with the comprehensive option of the Global Reporting Initiative GRI G4 guidelines, which means that it complies with recognized global guidelines on developing reports, which has been developed based on the Grupo Nutresa Materiality Matrix, in order to facilitate the analysis of management, according to the topics of greatest importance for our Organization and its related parties.

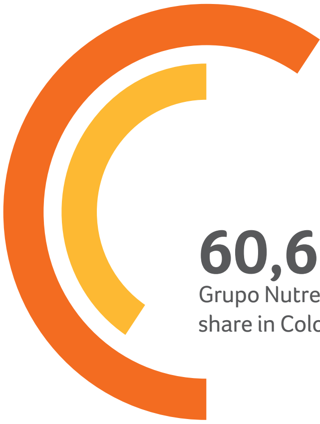
In Grupo Nutresa we are committed to sustainability, and we understand it as a corporate ability to prosper, which is supported in the identification and integral management of the risks and opportunities in the economic, social and environmental dimensions, and that it is directly related to the possibility of generating value in the future. This commitment has been ratified for the fourth consecutive year by being included in the Dow Jones World Sustainability Index and the 2014 Emerging Markets, as well as receiving the distinctions as "Industry Mover" and "Silver Class" from RobecoSAM in its Sustainability Yearbook 2015. This places us as the third best company in the world in the food sector in terms of sustainability, and with the maximum score globally in the administration of innovation, codes of conduct, risks related to water, environmental reporting, indicators of labor practices and human rights, and corporate citizenship.

Total sales
COP 6,5 Trillion

9,5% increase

Sales in Colombia closed at **COP 4,2** Trillion, boosted by greater volumes

8,6% increase



60,6%
Grupo Nutresa consolidated market share in Colombia

Sales abroad represented
34,9%
of the total sales of Grupo Nutresa

International sales
USD 1.115 million

3,7% increase

In 2014, we made two great advances in our growth strategy, which provide us with clear pathways of development and consolidation in the strategic region in order to achieve the 2020 vision:

- We consolidated a full year with Tresmontes Lucchetti (TMLUC), confirming the growth potential it has in markets in which it participates, thanks to its brands and excellent team.
- We signed an agreement to acquire Grupo El Corral, which continued our process of reaching consumers through a greater participation in the Retail Food category. Grupo El Corral, together with Helados BON and Helados POPS and our participation in Starbucks Colombia, constitutes a solid platform for growth in this category in the region.

In Grupo Nutresa, we are convinced that our base of development is a competent, committed team and we work every day to build a more humane, competitive organization.

Progress on this front is confirmed by studies such as MERCO *Personas*, which in 2014 highlighted the organization as one of the three best companies to work for in Colombia, and the most attractive in the food sector.

In Grupo Nutresa, innovation is a key part of our strategy, resulting in products and experiences that satisfy the changing needs of our consumers, in the constant search for a business model tailored to the opportunities and challenges offered by the market and permanent questioning and creation.

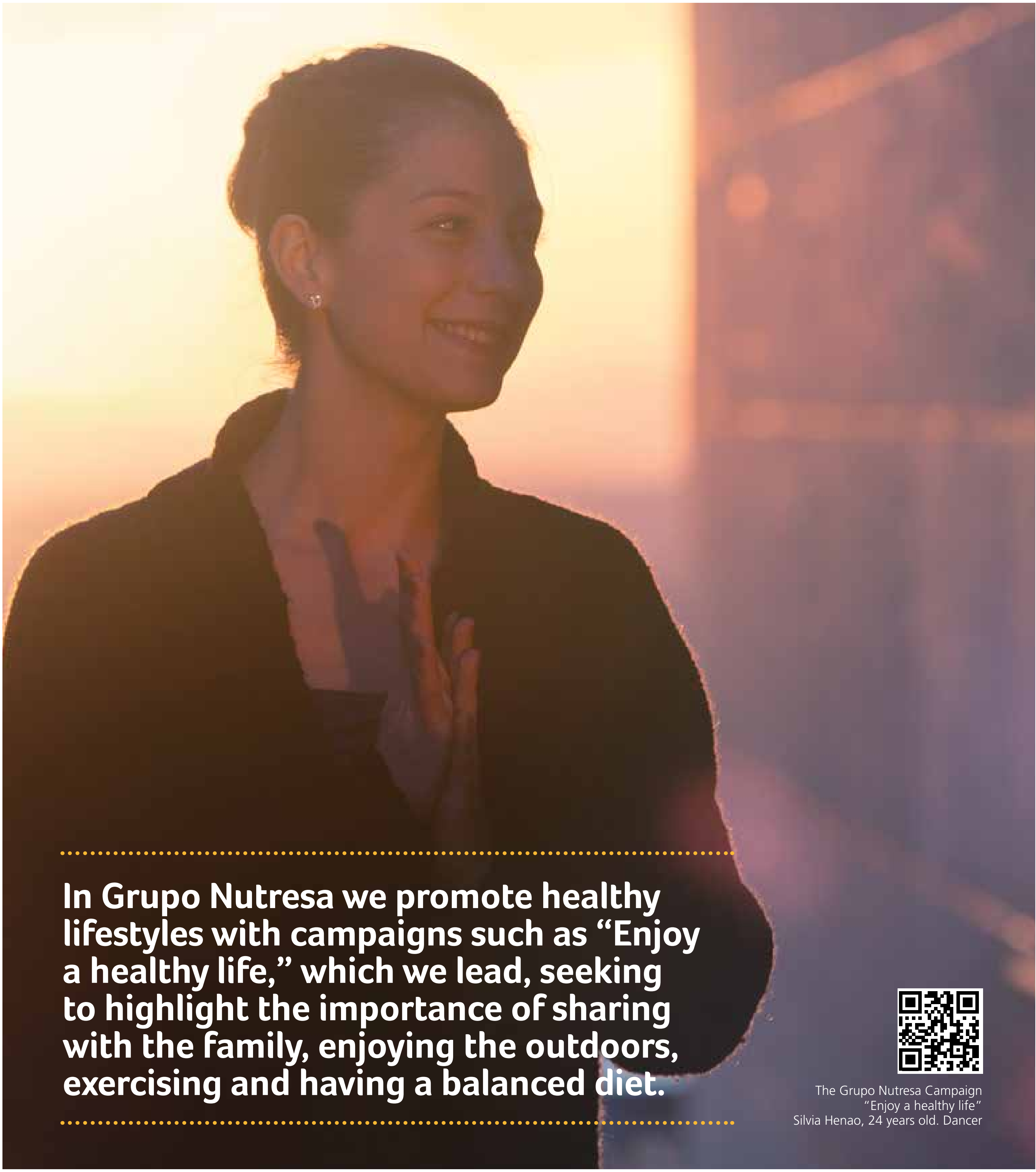
Profitable growth

In 2014, Grupo Nutresa sales closed at COP 6,5 Trillion, an increase of 9,5% compared to the previous year. In Colombia, sales had an outstanding performance, as they reached COP 4,2 Trillion, which represents 65,1% of the total, with an increase of 8,6% supported in a greater preference for our brands, obtaining a record 60,6% of the weighted market share, some dynamic, comprehensive coverage networks and an effective innovation strategy. Meanwhile, sales abroad were USD 1.115 Million, an increase of 3,7%, which includes adjustments for the devaluation in the major currencies of the countries where we operate, and the consolidation of operations in Venezuela to the SICAD II rate.

In terms of profitability, the EBITDA margin of 13,4% during the year stands out. The EBITDA was COP 864.257 Billion, 3,8% higher than the previous year. This level is supported in the excellent business dynamics in Colombia, the Grupo Nutresa global sourcing strategy, a 4,3% increase in productivity, and innovation sales equivalent to 17,7% of the total.

Meanwhile, the operating profit was COP 638.340 Billion, with an operating margin of 9,9%, a decrease of 1,8% over the previous year, which is largely explained by the amortization of the mercantile credit to acquire Tresmontes Lucchetti (TMLUC), a non–recurrent accounting item that does not represent a real cash flow.

Post–operational costs for COP 94.672 Billion present a slight decrease of 0,4% from the previous year, which is explained,



The Grupo Nutresa Campaign
“Enjoy a healthy life”
Silvia Henao, 24 years old. Dancer

among others, by income for an exchange difference resulting from the hedging strategy in exchange risks, an increase in financing costs due to the leverage to acquire TMLUC, and a lower monetary correction in Venezuela.

Finally, and after considering the aspects mentioned, we ended the year with a consolidated net profit of COP 377.571 Billion, slightly less than that of last year by 0,7%.

As for the balance, we see an increase of 9,0% in the assets, which end the year at COP 11,5 Trillion. This increase is due to the natural increase in working capital due to increased commercial activity, a higher fixed asset, the product of expansion investments in the production and distribution capacity that were made during the year, and to the growth in the value of our portfolio investments. In liabilities, there was a slight increase, closing at COP 3,3 Trillion, mainly due to the financing of expansion investments and an increased working capital requirement. The index of net financial debt to EBIDTA of 2,0 times is at appropriate levels for our model and allows us to continue the Grupo Nutresa acquisition strategy.

The net effect of the increase in assets and liabilities increases equity to COP 8,2 Trillion, a growth of 10,6%.

Individual results of Grupo Nutresa S. A.

Complying with regulations in Colombia, we report the individual results of Grupo Nutresa S. A.: We registered operating income of COP 396.586 Billion, of which COP 323.884 Billion correspond to profit by the equity method of our investments in food companies and COP 52.950 Billion to dividends from the investment portfolio. The net profit was COP 377.453 Billion.

Acquisitions and other relevant projects

Our development model has been supported in the organic growth of our current operations in Colombia and abroad, as well as an objective search for investment opportunities in strategic markets for the Organization, especially for companies with a business model with a vision akin to that of Grupo Nutresa, with excellent teams, leading brands and that clearly reach consumers through different networks.

During 2014, we managed the first full year of TMLUC, successfully integrating it into Grupo Nutresa from the strategic and productive levels and the information and distribution systems.

Last November, the agreement to acquire Grupo El Corral was announced; it is the largest restaurant company in Colombia, with a total of 345 points of sale, in the segments of fast casual in the market with its El Corral hamburgers and in casual dining with its restaurants El Corral Gourmet, Leños y Carbón and Leños Gourmet. Besides operating these chains, Grupo El Corral also operates leading international brands, such as Papa John's (pizza), Yogen Früz (frozen yogurt) and Krispy Kreme (doughnuts). It is also present through franchises in Panama, Ecuador, Chile and the United States. The acquisition of Grupo El Corral expands Grupo Nutresa's presence in the Retail Food segment and strengthens its strategy to actively participate in this new business line, with leading brands and supported in its powerful infrastructure.

After formalizing the Grupo Nutresa alliance with Starbucks and Alsea in 2013, the opening of the chain Coffeehouses was begun during the second semester of 2014, with an excellent balance of completing six coffeehouses in the city of Bogotá.

In February 2014, and through a strategic alliance agreement with Mitsubishi Corporation, a new company, denominated Oriental Coffee Alliance (OCA), based in Kuala Lumpur, Malaysia, was established, to jointly develop the marketing of coffee products in Asia and seek new business opportunities in the region in other categories in the region.

Organic growth also included the exploration of production and marketing opportunities for new products in geographies where we already operate and in which we have extensive knowledge of local conditions. Supported in the current operations of Tresmontes Lucchetti, the production and marketing of pastas and the production of cold instant beverages was begun in Mexico and the production of cookies and baked snacks was begun in Chile. In addition, and supported in the current biscuit business platform in the United States, the production and marketing of crackers will begin in 2015 in this market with great potential.

Special report of the business group

GRUPO NUTRESA S.A. is the parent company of Grupo Empresarial Nutresa, which, at the end of 2014, consisted of 73 companies, which, for administrative purposes, are grouped as follows: i) in the eight food businesses in which we participate and their productive platforms in Colombia and abroad; ii) in an international distribution network; iii) in three national distribution companies; iv) three service companies: one for administrative services, one for logistics and the other for transport, which provide the respective supports for Grupo Nutresa companies.

Following the same enumeration of Article 29 of Law 222 of 1995, we report the following aspects:

1. The economic relations of the Parent Company with its subsidiaries consist primarily of charging management or administrative fees and receiving profits generated as dividends by the subsidiaries in their business. For fees, the Parent Company received the sum of COP 17.090 Billion; dividends amounted to COP 167.204 Billion.
2. During 2014, the Grupo Empresarial Nutresa Parent Company endorsed financial obligations of its subsidiaries for USD 77 million in interest. The subsidiaries, in turn, did not conduct operations with third parties from the influence on or interest by the Parent Company.

In addition, we state that during 2014, Grupo Nutresa S. A. did not stop making decisions to attend the interest or influence any of its subsidiaries, nor did any of its subsidiaries stop making decisions to attend any interest or influence of Grupo Nutresa S. A.

Finally, in Note 4 of the Consolidated Financial Statements, which are an integral part of the complementary information published on our Website, we report in figures the evolution of the overall situation of the companies that comprise Grupo Nutresa.

Legal Provisions

Grupo Nutresa fully complies with all the intellectual property and copyright regulations. The user licenses for the software installed in the Company are valid and have been obtained by the subsidiary Servicios Nutresa S. A. S. through contracts with licensors for use in all the Grupo Nutresa companies. Likewise, trademarks are registered with the competent authorities and the necessary documentation to prove these claims is preserved.

Grupo Nutresa has no claims or lawsuits of consideration, which means that there are no contingent liabilities that may impair the consolidated results for accounting year 2014. Similarly, no significant fines or sanctions were imposed on the Grupo Empresarial Nutresa companies for breach of laws or regulations related to consumer rights, unfair competition, and product safety, among others.

In Note 19 of the Grupo Nutresa Basic Financial Statements published on our Website, operations with shareholders and persons referred to in Article 47 of Law 222 of 1995 and other related regulations are detailed; these operations were conducted under market conditions.

The Company states that it has not obstructed the free flow of invoices issued by Grupo Empresarial Nutresa vendors or suppliers, pursuant to the provisions of Law 1676 of 2013; it further certifies that the financial statements and other relevant reports do not contain any defects, inaccuracies or errors that prevent ascertaining the true financial position of the Company, as set out in Article 46 of Law 964 of 2005.

Grupo Nutresa is the third best company in the world, in the food sector, in sustainability.

Evaluation of the performance of the financial information disclosure and control systems

The internal control system of the Company comprises, among other components, the resources necessary to ensure the accuracy and reliability of the information required to plan, manage, control and measure the performance of its business, as well as ensure the adequate disclosure of the financial information to its shareholders and other investors, the market and the public in general. These resources include integral risk management, accountability systems, control plans and programs, budget and cost tools, account plans, standardized policies and procedures, comprehensive information formats and systems to support the continuous monitoring of processes by the Administration.

Through independent, integral assurance management, Internal Auditing ensures the compliance of the goals and objectives of the Company and the adequate protection, utilization and conservation of assets in all processes. In turn, the Fiscal Auditor fulfills the responsibility of verifying and certifying public faith on relevant issues, such as the observance of legal, statutory and administrative regulations by the Company, the reasonableness of its financial statements and the disclosures contained therein.

The results of the continuous monitoring activities by the Administration and independent evaluations, conducted by Internal Auditing and the Fiscal Auditor, are reported in each case in a timely manner to the appropriate authorities, including the Finance, Audit and Risk Committee, which confirms that the performance of the financial information disclosure and control systems of the Company and its businesses is appropriate. These systems ensure the adequate, timely presentation of this information, which is verified through accounting, as it relates to the operations which – due to their nature – must reflect and reveal in the financial statements or in accordance with the expectations, projections, cash flows or budgets, whether they deal with business initiatives or projects, all within the constraints that, by virtue of the law, or the contracts or confidentiality agreements, are imposed on the disclosure of such operations. Based on these activities, we also state that there were no significant deficiencies in the design and operation of the inter-

Ebitda
COP864.257 Billion

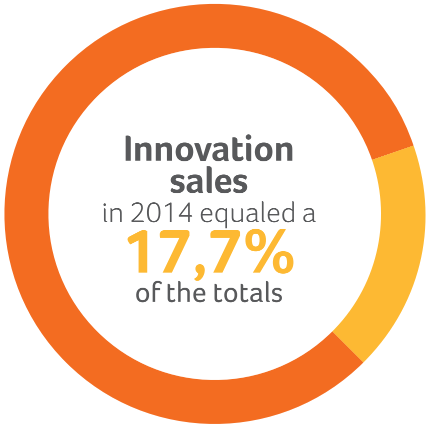
3,8% higher than 2013.

In 2014, **Grupo Nutresa completed the process to acquire Grupo El Corral**, and its results will be consolidated beginning in March 2015.

In 2014, we achieved advances in the international expansion with the support of the businesses, which include new plants in the United States, Mexico and Chile.

Operational profit
COP638.340 Billion,
with an operational margin of
9,9%.

1,8% less than 2013



nal controls that would have prevented the Company from adequately registering, processing, summarizing and presenting the financial information of the period. Also, no fraud was identified with an effect of the quality of this information, nor were there changes in its evaluation methodology.

Sustainable Nutresa

With the promulgation of Sustainable Development as a strategic objective in 2009, in Grupo Nutresa we have experienced constant learning that has allowed us to define and manage new sustainability goals. In addition to adhering to the United Nations Global Compact in that year, in 2012, we established our Human Rights policy inspired by the principles of John Ruggie, and in 2013 we adhered to the "CEO Water Mandate," the covenant of global business leaders to adopt sustainable solutions related to water.

Fruit of the dialogues with related groups, we have updated the Materiality Matrix of our Organization, as well as the risk matrix, which have served as the thread in this integrated report to address the most relevant issues for the future of our Organization.

In line with this, in the coming years we will focus on six areas that will strengthen our sustainability: Sustainable Sourcing, Nutrition and Healthy Living, Responsible Employer and Citizen, Environmental Sustainability, Corporate Governance and Effective Innovation.

For a better society

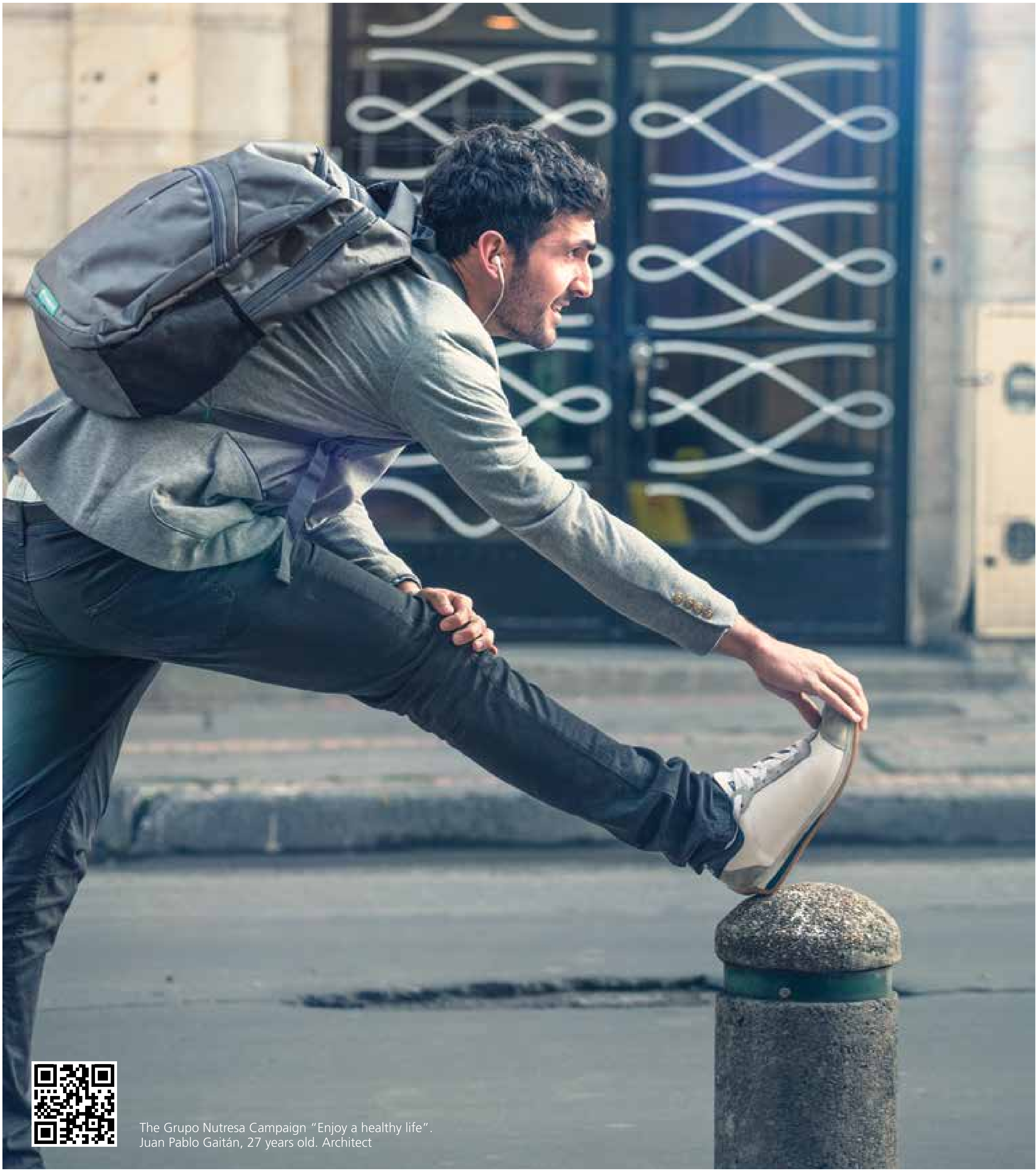
In Grupo Nutresa we continue to work for the development and quality of life of our employees and their families. In 2014, several Grupo Nutresa companies achieved certification as a Responsible Family Company (*Empresa Familiarmente Responsable*, EFR), and "Healthy Organizations," convinced that seeking a balance between family and personal life and helping our teams to incorporate healthy lifestyles contribute to the happiness of employees, while having superior organizational results.

Consistent with the new challenges of an increasingly more demanding environment, we have updated our leadership model and we have defined the attributes and transversal capabilities of the talent in Grupo Nutresa, by posing the challenge to become even better, based on being, knowing our consumers, acting without geographic limits, with a sustainable business vision and collaboratively. For 2015, a high percentage of the Grupo Nutresa leaders will be evaluated against this model and will have identified development plans.

The management system in human rights and the implementation of good labor practices have been working fronts in which we have strengthened in the last two years. In 2014, we formed leaders and work teams in human rights, diversity and inclusion, constructed agreements and competencies to work with persons with disabilities, and we incorporated the "Equipares" international gender–equality standard, in order to provide equal opportunities for men and women. We aspire to be a model Organization on these fronts.

Our external social management has focused on the development of skills in communities, promoting initiatives aligned with the value chain of the Grupo Nutresa businesses. During 2014, we invested COP 33.737 Billion on this front, which benefitted 8.950.837 people and 2.828 institutions. We have more than 10.461 volunteers in 12 countries who donated 28.468 hours and COP 751 Million to support communities in matters related to nutrition, education and income generation.

We also established new partnerships with the Colombian Government to promote quality education and healthy lifestyles.



The Grupo Nutresa Campaign "Enjoy a healthy life".
Juan Pablo Gaitán, 27 years old. Architect

Noteworthy are the 20 years of management in Educational Quality that Fundación Nutresa has promoted, benefitting more than 644 institutions through its "XXI Century Leaders" (*"Líderes Siglo XXI"*) program.

We invite you to consult the chapters in this report that develop these important issues.

Our planet

The challenges and opportunities that the environment imposes today on the food sector makes Grupo Nutresa have strategies and initiatives aimed at managing the natural capital to have an increasingly minor impact on the environment. The Grupo Nutresa focus of activity in this area is aimed at, but not limited to, three priority issues: water use and conservation, energy use and conservation and climate–change mitigation, which are the most relevant aspects for our Organization and its related groups.

During 2014, we advanced satisfactorily in the environmental goals for 2020. We accumulated an 18,2% reduction in our energy consumption; we decreased greenhouse–gas emissions by 21%, and water consumption, 15,5%. All of these figures are against the 2010 baseline.

With our performance in various public spaces and participation in the investment in the *Cuenca Verde* Water Fund, we have generated opportunities for training and outreach, to mobilize the public and private sectors toward a better management of water resources.

The trend to consume smaller portions presented in individual packages has generated a great challenge for Grupo Nutresa companies to achieve their goal of reducing packing material per ton produced by 2020. In 2014, we created an interdisciplinary team in charge of exploring, designing and implementing actions that reverse this trend in increased packaging.

It is noteworthy that 2014 was an important year in terms of the environmental strengthening of our operations outside of Colombia, given through the integration of the management systems and environmental metrics for all our operations in the strategic region. Moreover, as a reflection of suitable environmental commitment and management, during 2014 we obtained the ISO 14001 Certification in Environmental–Management Systems in nine of our sites and companies, completing a total of 18 certified.

Detailed information on the different environmental indicators and programs related to optimizing the use of resources and their environmental impact are presented later on in this report, which we invite you to learn about in more detail.

Perspectives

The year 2015 presents new, demanding challenges, including lower prices for some energy and mining raw materials that are an important source of income for many countries and expectations of lower growth dynamics and consumption in the region.

To this we add the devaluation of our currencies in Latin America in relation to the US Dollar, which will increase the costs of some supplies, and, simultaneously, provide us competitiveness against the imported products of some of our competitors, while enhancing our export strategy.

As for the regulatory environment, we foresee that regulatory changes will continue in health and nutrition, which are a global trend, and we will incorporate the impacts of the recent tax reform in Colombia.

Nevertheless, and with the goal of our Centennial Vision, 2015 will contribute positively to achieving our long–term goals. We hope that with our team of talented, committed and responsible employees, we will seize the opportunities offered by the fact that we operate as locals in 15 countries, especially those that are part of the Pacific Alliance, to continue to excel in such a challenging environment.

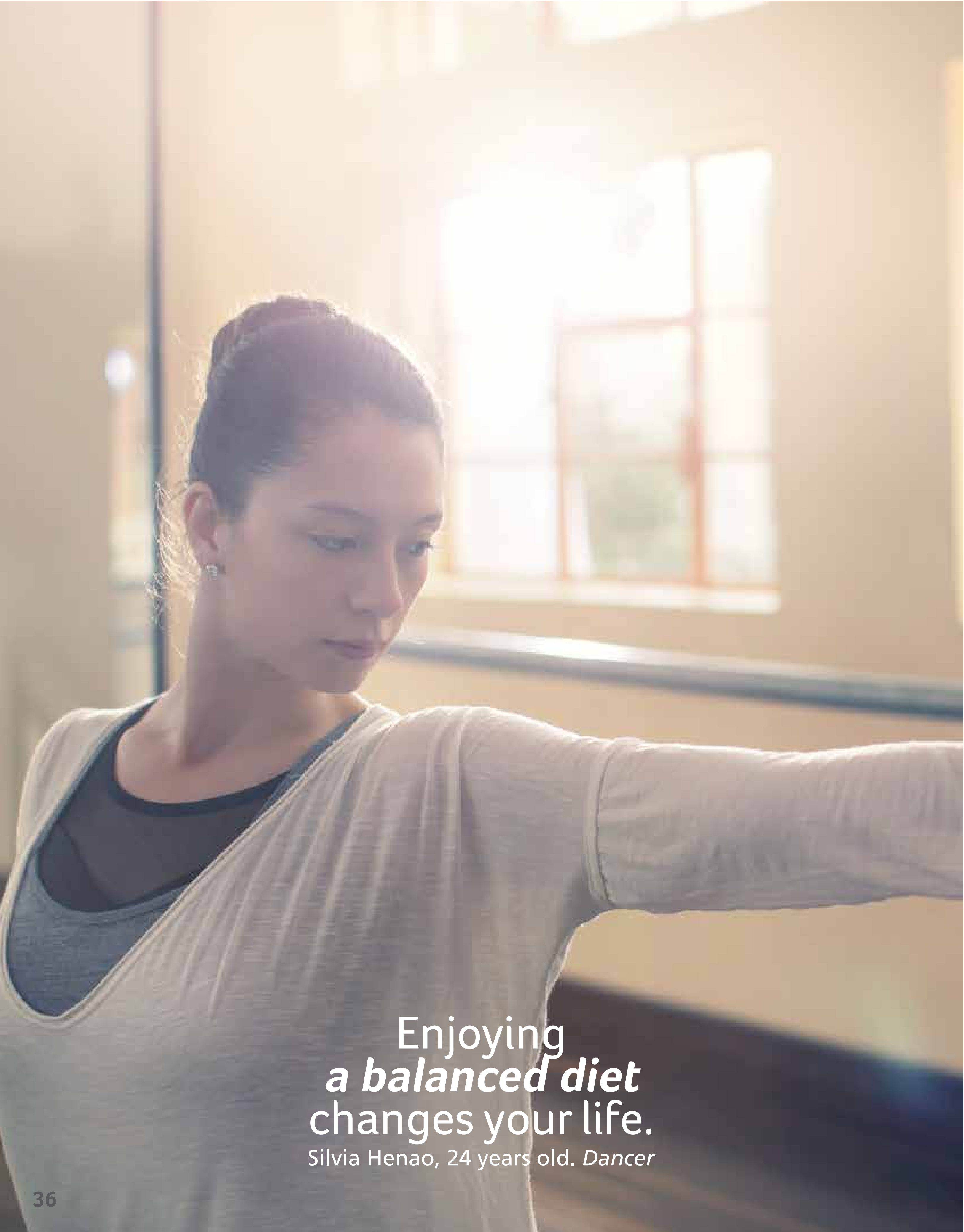
We will incorporate Grupo El Corral into our sustainable growth strategy, understanding the particularities of this type of business and leveraging its great capacities from its human aspects, brands, quality and scale to support them through the Grupo Nutresa business vision.

Finally, we must continue to actively monitor the markets of our raw materials that are, somehow, related to fixed prices in Dollars, and that may have a slightly bullish behavior that generates some pressure on profit margins.

Acknowledgements

On behalf of the management team, our thanks to all shareholders for supporting our management. To our employees who are part of this great team, to our clients who make our products available, to consumers for choosing us every day, to our suppliers for their high quality and commitment, and to the community in general for allowing us to develop this business model, thank you, everyone, for contributing and inspiring us to develop Grupo Nutresa sustainably.

- Antonio Mario Celia Martínez-Aparicio
  Chairman of the Board of Directors
- David Bojanini García
- Gonzalo Alberto Pérez Rojas
- María Clara Aristizábal Restrepo
- Alberto Velásquez Echeverri
- Jaime Alberto Palacio Botero
- Mauricio Reina Echeverri
- Carlos Ignacio Gallego Palacio
  CEO

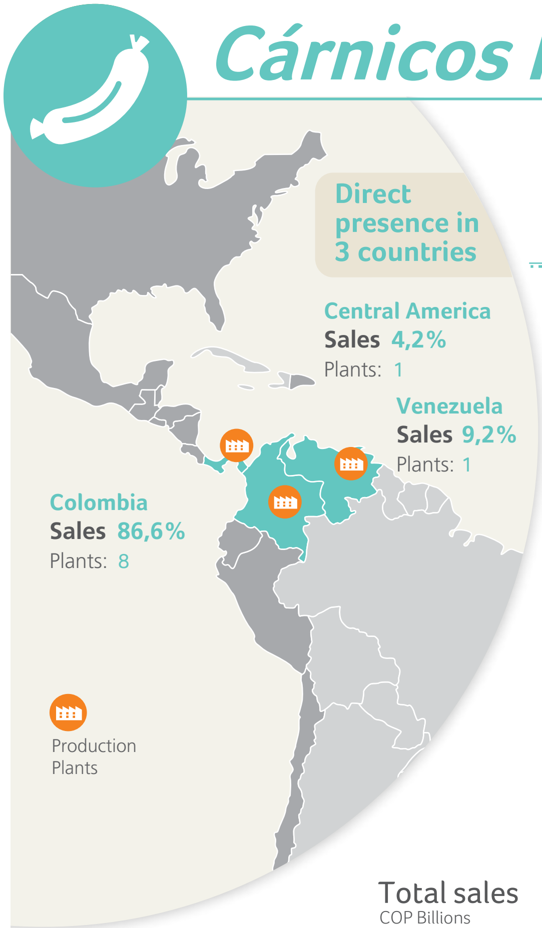

Enjoying
a balanced diet
changes your life.
Silvia Henao, 24 years old. *Dancer*

Performance of the businesses

To learn more about the Grupo Nutresa Campaign "Enjoy a Healthy Life," visit our Webpage www.nutresa.com

[G4-DMA]

Cárnicos Nutresa



Diego Medina Leal

[In Nutresa since 1997]

President

Relevant aspects 2014

- Growth above that of the market in the three categories in which the Business participates in Colombia: cold cuts, long life and frozen dishes.
- Continuity in the process of optimizing the portfolio of brands and products, which consolidated Zenú as leader in Colombia.
- Increased coverage in the points of sale in Colombia, achieving 73%, the highest in history.
- Increased efficiencies in the integral operation of the Business, from sourcing of raw materials to product delivery to clients.
- Adjustment to the production and commercial processes, to be more flexible and adequately attend a changing market in Venezuela.
- Consolidation of operations in Venezuela to the SICAD II rate.
- Consolidation of the production operation in Panama City, increasing competitiveness, and adjustment of the portfolio of brands and products, which achieved a greater impact on the market.

Total sales

COP Billions

Cold cuts represents **26,2%** of the total Grupo Nutresa sales

2014	**1.694**	**-11,3%**
2013	1.911	10,6%
2012	1.727	5,8%

TACC -0,6%*

*Annual Compound Growth Rate (TACC)

Ebitda

COP Billions

This represents **25,8%** of the total Grupo Nutresa EBITDA

			Margin
2014	**223**	**-12,0%**	**13,2%**
2013	253	14,4%	13.3%
2012	221	-2,7%	12.8%

TACC 0,3%

Sales in Colombia

COP Billions

Sales in Colombia represent **87,0%** of the total of the business unit

		Price	Volume
2014	**1.466**	**2,4%**	**8,5%**
2013	1.320	-1,0%	4,7%
2012	1.274	1,0%	5,1%

TACC 4,8%

International Sales

USD Millions

International sales represent **13,0%** of the total of the business unit

2014	**101**
2013	308
2012	256

TACC -26,7%

Innovation Sales

2014	**20,4%**
2013	25,3%
2012	24,8%

Principal categories

(%) of total sales

Cold Meats	**85,1%**
Long Life	**7,5%**
Others	**7,4%**

Market share in Colombia

(%)

		Variation
Cold Meats	**73,3%**	0,6%
Long Life	**90,5%**	-0,7%

Strategic challenges 2015

- Continue streamlining the categories in which we participate.
- Implement new attention models to convenience–store channels.
- Maintain the high positioning of brands and products and have greater presence in customer refrigerators.
- Research and develop innovative concepts in wellness, nutrition, health and food safety, to meet the needs of a more discerning, informed consumer, thus achieving the sustainability of the business
- Search constantly for novel schemes for the efficient, competitive sourcing of raw materials, to minimize cost volatility.
- Increase efficiencies in the distribution model.

Raw materials (RM)

(%) Production cost

Others (includes MOD, CIF and other minor RM	33,7%
Pork	32,6%
Chicken and turkey	8,3%
Beef	17,7%
Packaging material	7,7%

Increase in productivity

2014	**6,5%**
2013	7,3%
2012	6,0%

Distribution channels

(%) of sales

Institutional	5,0%
Supermarket chains	25,0%
Alternative	3,0%
Stores and convenience stores	67 %

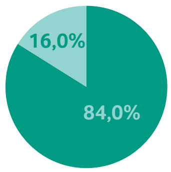
Presence of our main brands

Conventions ✓ Brands with sales >USD 50 M

Employees

(includes direct, indirect and apprentices)

9.492

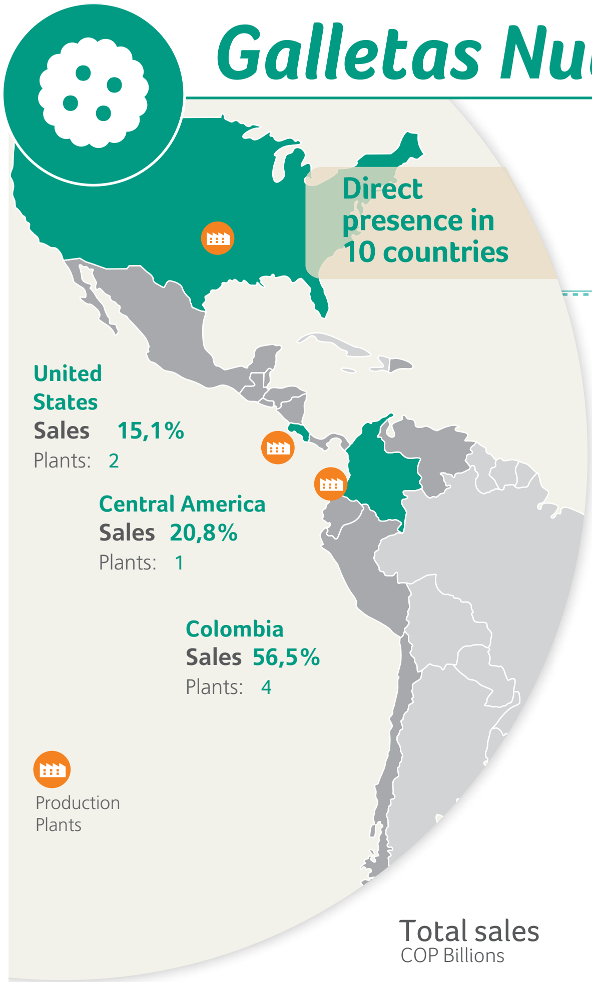


National	84,0%
International	16,0%

Direct Employees

24,0% 76,0%

Galletas Nutresa



Alberto Hoyos Lopera

[In Nutresa since 1993]

President

Relevant aspects 2014

- Successful launch of the Tosh brand in the category of healthy snacks, which strengthened the Wellness portfolio, which grew 35%.
- Effective innovation in the principal brands of the Business, generating valorization in the category and contributing more than COP 60 Billion during the year. Successful brand management, with value increases for consumers, loyalty and household penetration. This allowed for greater, continuous participation in the market in the last two years in Colombia and consolidated our leadership in a highly competitive environment.
- Segmentation model of the portfolio by channel, which has improved the competitiveness of the brands.
- Construction of the cracker–production plant in the United States, a high–potential market.
- Efficiencies with improved profitability through the proper negotiation of raw materials and packaging, lower production costs and a demanding control of expenditures.

Total sales
COP Billions

Biscuits represents **19,3%** of the total Grupo Nutresa sales

2014	**1.248**	**9,3%**
2013	1.142	2,1%
2012	1.117	8,6%

*Annual Compound Growth Rate (TACC) **TACC 3,8%***

Ebitda
COP Billions

This represents **19,5%** of the total Grupo Nutresa EBITDA

			Margin
2014	**169**	**6,9%**	**13,5%**
2013	158	30,6%	13,8%
2012	121	15,1%	10,8%

TACC 11,8%

Sales in Colombia
COP Billions

Sales in Colombia represent **56,5%** of the total of the business unit

		Price	Volume
2014	**706**	**0,2%**	**8,6%**
2013	648	-0,8%	-0,8%
2012	659	6,3%	3,8%

TACC 2,3%

International Sales
USD Millions

International sales represent **43,5%** the total of the business unit

2014	**271**
2013	264
2012	255

TACC 2,0%

Innovation Sales
(% of sales)

2014	**12,7%**
2013	10,6%
2012	11,7%

Principal categories
(%) of total sales

Cookies	**46,1%**
Crackers	**37,9%**
Self–care	**6,0%**
Others	**10,0%**

Market share in Colombia

		Variation
Biscuits	**55,1%**	0,9%

Strategic challenges 2015

- Continue the effective innovation strategy, which allowed us to maintain high growth rates in the nutrition and wellness portfolios.
- Strengthen portfolio proposals segmented by channels, to ensure competitiveness and access to consumers.
- Search permanently for improvements in productivity and efficiencies in production costs.
- Begin operations to produce crackers in the United States, which will improve the competitive position and scale of the biscuit business in this country.
- Strengthen capacities to seize market opportunities in Ecuador, Peru and Chile, supported in the Grupo Nutresa brand model and the production and distribution platforms.

Raw materials (RM)

(%) Production cost

Others (includes MOD, CIF and other minor RM)	42,6%
Wheat	18,6%
Oils and fats	12,2%
Packaging material	17,5%
Sugar	9,1%

Increase in productivity

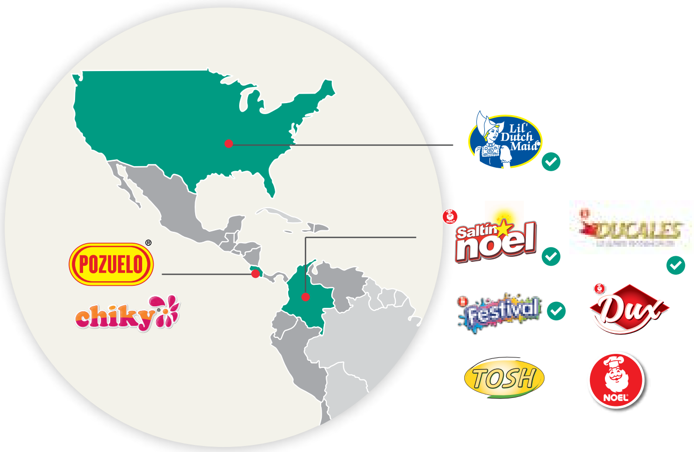
2014	3,2%
2013	-1,1%
2012	3,8%

Distribution channels

(%) of sales

Institutional	3,0%
Alternative	6,0%
Supermarket chains	28,0%
Industrial	5,0%
Stores and convenience stores	58,0%

Presence of our main brands

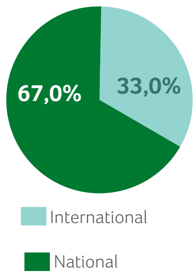


Brands with sale >USD 50 M

Employees

(includes direct, indirect and apprentices)

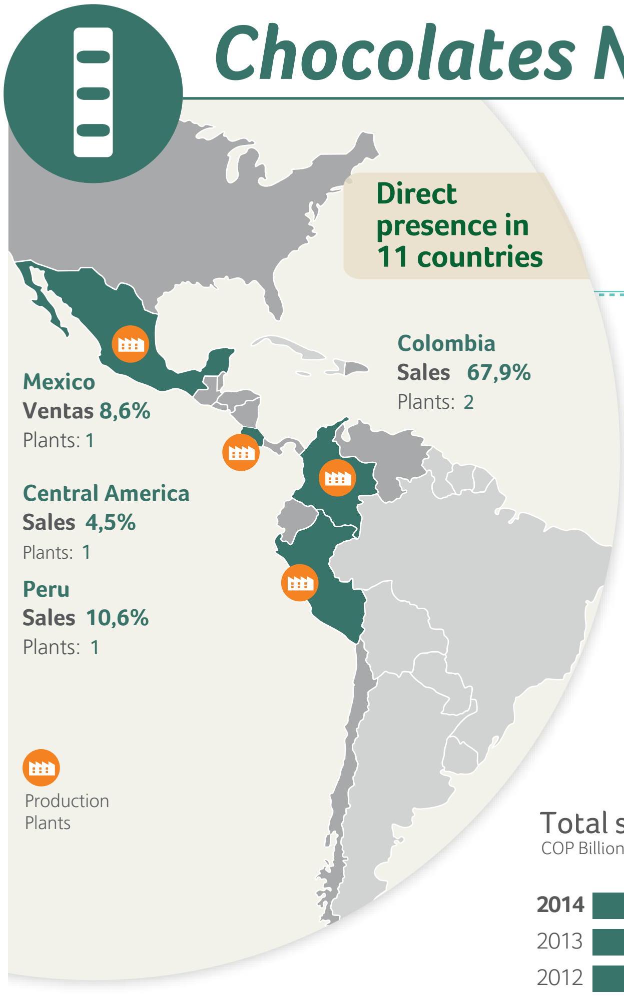
5.534



Direct Employees

30,0% 70,0%

Chocolates Nutresa



Jorge Eusebio Arango López

[In Nutresa since 1991]

President

Relevant aspects 2014

- Good national and international dynamics, in line with the consolidated growth of Grupo Nutresa.
- The Snacking Portfolio, composed of chocolate candy, snacks and cereals, presented an excellent sales dynamics, achieving a total share of more than 50% of the Chocolate Business total sales.
- The price of cocoa, with high volatility and increases of more than 40%, affect the profitability of the Business.
- Consumption dynamics in Peru, Mexico and Costa Rica are in line with the behavior of the local economies.

Total sales
COP Billions

Chocolates represents 16,6% of the total Grupo Nutresa sales

	COP Billions	
2014	**1.074**	**9,3%**
2013	983	4,5%
2012	940	-0,1%

TACC 4,5%*

*Annual Compound Growth Rate (TACC)

Ebitda
COP Billions

This represents 15,6% of the total Grupo Nutresa EBITDA

	COP Billions		Margin
2014	**135**	**-10,1%**	**12,6%**
2013	150	4,6%	15,3%
2012	144	34,8%	15,3%

TACC -2,1%

Sales in Colombia
COP Billions

Sales in Colombia represent **67,9%** of the total of the business unit

Year	COP Billions	Price	Volume
2014	**730**	**2,4%**	**5,3%**
2013	676	-4,5%	5,6%
2012	671	3,3%	1,4%

TACC 2,8%

International Sales
USD Millions

International sales represent **32,1%** of the total of the business unit

Year	USD Millions
2014	**172**
2013	164
2012	150

TACC 4,7%

Innovation Sales
(% of sales)

Year	% of sales
2014	**19,0%**
2013	13,5%
2012	8,8%

Principal categories
(%) of total sales

Market share in Colombia

	% of total sales	Market share in Colombia	Variation
Candy	42,0%	66,6%	0,1%
Fine Chocolates	25,6%	63,2%	0,7%
Milk Modifiers	9,1%	25,4%	-2,3%
Snacks	6,1%	49,3%	1,9 %
Others	17,2%		

Strategic challenges 2015

- Compensate the impact on profitability due to the higher cost of raw materials, to achieve efficiencies in the operation, effective innovation and strategies to adequately compete in the regions in which the Business is present.
- Streamline the category of lower growths, with innovation in modern products that provide convenience and practicality.
- Support the increase in per–capita consumption in the category of snacking products, advancing a strategy with differentiated value proposals and the development of functional, nutritional and healthy products.
- Increase specialization and boost exports of the productive platforms abroad, to strengthen their integration and strategic priority within the different categories of the Chocolate Business.
- Consolidate and strengthen the cocoa sustainability programs and their activities on farms and in factories.

Raw materials (RM)

(%) Production cost

Others (includes MOD, CIF and other minor RM)	34,9%
Sugar	10,0%
Cocoa	30,5%
Milk	5,9%
Packaging material	14,2%
Oils and fats	4,5%

Increase in productivity

2014	-0,2%
2013	3,4%
2012	-1,0%

Distribution channels

(%) of sales

Institutional	2,0%
Alternative	9,0%
Supermarket chains	17,0%
Industrial	3,0%
Stores and convenience stores	69,0%

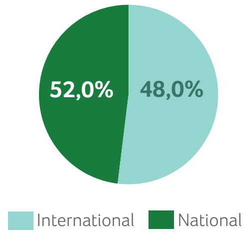
Presence of our main brands

Brands with sales >USD 50 M

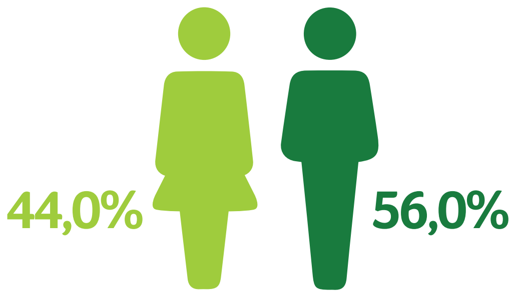
Employees

(includes direct, indirect and apprentices)

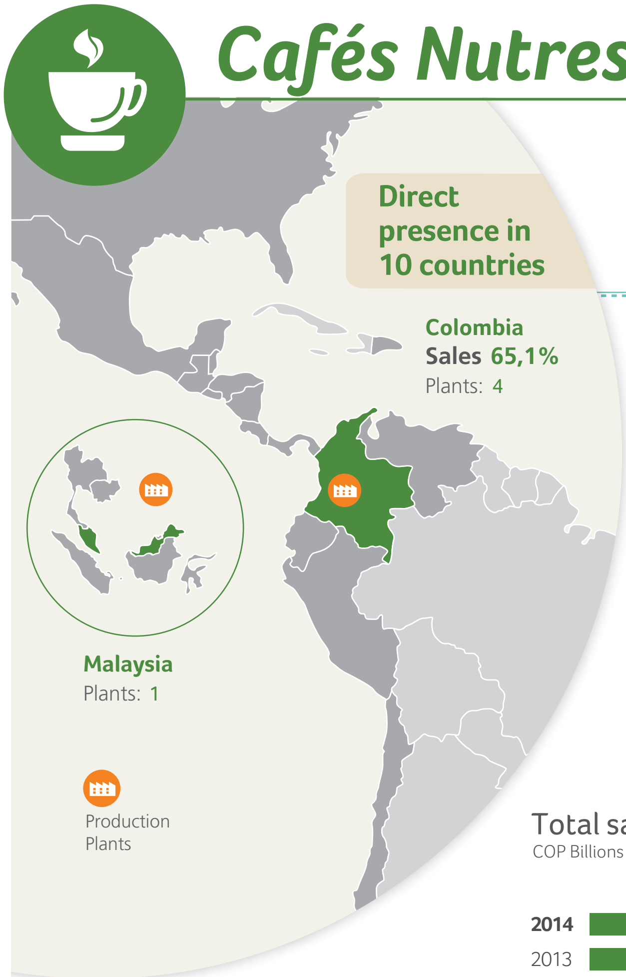
4.082



Direct Employees



Cafés Nutresa



Miguel Moreno Múnera

[In Nutresa since 2003]

President

Relevant aspects 2014

- Satisfactory recovery of the coffee crop in Colombia and coffee prices, which benefits the entire chain.
- Promotional efforts in Colombia to energize the category.
- The Oriental Coffee Alliance (OCA) begins in Kuala Lumpur to market, in partnership with Mitsubishi Corporation, our portfolio in Asia: Japan, Singapore, South Korea, Thailand, Myanmar, Malaysia, Indonesia, China, Brunei, the Philippines, Vietnam, Laos and Cambodia.
- High increases and volatility in the price of the raw material throughout the year, well administered with different hedging strategies.

Total sales
COP Billions

Coffee represents **12,0%** of the total Grupo Nutresa sales

2014	**776**	**-1,7%**
2013	789	-2,5%
2012	810	-1,9%

TACC -1,4%*

*Annual Compound Growth Rate (TACC)

Ebitda
COP Billions

This represents **16,8%** of the Grupo Nutresa EBITDA

			Margin
2014	**145**	**8,5%**	**18,7%**
2013	134	50,0%	17,0%
2012	89	32,5%	11,0%

TACC 17,7%

Sales in Colombia
COP Billions

Sales in Colombia represent **65,1%** of the total of the business unit

		Price	Volume
2014	**505**	**-1,6%**	**0,4%**
2013	511	-7,9%	5,8%
2012	525	5,5%	3,6%

TACC -1,3%

International Sales
USD Millions

International sales represent **34,9%** the total of the business unit

2014	**135**
2013	149
2012	159

TACC 0,0%

Innovation Sales
(% of sales)

2014	**15,5%**
2013	14,5%
2012	15,2%

Principal categories
(%) of total sales

Ground	**52,4%**
Soluble	**47,3%**
Others	**0,3%**

Market share in Colombia

		Variation
Ground	**55,8%**	-0,2%
Soluble	**41,6%**	0,3%

Strategic challenges 2015

- Energize the coffee category in Colombia, increasing per–capita consumption through product innovation, consumer education in preparation and benefits, and institutional programs to promote coffee consumption.
- Consolidate the Colcafé brand in the strategic region.
- Consolidate the strategic alliances in Asia, increasing our presence in the region, and in the United States with the involvement of new business partners.
- Effective, massifiable innovation for Colombia and abroad.
- Continue the hedging strategy to counter the environment of high volatility in the prices of green coffee.

Raw materials (RM)

(%) Production cost

Coffee 68,7%

Others (includes MOD, CIF and other minor RM) 21,3%

Packaging material 10,0%

Increase in productivity

2014		11,5%
2013		8,8%
2012		14,9%

Distribution channels

(%) of sales

Institutional	2,0%
Alternative	3,0%
Supermarket chains	12,0%
Industrial	14,0%
Stores and convenience stores	69,0%

Presence of our main brands

Colcafé is sold in 52 countries.

Brands with sales >USD 50 M

Employees

(includes direct, indirect and apprentices)

1.673

Direct Employees

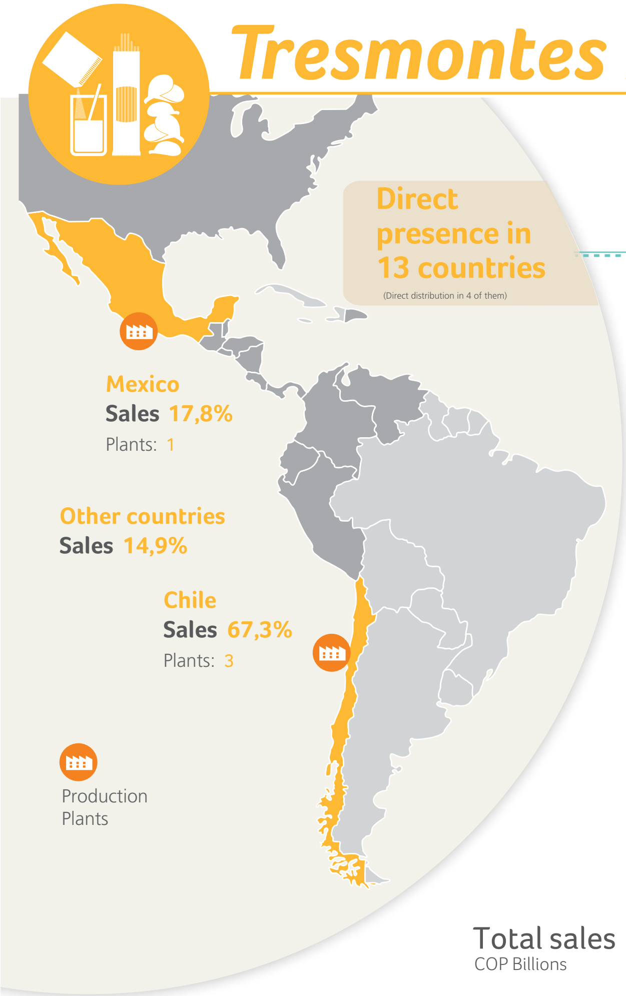
100%

National

14,0%

86,0%

Tresmontes Lucchetti (TMLUC)



Justo García Gamboa

[In Nutresa since 2013]

President

2014 Environment

- Integration of the marketing networks: Mexico: distribution of the Nutresa Mexico products since January; Costa Rica: Galletas Pozuelo has distributed TMLUC products since July; Peru: progress in integrating the distribution the TMLUC products in the group network.
- In Mexico, a reformulation, redesign and launch of the complete Zuko line with a sugar–free product.
- Advances in the project for direct attention to neighborhood stores in Chile.
- Construction of two plants in Guadalajara, Mexico: one to produce cold instant beverages; the other, pasta. A new baked snack and biscuit plant in Casablanca, Chile.
- Implementation of the Grupo Nutresa strategic sourcing model.
- Replication in Mexico of the "Intervention in Public Schools to Prevent Obesity in Children" project, a model that has been successfully implemented in Chile for several years.

Total sales
COP Billions

TMLUC represents **11,7%** of the total Grupo Nutresa sales

2014	**756**	**N.A.**
2013*	252	N.A.

*Figures from September to December 2013

Ebitda
COP Billions

This represents **10,7%** of the total Grupo Nutresa EBITDA

			Margin
2014	**92**	**N.A.**	**12,2%**
2013	41	N.A.	16,2%

International Sales
USD Billions

International sales represent **100%** of the total of the business unit

2014	**378**
2013	135

Principal categories
(%) of total sales

CIB	**39,3%**
Pasta	**20,1%**
Coffee	**8,0%**
Snacks	**7,0%**
Others	**25,6%**

Market share

		Variation
CIB (Ch.)	**63,2%**	-0,2%
Pasta (Ch.)	**28,8%**	-1,0%
CIB (Mx.)	**29,9%**	0,5%
Coffee (Ch.)	**16,6%**	-0,2%
Potato Chips (Ch.)	**13,5%**	2,8%

Strategic challenges 2015

- Launch the pasta category in Mexico under the Lucchetti brand, through a differentiated product proposal and its activation in the media and distribution channels.
- Launch a new category in Chile, beginning in the cracker segment with the Kryzpo brand, through a market–innovation proposal.
- Continue integrating the business operation of TMLUC Mexico, Central America and the Caribbean.
- Pursue the project of specialized attention to neighborhood stores in Chile.
- Positive outlook for growth in the stackable potato–chip category in Chile and advance in the internationalization of this category with the Kryzpo brand.
- Continue to deepen the strategic sourcing project and the implementation of additional Grupo Nutresa practices in the areas of productivity and innovation.

Raw materials (RM)

(%) Production cost

Raw material	%
Others (includes MOD, CIF and other minor RM)	53,4%
Fats and Oils	9,5%
Packaging material	20,2%
Sugar	3,0%
Wheat	11,0%
Coffee	2,9%

Distribution channels

(%) of sales

Channel	%
Alternative	6,0%
Supermarket chains	58,0%
Stores and convenience stores	36,0%

Presence of our main brands

Brands with sales >USD 50 M

Employees

(includes direct, indirect and apprentices)

4.839

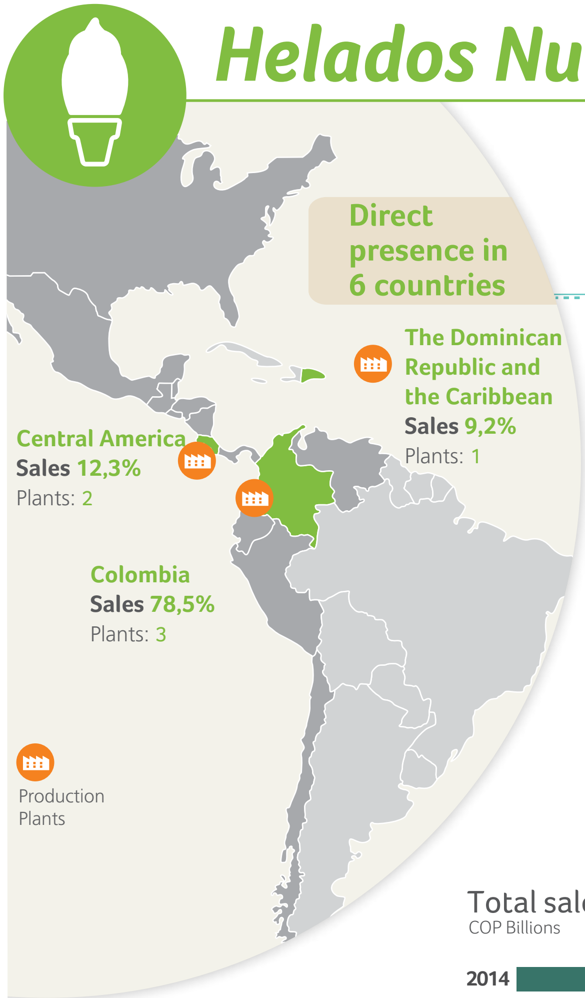
100%

International

Direct Employees

33,0% 67,0%

Helados Nutresa



Mario Alberto Niño Torres

[In Nutresa since 1991]

President

2014 Environment

- Good commercial dynamics of the Business is maintained, with double–digit growth for the fourth consecutive year.
- Innovation remains an important growth engine.
- Successful dynamic placement of more than 15,322 freezers during the year, to increase coverage and consolidate leadership with a total of 95,043.
- Effective innovation with high levels of launching new products with great effectiveness.
- Progress in distribution in self–service stores and large chains, together with *Cárnicos Nutresa*.
- The Dominican Republic ended the year with a total of 286 BON ice cream parlors, with a renovation plan that has already reached 137 ice cream parlors and six openings. Central America ends the year with a total of 158 ice cream parlors, after the opening of 16 new ones.

Total sales
COP Billions

Ice cream represents **8,3%** of the total Grupo Nutresa sales

2014	**537**	**10,7%**
2013	486	27,7%
2012	380	19,2%

TACC 12,2%*

*Annual Compound Growth Rate (TACC)

Ebitda
COP Billions

This represents **9,3%** of the total Grupo Nutresa EBITDA

			Margin
2014	**80**	**-1,5%**	**14,9%**
2013	81	34,2%	16,7%
2012	61	43,9%	15,9%

TACC 9,5%

Sales in Colombia
COP Billions

Sales in Colombia represent **78,5%** of the total of the business unit

		Price	Volume
2014	**422**	**-1,9%**	**13,1%**
2013	380	2,8%	9,9%
2012	336	6,6%	11,4%

TACC 7,9%

International Sales
USD Millions

International sales represent **21,5%** of the total of the business unit

2014	**58**
2013	56
2012	24

TACC 33,4%

Innovation Sales
(% of sales)

2014	**30,9%**
2013	37,9%
2012	34,5%

Principal categories
(%) of total sales

Ice cream	**95,6%**
Refreshing beverages	**3,0%**
Others	**1,4%**

Strategic challenges 2015

- Maintain the double–digit growth dynamics. Continue advancing in our innovation models, seeking innovations with greater impact that contribute to the growth objectives.
- Introduce freezers with better performance in terms of energy consumption and environmental impact.
- Expand distribution synergies with *Cárnicos Nutresa* to expand coverage.
- Complete the process of changing designs in our BON ice cream parlors and begin the process in the POPS ice cream parlors.

Raw materials (RM)

Production cost

Others (includes MOD, CIF and other minor RM)	51,5%
Milk	20,3%
Sugar	5,9%
Packaging material	17,3%
Oils and fats	5,0%

Increase in productivity

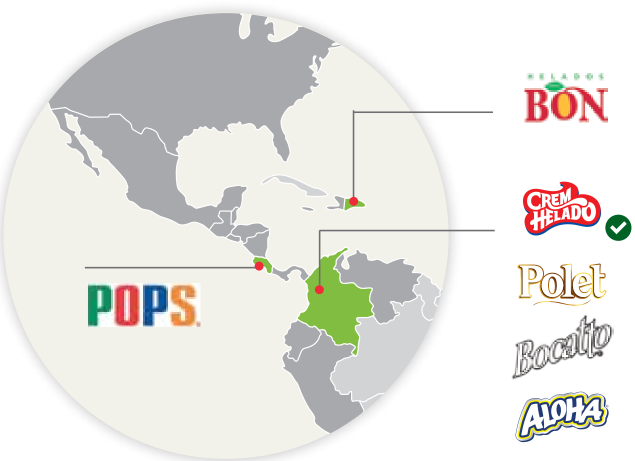
2014	9,8%
2013	0,3%
2012	13,6%

Distribution channels

(%) of sales

Institutional	24,0%
Alternative	15,0%
Supermarket chains	8,0%
Industrial	1,0%
Stores and convenience stores	52,0%

Presence of our main brands

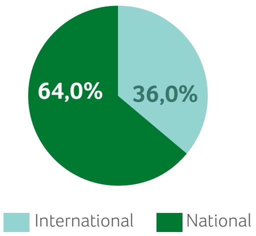


Brands with sales >USD 50 M

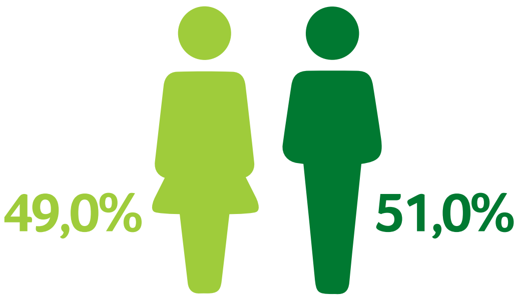
Employees

(includes direct, indirect and apprentices)

3.911



Direct Employees



Pastas Nutresa

Fabián Andrés Restrepo Zambrano

[In Nutresa since 1996]

President

2014 Environment

- A positive balance in sales and profitability in the midst of a highly competitive environment.
- Market leadership is consolidated, with a record market share of 52.3%.
- Innovation continues to boost the category with the introduction of new flavors and developing consumption niches with products having greater added value.
- Increased efficiencies in the production and administration of the Business to balance the level of profitability.
- Increased storage capacity for wheat, which makes inventory management flexible, generates operational efficiencies and allows us to capitalize on price opportunities in the wheat market.

Total sales

COP Billions

Pasta represents **3,7%** of the total Grupo Nutresa sales

2014	**238**	**3,2%**
2013	231	5,3%
2012	209	9,1%

TACC 4,4%

*Annual Compound Growth Rate (TACC)

Ebitda

COP Billions

This represents **2,9%** of the total Grupo Nutresa EBITDA

			Margin
2014	**25,1**	**-2,1%**	**10,5%**
2013	26,0	-13,0%	11,1%
2012	29,0	61,3%	14,1%

TACC -4,7%

Sales in Colombia

COP Billions

Sales in Colombia represent **100%** of the total of the business unit

		Price	Volume
2014	**238**	**1,5%**	**1,6%**
2013	231	1,7%	3,5%
2012	209	1,1%	7,9%

TACC 4,4%

Innovation Sales

(% of sales)

2014	**6,5%**
2013	58,4%
2012	64,3%

Principal categories

(%) of total sales

Pasta	**95,9%**
Others	**4,1%**

Market share in Colombia

	Variation
52,3%	1,6%

Strategic challenges 2015

- Increase the profitability of the Business in an environment of devaluation in Colombia, a market sensitive to price increases and the entry of new local competitors.
- Explore the international market by leveraging the production infrastructure we have in Colombia, Chile and Mexico.
- Reorient the Doria brand strategy, based on the deep knowledge of the Colombian consumer, to encourage the use of the product in daily preparations to increase the frequency of consumption and penetration in the dish, and, thus, increase per–capita consumption.
- Effectively innovate with differentiated value proposals within the pasta category, which have valued the Business.

Raw materials (RM)

(%) Production cost

Wheat	62,9%
Others (includes MOD, CIF and other minor RM)	26,3%
Packaging material	10,8%

Increase in productivity

2014	**11,6%**
2013	4,3%
2012	2,0%

Distribution channels

(%) of sales

Supermarket chains	18,0%
Stores and convenience stores	72,0%
Others	10,0%

Presence of our main brands

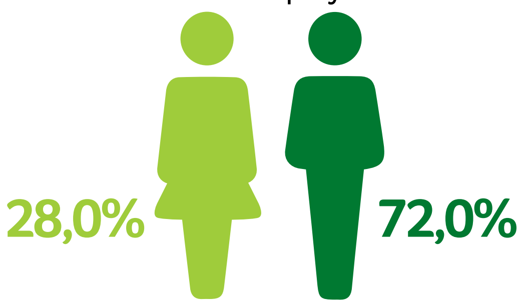
Brands with sales >USD 50 M

Employees

(includes direct, indirect and apprentices)

694

Direct Employees



Retail Food *

Juan Chusán Andrade

[In Nutresa since 2013]

President

Relevant aspects 2014

Grupo El Corral:

- Agreement to purchase Grupo El Corral, the largest restaurant chain in Colombia, with a total of 362 restaurants.
- Leader in the fast casual segment in the area of hamburgers and grill with its brands El Corral and Leños y Carbón, and in casual dining with its brands El Corral Gourmet and Leños Gourmet.
- It also operates leading international brands, such as Papa John's (pizza), Yogen Früz (frozen yogurt) and Krispy Kreme (doughnuts).

Ice Cream Parlors

- Products and campaigns to refresh the brand and generate growth in transactions and average ticket value were launched.
- Improvement in the business–management model at the points of sale to increase the number of transactions per store.
- Remodeling of stores.
- Positive growth in sales.
- Launch of campaigns to attract consumers without deteriorating the average level of purchase, with a focus on value.

Starbucks:

- Opening of six stores in Bogotá in less than six months, exceeding the initial plan.
- Great acceptance of the brand.
- The coffee served in the stores is provided by the Grupo Nutresa Coffee Business.

*The figures that appear here are illustrative, allowing the reader to form an idea about the new Retail Food business unit. The Grupo El Corral accounting information will be consolidated to the Grupo Nutresa S. A. figures beginning in March 2015, and will form part of the Retail Food Business, which will also include the results of our ice cream parlors, which were previously presented in the Ice Cream unit.

Total sales
COP Billions

Total sales represents 7,6% of the total of the Grupo Nutresa unit

2014 523

Ebitda
COP Billions

This represents 9,7% of the total Grupo Nutresa EBITDA

2014 91

Margin 17,4%

Perspectives 2015

Ice Cream Parlors

- Launch new products and categories to increase consumer diversity and frequency of visits.
- Remodel stores with modern, friendly environments.
- Continue the focus of improving the management and business–management model.

Starbucks

- Execute the opening plan.

Grupo El Corral

- Consolidate the new Retail Food business unit.
- Evaluate opportunities of each one of the brands and properly develop their potential.
- Brace the expansion plan in Grupo Nutresa capabilities and develop the Grupo El Corral units.

Presence of our main brands

Helados POPS operations
Costa Rica
Nicaragua
Guatemala

Grupo El Corral international operations

Sales in Colombia
COP Billions

Sales in Colombia represent **78%** of the total of the business unit

2014 408

International Sales
USD Millions

International sales represent **22,0%** of the goal of the business unit

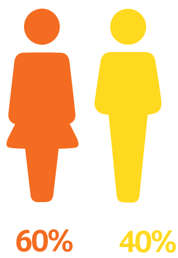
2014 57

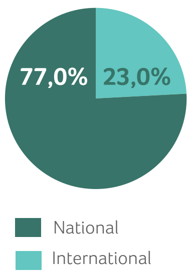
Employees
(includes direct, indirect and apprentices)

6.103

The 4.500 Grupo El Corral employees did not consolidate Grupo Nutresa figures in 2014.

Direct Employees





Comercial Nutresa - Support Unit

Álvaro Arango Restrepo

[In Nutresa since 2001]

President

Relevant Aspects 2014

- Consolidation of the business–management system, in which the mega brand and omnichannel sales networks are integrated, supported in a profound understanding of the market.
- Sales networks are strengthened through a focus on strategic brands, effective innovation and portfolio segmentation.
- In the mass networks, the management in a point of sale is strengthened in all the channels. The modern channel grows through a commercial relationship characterized by collaborative work and joint construction.
- In stores and convenience stores, we launched a massification model of commercial developers, which has generated a positive impact.
- Qualification with a level of excellence against international standards in satisfaction and loyalty. Recognized as the best mass–consumer supplier in Colombia.
- In the specialized networks, Novaventa and La Recetta achieved excellent performance by presenting double–digit sales growth.

Total sales* COP Billions

Comercial Nutresa represents **29,8%** of the total Grupo Nutresa sales

2014	**1.923**	**4,4 %**
2013	1.842	-1,6%
2012	1.871	6,8%

Annual Compound Growth Rate (TACC) **TACC 0,9%**

*These figures are already included in all the businesses

Employees (includes direct, indirect and apprentices)

5.303

Direct Employees

23,0% 77,0%

Distribution centers in Colombia (%) of sales

Others	0,8%
Supermarket chains	20,2%
Stores and convenience stores	79,0%

Perspectives 2015

- Develop our commercial–management system, according to changes in the environment and the incorporation of knowledge of the shopper by segment, to accompany our clients in their rotation and profitability processes.
- Effectively implement value proposals that accompany the development of the modern channel and its different formats.
- Advance in consolidating the commercial–management model through the omnichannel strategy.
- Design and implement digital platforms.

Servicios Nutresa - Support Unit

Employees (includes direct, indirect and apprentices)

758

Direct Employees

49,0% 51,0%

Shared Services

Administrative Services
- Strategic Sourcing
- Infrastructure

Financial Services
- Financial Planning
- Accounting
- Taxes
- Treasury

Risk Administration and Control Services
- Auditing
- Legal Assistance
- Risks, Insurance and Safety

Human Services
- Human Development
- Corporate Communications

Information Technology Services

Corporate Supports

- Innovation
- Market intelligence
- Media buying
- Sustainability
- Ex–pats
- Fundación Nutresa
- Vidarium

Sol Beatriz Arango Mesa

[In Nutresa since 1992]

President

Achievements and Progress 2014

Productivity and competitiveness

- Consolidation of the strategic sourcing process with savings of more than COP 72 Billion.
- Creation of a shared services sub–center in Costa Rica.
- Beginning of Nutresa Shanghai operations and its consolidation as a purchasing office in China.

Sustainability Management

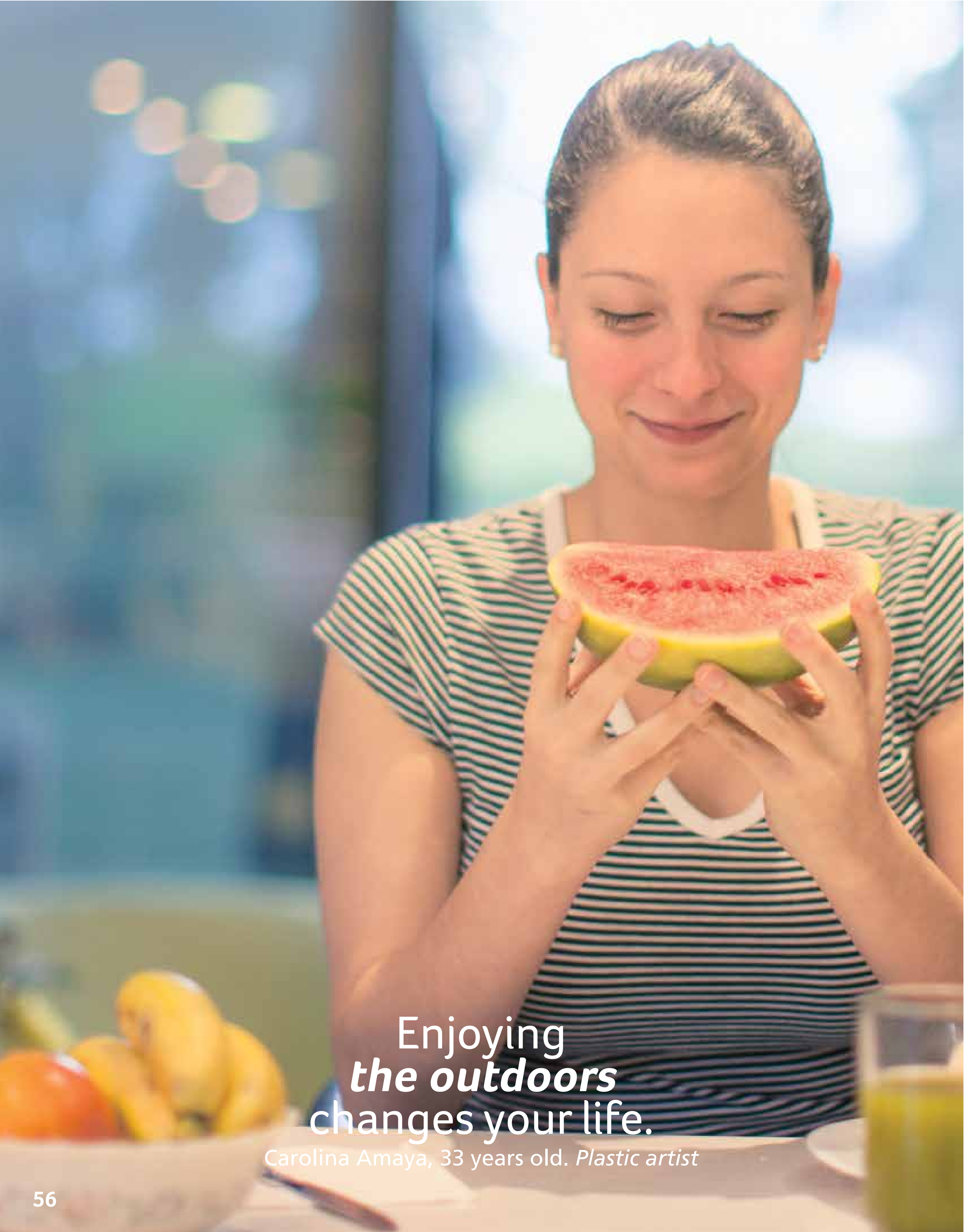
- Identification of environmental and social risks in the supply chain and construction of the mitigation plan.
- Begin the Human Rights management system. Update the Grupo Nutresa Materiality Matrix and the Risk Matrix.

Excellence in Service

- External certification of the integrated management system in matters of quality, care of the environment, labor safety, healthy lifestyles, and personal, family and labor conciliation, ensuring that we are a world–class service provider.
- Update the portfolio and design new services, accompanied by a management model that contributes to improving the satisfaction of Servicios Nutresa clients.

Perspectives 2015

- Incorporate management technologies and tools that expedite decision making, generate productivity and bring Grupo Nutresa and its businesses to consumers and clients.
- Implement innovation, productivity and capacity–development projects for our clients.
- Strengthen the international presence and coverage of high–quality global services, seeking additional synergies among businesses and geographies.
- Manage competitive sourcing in new geographies and categories.
- Ensure the closing of gaps in Sustainability with an international focus and in the new Grupo Nutresa businesses.
- Strengthen leadership and commitment and maintain an adequate organizational climate as a platform to accomplish results.
- Promote a culture of client–oriented service.


Enjoying
the outdoors
changes your life.
Carolina Amaya, 33 years old. *Plastic artist*

Market growth and leadership

To learn more about the Grupo Nutresa Campaign "Enjoy a Healthy Life," visit our Webpage www.nutresa.com

The characteristics and the constant evolution of the strategic region where the Grupo Nutresa markets are developed present the challenge of generating expansion and positioning strategies, which allow increased trade and the opening of new markets.

Highlights

Profitable growth and international expansion

Grupo Nutresa had sales for COP**6,5** Trillion in 2014, a **growth** of **9,5%** and an **EBITDA margin** of **13,4%.**

Sales in Colombia were de COP**4,2** Trillion, with a **growth of 8,6%** compared to 2013, of which 7,1% corresponds to volume and 1,4% to price. Grupo Nutresa closed the year with a **60,0% market share in Colombia.**

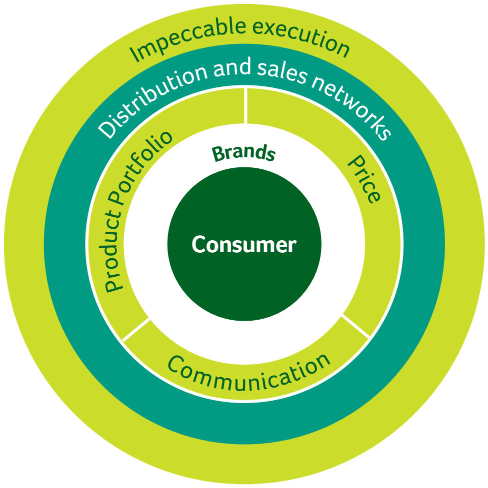
In the **international market,** sales for USD**1.115** Billion were achieved, with a **growth of 3.7%** and a **participation of 34,9% of the total Grupo Nutresa sales.**

Grupo Nutresa Trading System 2020

Brand management [G4-4]

The brand management model is the guiding principle of the commercial strategy; it is centered on consumers, implying a market orientation to satisfy consumer needs with contributions to their wellness, nutrition and pleasure. It is determined by consumer segmentation and understanding the buyer, the value proposals and the flawless execution in the point of sale to ensure the preference, satisfaction, loyalty and, consequently, the leadership of the brands in the categories in which they participate.

The overwhelming presence in the macro–categories of food, beverages and snacks evidence the appropriate attention to consumers. In 2014, the principal Grupo Nutresa brands in these macro–categories obtained growths of 16,0% in food, 3,5% in beverages, 20% in snacks and 6,6% in ice cream. The brand–architecture strategy has as its pillar the Nutresa, Zenú, Pietrán, Festival, Tosh, Noel, Chocolisto, Jet, Doria, Colcafé, and Crem Helado mega brands, which, together, grew 14,4% in total sales (domestic plus international). The Tresmontes Lucchetti international brands Kryzpo and Livean grew 19,8% and 18,4%, respectively.



In the macro–category of general food are found the categories, such as cold cuts, pasta, frozen dishes and snacks, long–life foods, ready–to–eat cereals, food solutions, soups, creams, broths and sauces.

Sales for the six principal brands surpassed COP 1.268 Billion and grew 16,0%

In the beverage category are hot drinks, refreshing drinks, juices and nectars.

Sales for the six principal brands surpassed COP 770 Billion and grew 3,5%

The snack category is comprised of biscuits, candy, cereals, nuts and potato chips, among others.

Sales for the eight principal brands surpassed COP 897 Billion and grew 20,0%

In the ice cream category.

Sales for the three principal brands surpassed COP 392 Billion and grew 6,6%

* To achieve comparability, these brands will be included beginning in 2015.

Effective innovation

Innovations, especially in ice cream, candy, nuts, biscuits and cold cuts, propped up the growth in sales, with a participation of 17,7% in 2014.

Grupo Nutresa brings the best value proposal to its consumers.

Network management

The model of reaching clients is aimed at highlighting the brands at the point of sale; it obtained achievement indicators of excellence during the year. In Colombia, the commercial network of *Cárnicos Nutresa* consolidated the distribution of the ice cream and juice businesses for the modern channel and independent convenience stores, representing an increase in sales of 23,2%, compared to 11,8% of the business total. In the international field, thanks to the synergies among the Grupo Nutresa companies, we have deepened sales in the traditional Mexican channel, with attention to nearly 250.000 points of sale through the Tresmontes Lucchetti dealer network, as well as a 13,2% growth in the traditional channel (stores) in Chile.

Client satisfaction [G4-PR5]

The loyalty of Grupo Nutresa clients was measured with a result of 87,7% in satisfaction and 70,4% in loyalty for national clients; among international clients, satisfaction was 87,8% and loyalty, 59%. These results, according to the methodology used by the Ipsos research agency, mean a degree of excellence in both indicators.

National clients

Satisfaction 87,7%

Loyalty 70,4%

Internationesl clients

Satisfaction 87,8%

Loyalty 59%

CHALLENGES

Risks in the competitive environment

Due to its economic dynamism, the strategic region defined by Grupo Nutresa represents an attraction for big players in the food industry that have differentiated, relevant strengths (global products or local products among other features), enabling them to reach some segments of the population with innovative value propositions.

This requires superior performance by Grupo Nutresa to remain leaders and maintain and increase the preference, satisfaction and loyalty of consumers, shoppers and clients.

In that sense, the Organization continues to strengthen its distribution networks with a focus on strategic brands, effective innovation and portfolio segmentation to address the effect of competition focused on prices and promotions. Likewise, in Mexico, Guatemala, El Salvador, Costa Rica, Panama, Peru and Chile, we have been implementing the model of brand management and a deep understanding of the buyer and consumer, which enhances their recognition and leadership.

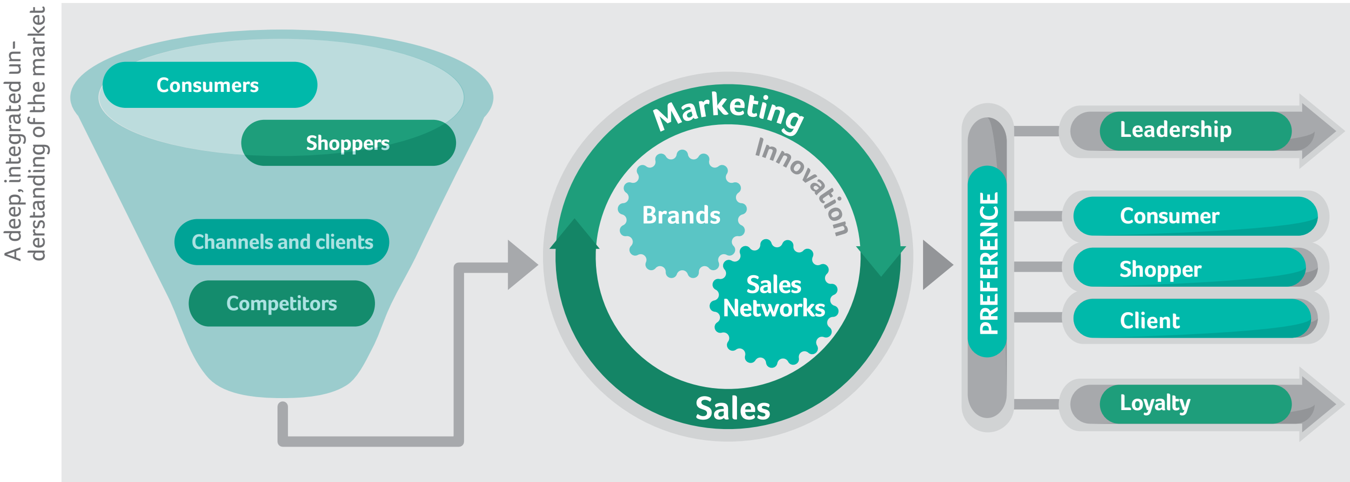
Moreover, in developing channels and new ways of reaching consumers, we highlight the following in the environment:

- In the strategic region, channels and options to which consumers and buyers have access are increased. In this situation, marketing networks specialize and develop to continue as leaders of brands and distribution.
- The modern channel, in line with consumer needs and especially in the formats of convenience or proximity, is in the consolidation phase. For this, we generate client development strategies in the independent and traditional channels, and the management capabilities of the modern channel are also strengthened.
- In this same channel, there is evidence of the evolution of generic products, which compete with low prices and wide display in the points of sale. Additionally, some client formats import products of recognized brands at more affordable prices. Against this, Grupo Nutresa works to strengthen the capital of its brands and the development of differentiated portfolios. In turn, the basis for the model of excellence has been developed in prices to capture the greater value of the brands.

The international market represents a substantial part of the Organization's income generation and shows high growth rates for the businesses. Likewise, raw materials play a key role in the competitiveness of the Grupo Nutresa products, such as cocoa and coffee which presented the greatest negative impact in 2014, unlike wheat, sugar and fats.

Opportunities and strategy

Grupo Nutresa Trading System 2020

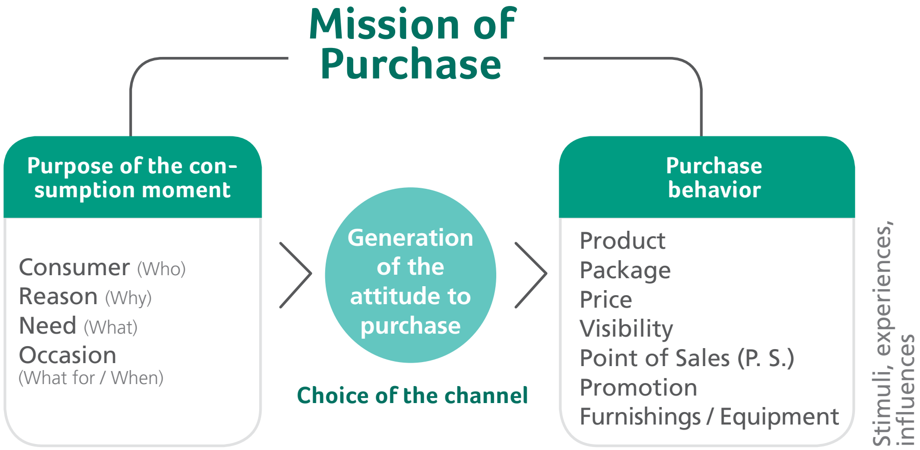


Grupo Nutresa's commercial management is centered on the strategy of brands (mega brands) and sales networks (omni channel), which are based on the deep, integrated understanding of the market. This consists of the generation, transfer, appropriation and application of the relevant, differentiated knowledge of the major market forces.

Brand management

With the map of consumer brands, the Organization works on developing the portfolio adapted to some identified segments of consumers, which is complemented with the mainstreaming and targeting of the mega brands. Likewise, the Organization incorporates knowledge of the client buyer in the different categories and segments into the design of commercial initiatives. This is done to understand their purchase missions and be more assertive.

The purchase missions are understood as consumption occasions that generate a purchase attitude and the behavior that occurs at the point of sale.

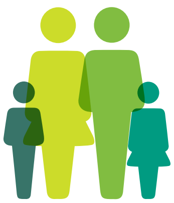


Chilean shopkeeper (grocer).

Network management

The model to reach the market, through distribution networks, evolves in order to adapt to the new reality of clients and their purchasers to strengthen the display elements and visibility at the point of sale and attend the multi–channel behavior of consumers.

To strengthen brand visibility, there are nearly 177.000 commercial assets, of which more than 100.000 are cold and frozen products. Additionally, chocolate candy has 2.500 freezer exhibitors that improve the presents of the portfolio in warm climates.



Consumer
Person who eats Grupo Nutresa products

Shopper
Person who makes the transaction

Clients
The Grupo Nutresa Channel

Progress

The brand–management system

To ensure the preference, satisfaction, loyalty and leadership in the markets in which Grupo Nutresa participates and to better understand the needs of consumers, shoppers and clients, the commercial system that builds and strengthens the value propositions of brands and networks was consolidated.

The integral implementation of the brand– and network–management model obtained the results expected based on excellent implementation:

We defined the brand architecture and the strategic role of the mega brands, which, thanks to their positioning and achievements, constitute icons for Grupo Nutresa and are projected as pillars to support the patrimony of the Organization and contribute to the internationalization process.

In turn, their strength, ability to relate and expansion potential into new markets, segments or categories, allows us to:

- Maximize market coverage to seize potential opportunities.
- Minimize the overlapping of brands to avoid having more competition in the same market segment.

Strengthening the cash equity reflects performance as a measure to determine attitudes toward the brand in the market, the level of proximity, the barriers to consumption and maintaining leadership in each category.

Maintaining leadership in each category

Attitudinal Equity +/- **Market Effects** = ***Effective Equity***

Attitudinal Equity: The ability of the brand to generate a desire to consume the brand or repeat increased consumption

Market Effects: To what extent are market effects worked to allow this wish to become consumption of the brand?

Effective Equity: Effective equity is reflected in the performance of the brand in the Market Share

From the deep understanding of consumers, shoppers and clients, Grupo Nutresa works to develop the main drivers of growth, to strengthen its brands and efficiently expand its networks.

Innovation

1. New categories
2. New sizes
3. New products

Implementation

1. Distribution
2. Control of depleted products
3. Better selection

Price Management

1. Intelligent offers for shoppers
2. Optimal price management

Long life • Prepared food
Refrigerated and frozen food • Cold cuts

Mainstreaming powerful brands applied to products developed on any productive platform has allowed Grupo Nutresa to further the consolidation of a portfolio in line with market needs, with the development of products according to low disbursement currency fractions, mainly for the traditional channel, which allows low–income consumers to access products and brands.

The assets of platform brands and products become an opportunity and will continue to be a priority to progress in the markets. Initiatives, such as the expansion of plants in Peru, the installation of new biscuit lines in the United States and Chile, and the construction of the line of pastas in Mexico, prove it.

The model of reaching customers is aimed at highlighting the brands at the point of sale. To do this, we work on product presence and visibility, both in refrigerators and freezers as well as on the shelving for groceries and candy. Measurements show an improvement of more than eight points (Source: Market Team).

Enhancing international networks and distribution

International expansion is a strategic priority of Grupo Nutresa; therefore, it relies on several fronts to consolidate its development. One is distribution, a differentiating potential in regions such as Central America and countries like Chile, Mexico, Peru and Ecuador, where last year initiatives to strengthen sales fundamentals (market share, numeric and weighted distribution, average order, active inventory, number of references and percentage of depleted products) were secured, both quantitatively as well as the quality of the product reaching the different channels. The extension of the numeric distribution, the consolidation of the portfolios distributed and the development of strategic brands were key to improve this objective.

Grupo Nutresa maintains its presence in 71 countries, 14 of which have their own production plants or distribution. According to the potential and deepening in each market, a specific plan has been defined for the commercial development of the territories to strengthen the positioning of the brands and increase participation in each category.

The synergies that Grupo Nutresa has developed are concentrated in the use of platforms for new Grupo Nutresa categories, the consolidation of the distribution networks, knowledge of consumers and shoppers and multi–category promotional activities, among others. This offers greater speed in commercial development since, if we have powerful and complementary portfolios, we can penetrate markets with greater force.

Commercial development in the Southeast Asian market continues to be one of the objectives of sustainable growth, mainly in the coffee category. Aligned with this goal, we have strengthened strategic alliances with global players, with whom we develop activities of market knowledge, implementation of marketing models and creation of supply and production networks that leverage the growth targets.

The implementation of these synergies has allowed the commercial growth of Grupo Nutresa and has also improved the level of the knowledge of globalization and the mentality of its companies and employees, which promotes and facilitates the achievement of long–term, sustainable goals.

Leveraging platforms

One of the strengths of the Organization in the region is the strategic location of its productive platforms and their capabilities, both in their marketing vehicles and production plants.

Client satisfaction and loyalty are the Organization's priority.

Countries such as Costa Rica, Peru and Mexico have strengthened their distribution with the Tresmontes Lucchetti portfolio, making it feasible to reach new grocer channels and deepen the modern and traditional channels.

The new portfolios reinforce the presence of the brands and support synergies in promotional and distribution activities that allow faster progress in commercial development.

On the other hand, such diverse capabilities of these productive platforms complement the inter–company portfolios, allowing an exchange of products, giving Grupo Nutresa competitiveness and flexibility and expanding its portfolio options in the different markets.

Our internationalization model

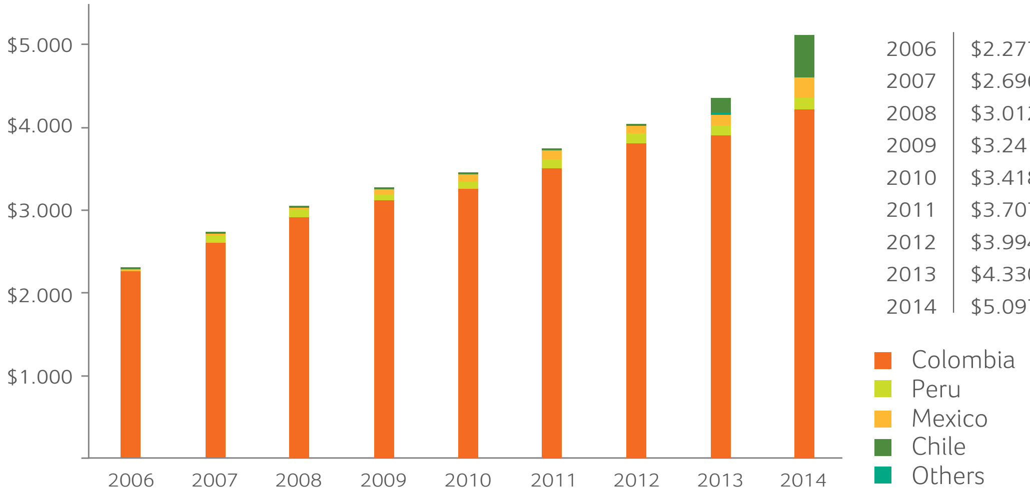
Since 2000, the international–market development has been part of the Grupo Nutresa strategic plan as a key to sustainable, profitable growth.

For this, we ensure the transfer of knowledge and good practices among the platforms through the Multi–Latina Agenda, which allows optimizing resources, capitalizing on experiences, creating joint activities, unifying criteria and developing a team that values cultural differences with the ability to act locally with a global vision, with openness to face challenges.

During 2014, we progressed in consolidating our internationalization model, adjusted to the needs of each market and each category. Thus, we incorporated the distribution–matrix tool into the Multi–Latina Agenda, to accompany and monitor key sales and distribution of the international operations.

Through the continuous evaluation of variables, such as market share, numeric and weighted distribution, average order, active inventory, number of references and percentage of depleted products, we seek to lead international operations to continuous optimization, making comparisons with a consolidated operation like that of Colombia.

Sales in emerging countries COP billions

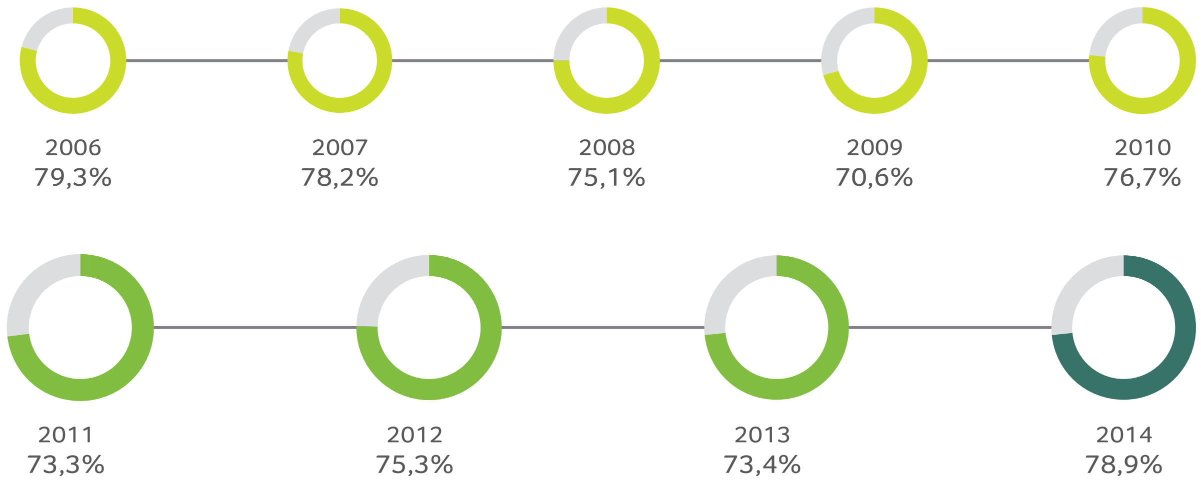


Total yearly growth

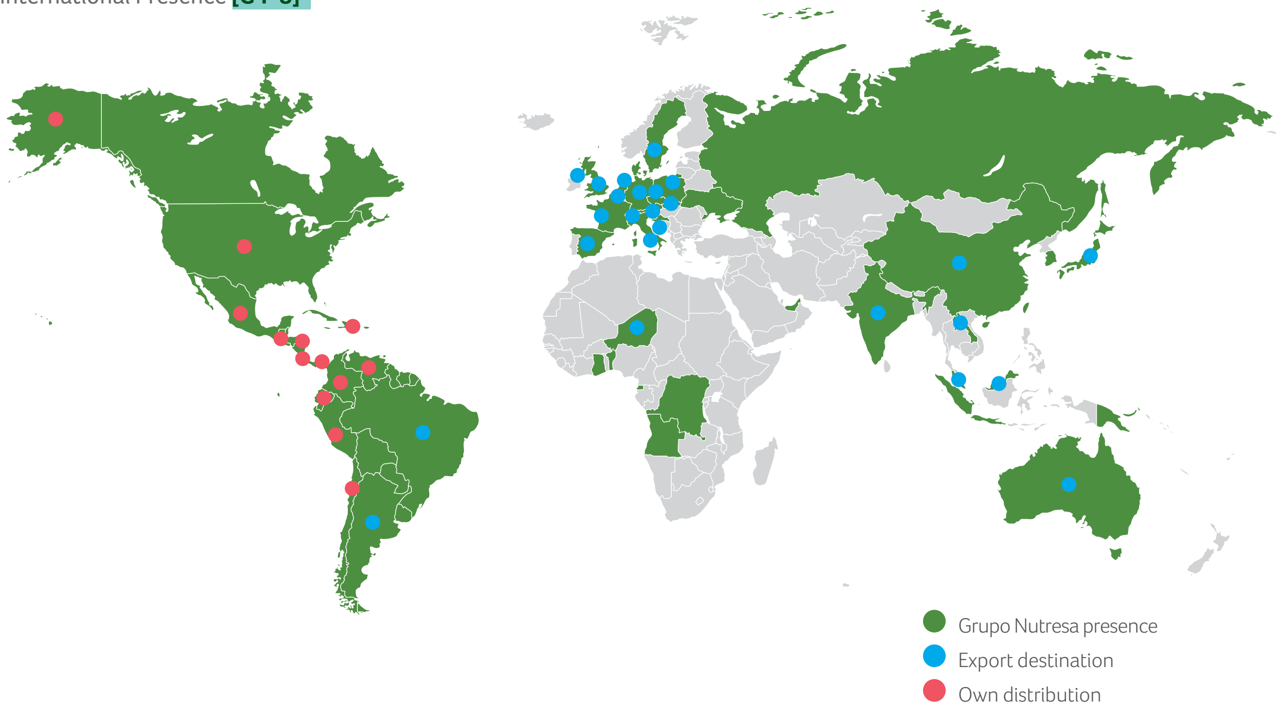
10,6%

2006	$2.277,0	
2007	$2.696,2	**+18,4%**
2008	$3.012,2	**+11,7%**
2009	$3.241,2	**+7,6%**
2010	$3.418,0	**+5,5%**
2011	$3.707,1	**+8,5%**
2012	$3.994,4	**+7,7%**
2013	$4.330,6	**+8,4%**
2014	$5.097,8	**+17,7%**

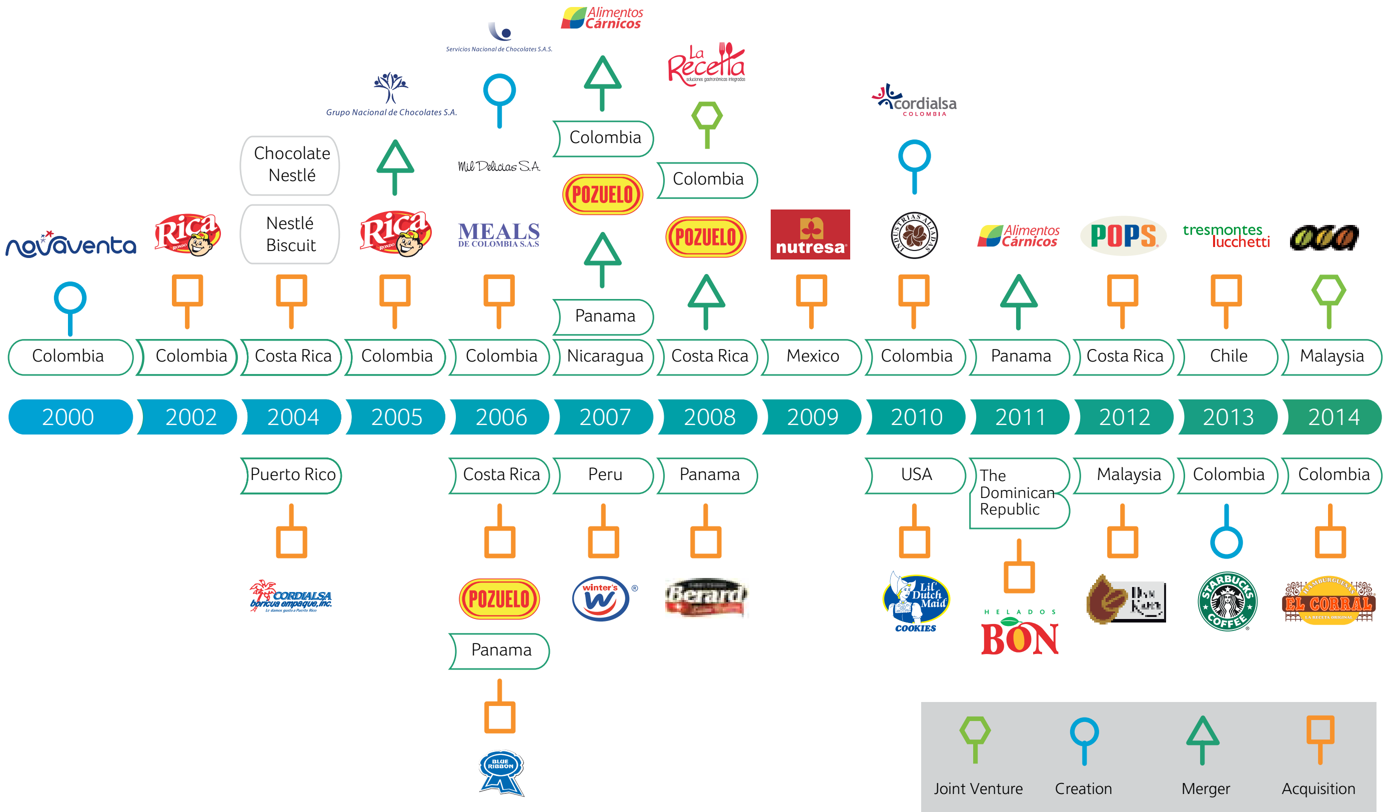
Summary of sales in emerging countries
% Sales in emerging countries



Evolution of Grupo Nutresa's International Presence **[G4-8]**



Evolution of Grupo Nutresa's **[G4-9]**
Acquisitions / Mergers



How has Grupo Nutresa internationalization occurred?

Vision
- Market expansion in the strategic region – diversification of destinations
- Long–term objectives
- Autonomy and strategic coherence

Internationalization strategies
- Our own international distribution
- Creation of the brand
- Acquisitions–productive platforms

Our own model–Autochthonous

Consistency in implementation

Persistence in the face of difficulties

Humility and an attitude to learn

Suitable teams.
Human quality and basic competencies
Development of people in specific competencies.

Innovation in the business model

Innovation is key for Grupo Nutresa's international development. The markets in the strategic region present dynamics that demand being agile and effective in the innovation that is taken to the market; for this reason, the brand–management model consolidates this development.

From a clear understanding of the consumer, while managing innovation and accompanying the communication and positioning of new products, we become more effective in the market.

The prioritized, targeted allocation of investment resources in the leading brands has also permitted strengthening their presence in international markets with increases in participation, improvements in the value for consumers, loyalty and household penetration, which maintains the leadership in biscuits in Costa Rica (a 62,2% share), cold instant beverages in Chile (63,2%), soluble coffee and mixes in Panama (a share of nearly 50% by volume), and cocoas in Peru and Costa Rica (shares of 27,8% and 63,9%, respectively).

A work model was developed to achieve high standards of operation in the ice cream parlors and to empower the basis of the operation of the franchise system. Today we have Point of Sale (POS) in the majority of the ice cream parlors in the Dominican Republic, which allows a better reading of sales and know what our consumers buy every day and at every hour in the stores.

Leadership in:

Biscuits in Costa Rica **62,2%** share

Cold instant beverages in Chile
63,2% share

Soluble coffee and mixes in Panama
45,9% share (volume)

Cocoa in Costa Rica
63,9% share

Integration of the sustainability strategy in the operations in the strategic region

In order to advance in the consolidation of the Grupo Nutresa sustainability strategy, during 2014 we advanced in understanding operations outside of Colombia; noteworthy is the disclosure of the Materiality Matrix, which allows companies to focus their management on the material issues of Grupo Nutresa. Likewise, we deepened the sustainability strategy in the strategic objectives of the Organization, as well as the internalization of the sustainability goals for 2020; we also established the work plans with each one of the operations to close the gaps in sustainability.

Future vision

One of the principal challenges is the cultural evolution toward micro–segmentation. Noteworthy are the following aspects:

- Structural changes in the population in terms of demographics (more adult, productive populations) and geographics (from rural to urban), among other changes.
- Social mobility and improved quality of life (by 2025, it is expected that the middle class will represent 75% of Latin America). This transforms the framework of decisions, which pass from restriction to economic availability and the large range of options.
- The effect of technology on the new consumer and buyer.
- The growing awareness of nutrition in health, wellness, and the new requirements that this implies.

Generalities about today's consumer

- Faced with the need to achieve a modern standard of living, consumers are looking for value propositions that are tuned to this cause.
- The consumer has understood that innovation, above all, has allowed him to gain access to other perceived high–value assets, such as mobile phones, televisions, and energy, among others.

International market growth [G4-8]

To reach the Mega 2020, which seeks a level of sales double the 2013 sales and an EBITDA margin between 12% and 14%, market share outside Colombia is critical; we expect that 45% of the total 2020 sales will come from markets outside Colombia.

That's why the growth strategy in the region is aimed at seeking new business opportunities that help the minimum growth of 11% annually in each country with a Grupo Nutresa focus. Also, an integrated vision of a country with leveraged businesses, which promotes a cross–opening to incorporate a competitive portfolio and better business practices, will continue.

The focus will be on developing more productive export platforms, both inter–company as well as toward other markets, and in capturing opportunities in high–potential markets.

To be more competitive, we will continue working on the knowledge of buyers and consumers, to offer them products that meet their expectations, through a broad portfolio that satisfies their needs of wellness, pleasure and nutrition.

In the United States, under the scheme of multi–channel distribution, we will continue to increase attention to the Anglo and Hispanic markets with our brands, as well as develop high–potential clients in private and industrial brands for the Chocolate, Biscuit and Coffee Businesses.

Some initiatives

Focusing on the strategic definition of brand architecture

The Grupo Nutresa mega brand model **permitted a growth of 14,4% between 2013 and 2014.**

Growth of the mega brands

Zenú	Pietrán	Festival	Tosh	Noel
22,3%	19,6%	10,1%	45,4%	10,0%
Chocolisto	**Jet**	**Doria**	**Colcafé**	**Crem Helado**
17,0%	25,0%	0,8%	8,3%	5,9%

Cold Cuts Business logistics employees at the Ibague distribution center.

Marketer Model / Cold Cut Business

The Cold Cut Business implemented a marketer model that works like a mirror of the attention scheme for the direct traditional channel, and allows taking the commercial, logistics and administrative practices of the Business to 45 Marketers, ensuring an economically sustainable model over time for both parties. Noteworthy are: Compliance of the 2014 budget: 105,4% with growth of 12,2%; 160.000 effective clients monthly, equal to 12.000 more than at the beginning of the project; numeric distribution of 73%, five points above the beginning of the project, as measured by Nielsen; and 1.650 direct employees in the marketers.

Architecture of the distribution networks

The architecture of the Grupo Nutresa sales and distribution networks is comprised of massive, specialized and international networks. In this sense, the initiatives to highlight are the following:

Massive networks

The marketer model

The Grupo Nutresa arrival model seeks to maximize the presence of our brands in clients, which ensures the delivery of a unique value proposition. For some types of clients or geographies, we have developed the marketer model with exclusive sales networks to complement distribution, consistent with the point–of–sale management model.

Nearly 60 businessmen, with a sales force of more than 1.250 vendors, are accompanied in the integral development of their business by defining the management and administrative parameters with them, while Grupo Nutresa conserves the control of the territory, the client and his information. This has been a key element to efficiently increase the numeric distribution of the categories, which is evidenced, for example, in Chocolate Candy, + 3 points; Nuts: + 7 points; and Pasta: + 3 points.

The massification strategy

This is a model that seeks to develop clients as the differentiating element of the value proposal that has a specialized commercial figure in its point of sale. This commercial developer guides the redesign of the businesses to maximize their market opportunities and keep them valid over time. The integral advice offered focuses on the work of the categories and, additionally, on the universe of the store or convenience store.

This model has impacted more than **3.500 clients** and has generated **additional growth for the Organization** of **31%** above the average.

Specialized networks

Entrepreneur mothers

This is a direct sale through an inclusive business proposal, the sales of which grew 25,1% with a network of 98.700 Entrepreneur Mothers, who reach 1.500.000 Colombian households every three weeks, with a portfolio classified by categories according to consumer needs.

Each product offered in the catalogue seeks to generate greater value and client service to bring the best quality products and leading brands of not only food but also a comprehensive supplementary portfolio to their homes. Novaventa finances the business of the Entrepreneur Mothers, with the possibility of building a credit history that serves as a commercial reference.

Business Mother visiting the Novaventa operations center in Carmen de Viboral.

International networks

Empowerment of international platforms and networks

During 2014, work began on the mounting, expansion and remodeling of productive capacities in different countries and operations:

- The project to manufacture crackers in Texas, in the United States, will offer the possibility of competing in a high–potential market, with growth exceeding the total of the category and a temporary shortage situation by current manufacturers.
- The Tresmontes Lucchetti baked snack line in Chile was culminated, allowing it to begin participating in new categories in the Chilean market. Likewise, the production project in Mexico for pastas and Cold Instant Beverages (CIB), led by Tresmontes Lucchetti, will endow competitive capabilities and proximity to a high–consumption market.
- Helados POPS and Helados BON had representative advances in terms of remodeling and opening new stores in the Dominican Republic and Central America. More than 300 points of sale were remodeled and 22 additional ice cream parlors were created. The purchasing experience and visibility in the store improved, which was reflected in an increase in the consumer base, the frequency of visit and the average value of the purchase in each ice cream parlor.

BON ice cream shop in Santo Domingo, Dominican Republic.

Zuko brand sales promoter in a supermarket in Santiago de Chile.

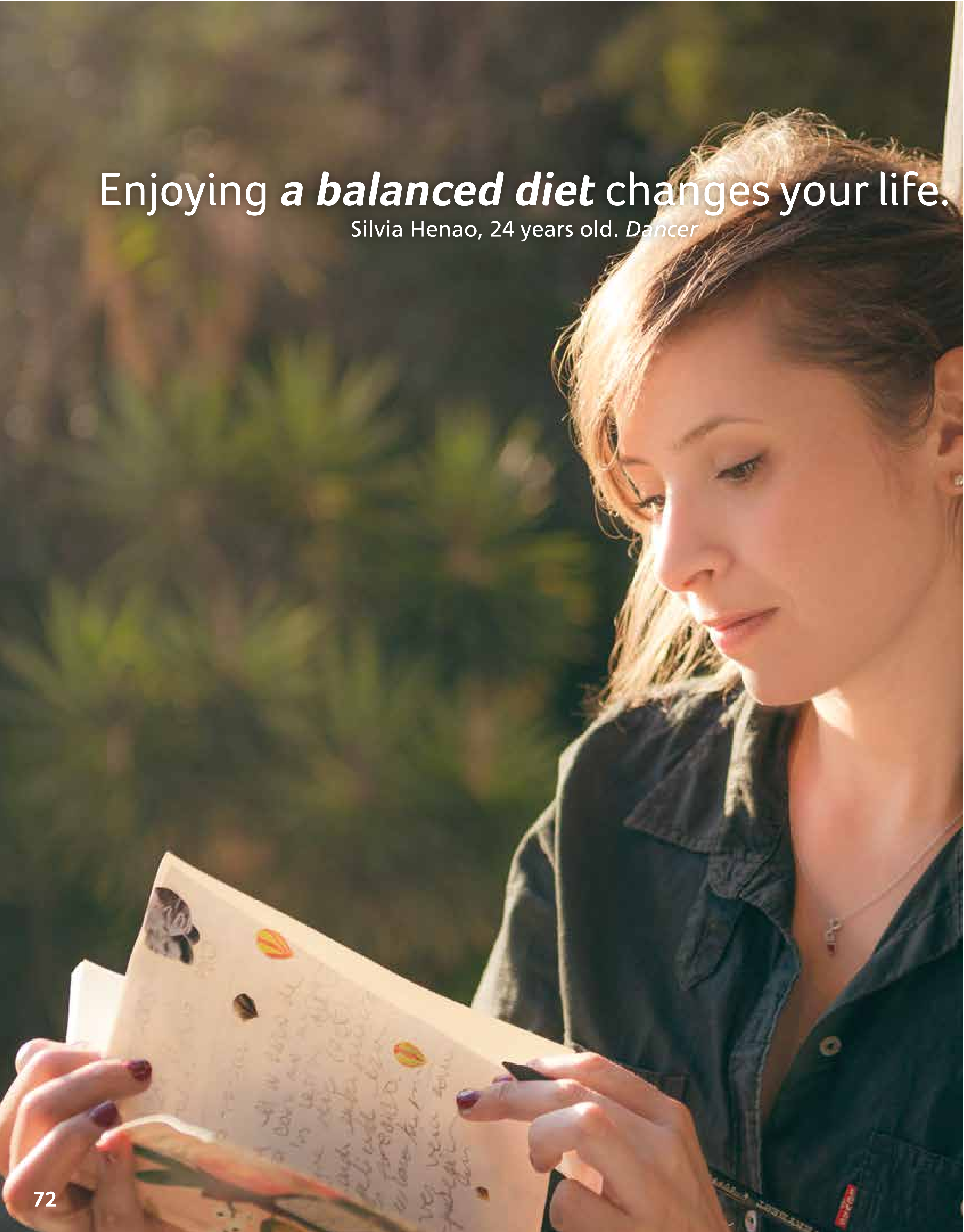
Commercial synergies among platforms

Learnings in innovation, development and activation of channels and brand building have allowed synergies to transcend commercial aspects and impact the understanding of the markets and channels where Grupo Nutresa companies participate. The entrance into the channel in local market places in Peru, supported by Zuko, allows products – such as Chocolisto, Cocoa Winter's, Colcafé Familiar and Ducales – to participate with presence in this type of client.

The distribution achieved through Tresmontes Lucchetti in Mexico strengthens the presence of the brands in the Chocolate platform in this country (Nutresa México), to further sales in the traditional channel with attention to nearly 250.000 stores through the Tresmontes Lucchetti distributor network, as well as strengthen the performance in the wholesale grocer and supermarket channel.

Development of international industrial channels

The Chocolate and Coffee Businesses achieved outstanding advances in the international development of the industrial channel, consolidating and strengthening attention to relevant international companies. The proximity and joint work between client and supplier permitted innovating and developing specialized products for each one, to deliver products that meet the technical specifications required, accompanied by a supply network with a high level of service.



Enjoying ***a balanced diet*** changes your life.

Silvia Henao, 24 years old. *Dancer*

Effective innovation

Innovation in Grupo Nutresa seeks to transversally strengthen the implementation of the strategic objectives of the Organization throughout the value chain.

Through innovation, there is a better reading of the environment; new business models are made possible; the commitment of the team of employee rises to identify or improve processes, ways of working and products; and the different capitals of the company are improved or transformed, through the implementation of ideas that generate better results.

[G4-DMA]

To learn more about the Grupo Nutresa Campaign "Enjoy a Healthy Life," visit our Webpage www.nutresa.com

Culture

2.743
Innovative Success Stories

283
Innovation Promoters

Processes

Seven processes support effective innovation:

- Development of new products or services
- Research
- Prospective
- Strategic (competitive and technological) surveillance
- Open innovation
- Intellectual property
- Knowledge management

Imagix
apasionados por la innovación

Resources

0,5%
of sales invested in innovation

$10.000
Billion make up a venture–capital fund

258
people exclusively dedicated to R & D + I

Action framework

Innovation strategy and governability model, portfolio management, metrics and management indicators

Highlights

- Innovation sales reached a 17,7% share of total sales.
- The goal of having 1.795 products under the Grupo Nutresa nutritional profile was achieved.
- We achieved 0,17 Innovative Success Stories per employee.
- The innovation system was strengthened through:
  - Redefining the innovation strategy and defining the governance model.
  - Launching the technological surveillance process.
  - Conducting three prospective exercises.
- Grupo Nutresa established itself as the sector leader in innovation, according to the DJSI.

Indicator	2020 Goal	2014 Results
Innovation sales	**15,0%**	**17,7%**
Innovative success stories / employee	**0,3**	**0,17***

*Calculated on the companies that have the Innovative Success Stories program.

Challenges

For Grupo Nutresa, innovation is one of the key elements of future success, as it drives changes and is considered a factor of differentiation. Therefore, it maintains the momentum and motivation of its programs, improves the understanding of innovation in all the processes of the Organization, enhances intra–entrepreneurship, focuses efforts on innovation, develops a network of flexible operations allowing regional results, and mitigates the risk due to the concentration of results in one type of business through the development of new business models that represent the most relevant opportunities.

Similarly, Grupo Nutresa contemplates a series of risks, before which it acts preventively. These are: little opportunity to identify changes in the environment, dismantling of the (internal and external) innovation networks, a slower response than the demand of the environment, loss of sensitive information, brain drain or low ability to attract them.

Progress

Imagix
gestión del
CONOCIMIENTO

Knowledge management: As part of the innovation model, knowledge management is aimed at the development of organizational learning, through collaborative work. In 2014, we designed our own model to measure the level of maturity of knowledge management in four dimensions: strategy, culture, processes and appropriation of information technologies to manage knowledge. With this model, a diagnosis was made in all the companies in Colombia – and some abroad – and served as input to build the framework for action in knowledge management toward the Grupo Nutresa Mega 2020.

In 2014, the synergy communities continued to be cornerstones for the joint construction of knowledge. As another tool for its dynamics, the Campus Nutresa corporate social network was implemented in all the Grupo Nutresa companies through a strategy of open culture, to provide spaces for participation and collaboration to facilitate the creation, preservation and transfer of knowledge among employees.

Noteworthy this year is also the Third Annual Encounter of Synergy Communities – Sinergia Da Vinci – to share achievements during 2014, discuss the challenges for 2015 and discuss issues to be resolved regarding the Grupo Nutresa strategies. Noteworthy also is the consolidation of the corporate social network, with 2.500 users and more than 200 virtual communities. We expect to reach 4.000 users in Campus Nutresa in 2015.

Campus nutresa
Colaboración sin fronteras

Third annual Synergy Communities meeting in Medellín.

vidarium
Centro de investigación en nutrición, salud y bienestar

Research: In Grupo Nutresa, research as a component of the innovation model is conducted in the research centers of the Businesses and in Vidarium. The latter aims to generate and manage knowledge in nutrition, healthy eating and wellness, by conducting basic and applied scientific research, training human resources, generating new–knowledge products, strategic surveillance, and contributing to the social appropriation of science, technology and innovation.

Since beginning its operation, Vidarium has developed 13 research projects and has generated new knowledge through 15 scientific articles and books. It has also participated in 44 national and international events and has contributed to the formation of 12 under–graduate students, young researchers, and Masters and Doctoral students.

These results have been obtained in the development of its three lines of investigation, framed in cardiovascular health, gastrointestinal health and obesity: antioxidants, dietary modulators of the microbiota, and food components.

Three of the acknowledgements obtained by Vidarium in 2014 are derived from research made around coffee consumption.

Vidarium strives to be a recognized actor in the National Science, Technology and Innovation System, and it participates in the recognition and classification process that *Colciencias* carries out for this purpose.

During 2014, Vidarium participated in national and international academic events and, as a result, was honored with three important awards:

- First Place in the ACTA/Acufanud Food and Nutrition Category. XII International Congress of Food Science and Technology – CONACTA – with the work *"Chronic coffee consumption improves the antioxidant capacity of plasma without affecting the lipid profile and vascular function. A clinical test."*
- Second Place in the Category "Best Institutional Work". The XXV Colombian Congress of Cardiology and Cardiovascular Surgery. *"The chronic consumption of filtered coffee with the contribution of antioxidants improves the antioxidant capability of plasma without affecting the lipid profile in healthy adults. A clinical test."*
- Second Place, José Félix Patiño Research Award in Metabolism and Nutritional Support. XXVIII Annual Congress: Advances in Metabolism and Nutritional Support, with the work *"The consumption of filtered coffee with the contribution of antioxidants improves the antioxidant capability of plasma without affecting the lipid profile in healthy adults. A clinical test."*

Vidarium was also selected in the Colciencias Summons 617 to support Young Researchers and Innovators, by granting scholarships–internships. Thanks to this summons, during 2014 and until the first quarter of 2015, Nutritionist–Dietitian Natalia Zuluaga Arroyave and Biologist Juan Jacobo de la Cuesta are working on two Vidarium research projects. Similarly, Vidarium achieved co–financing for research projects in the Science, Technology and Innovation in Health Summons 657 and Engineering Research and Development Projects Summons 669, as well as a summons for specialized training through partial scholarships from the Argentine–Brazilian Center for Biotechnology (CABBIO); all these summons were from *Colciencias*.

Exemplary Practice of the Cold Cuts Business, second semester of 2014.

Exemplary Practices: In 2014, this program to recognize management experiences and projects with superior, replicable results, recognized six initiatives: 1) *Project ROMA;* 2) Prospects for innovation management; 3) The marketer as a profitable, sustainable entrepreneur over time; 4) Integral management of fixed assets; 5) La Tuerca Johnny's Skate Tournament; and 6) Sessions of prospective innovation.

Imagix soluciones INNOVADORAS

Innovative Solutions: In 2014, seven challenges were launched that generated 126 projects, including: 1) Design of an instrument or cooking equipment that facilitates the correct preparation of roasted, ground coffee simply and economically; 2) Definition of a strategy to eliminate unsafe behaviors; and 3) Improvement in the culture to identify and communicate risk for Grupo Nutresa. Innovative Solutions seeks to leverage the extended capabilities in innovation to find effective solutions and achieve better results in specific situations. To this end, it invites and encourages employees in the different businesses to present solution projects.

Presentation of Innovative Success Stories at Servicios Nutresa.

Imagix éxitos INNOVADORES

Innovative Success Stories: This Program to participate in the formulation and implementation of ideas achieved 2.743 Success Stories; that is, about 0,17 ideas per employee.

Out of the Box: In 2014, the winning teams of the radical innovation projects began to implement their business plans and received the first disbursements from the fund established for this purpose. Due to the nature of the projects, the information related to the development of these projects will be kept confidential.

Grupo Nutresa has

283 innovation promoters.

Ice Cream Business Innovation Promoters.

Grupo Nutresa Innovation Promoters.

Innovation Promoters: Grupo Nutresa has 283 innovation promoters who have been trained in innovation techniques, such as Design Thinking, magazine cover, DTV and SCAMPER, among others.

Innovation–Management Processes: There have been three prospective exercises for the Chocolate, Ice Cream and Cold Cut Businesses.

An Innovation Culture for Sustainability: During the 2014 Annual Sustainability Event, the Sustainable Nutresa Award was launched in recognition of the Innovative Success Stories that have had a positive impact in economic, environmental or social dimensions, and that have the potential to be replicated in other Grupo Nutresa businesses. Ten innovations were recognized to offer healthier products to consumers, use natural resources more efficiently, create better labor and work environments, and work hand in hand with communities of influence to generate shared value.

In addition, the Grupo Nutresa Exemplary Supplier program was launched to recognize the most outstanding suppliers according to criteria of logistics service, productivity, sustainability and innovation and closing gaps in the value chain.

nutresa Sostenible

Future vision

Grupo Nutresa's future vision contemplates the evolution of consumer behavior and legislation in the countries in which it operates, in order to maintain leadership in the region and be prepared to face the challenges of the market.

Therefore, in 2014 Grupo Nutresa created a new innovation strategy that will be implemented in 2015, under which it will innovate new segments, new categories, new geographies and new client–attention models, all focused on social and environmental sustainability. To implement it, intra– and extra–entrepreneurship will be incorporated as catalysts for innovation management.

To manage the portfolio of products in the short, medium and long term, we will strengthen the mechanisms to identify high–potential ideas that deeply understand clients, shoppers and consumers, and we will generate convenient solutions for consumers with new lifestyles, who demand products that are easy to prepare, indulgent and healthy. The innovation–management system will be aimed at satisfying clients and consumers, with value propositions that supply their aspirations and needs.

In addition to innovation in new segments and the management of the portfolio of products, innovation will be aimed toward technological alternatives to reduce dependence on raw materials with high–fluctuation prices in the market and that impact the profitability of the businesses.

Exemplary Practices awarding event on the second semester of 2014.

Some initiatives

• **Redefining the innovation strategy and governance:** In 2014, we developed a project to redefine the strategy and establish the governance model for innovation in Grupo Nutresa, in order to make it an enabler to achieve the 2020 goals. As a result, we defined the innovation objectives, the skills to be developed, the competitive areas, and new ways to innovate.

The exercise was conducted with the participation of Grupo Nutresa's senior management and the different business units.

The strategy, which will be implemented in 2015, will be based on developing a robust capacity for innovation and on impacting the Grupo Nutresa strategic objectives.

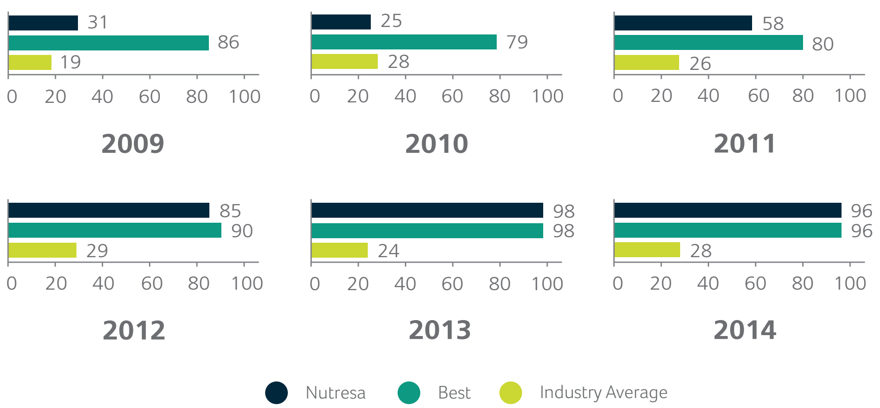
• **Strengthening capacities for innovation management:** Grupo Nutresa achieved a significant evolution in innovation strategies, technological management, networking, and R&D metrics and indicators and structures, thanks to the development of the project in which representatives from the businesses participated and who were accompanied by two expert organizations in innovation, one national and the other, international. In 2014, we incorporated new innovation tools, such as prospective and technological surveillance, and we strengthened aspects related to the development of solutions and research.

- **Implementation of the Technological Surveillance model:** With a focus on innovation, we created a Grupo Nutresa Directorate for Technological Surveillance, from which guidelines and directives are constructed and which facilitates the conceptual, practical and methodological tools for application in all the businesses. In order to assure the governance, appropriation, massification and sustainability of the process, 38 employees of the different companies were trained, including the definition of specific Watchers (*Vigías*) and Local Brains (*Cerebros Locales*). Thus, the process offers a systematic, structured service to observe and monitor the Grupo Nutresa technological environment, allowing it to identify, interpret and analyze signals, trends and scenarios, useful in the present or future strategy.

Since its creation, the technological surveillance process has generated more than 50 deliverables of a different nature that have been socialized with the different work teams in the businesses through the technological tools available to Grupo Nutresa.

- **Recognition in DJSI:** The progress and consolidation of innovation within Grupo Nutresa is mainly evidenced in the results of each of the pillars of its model. Obtaining recognition in DJSI is the confirmation of the appropriate management of incorporating innovation within the entire Organization. In 2014, Grupo Nutresa, for the fourth year, was recognized as one of the nine leading companies in corporate sustainability in the sector of food producers and was included in the Dow Jones Sustainability World Index (DJSI), obtaining the best score of the sector in the chapter on innovation.

Innovation



Vidarium Lab in the Route N corporation in Medellin.

- **Inauguration of the *Ruta N* Laboratory:** Vidarium currently has a laboratory that has the optimal conditions of space and provision of equipment to develop activities related to its research projects. To complement its capabilities, Grupo Nutresa signed a special cooperation agreement with *Corporación Ruta N* Medellín to locate Vidarium within the *Medellinnovation* District. This 225 m^2–space is located on the third floor of Torre B in the premises of the Ruta Complex (*Complejo Ruta*), and will allow Vidarium to conduct experimental activities related to the preparation, conditioning, analysis and conservation of *in vivo, in vitro* and *ex vitro* biological samples, through a general test area and an area for biological tests.

As part of the Grupo Nutresa innovation work, the definition of nutritional profiles for some of its products is highlighted.

• **Strengthening Intellectual Property (IP):** The management of intellectual property in Grupo Nutresa is a strategic process that supports innovation, since it permits protecting and preserving the knowledge generated, identifying key technological trends in the planning and prospective exercises and reducing the risk of infringement of third–party holders, since its surveillance allows us to establish the frontiers of competitor knowledge. Intellectual property allows maintaining competitive advantages; it is increasingly relevant within the *Imagix* innovation model. In 2014, the foundations were laid to effectively administer this process.

Type of protection	No.
Patents granted	4
Patents being applied for	8
Industrial designs	6
Industrial designs being applied for	2
Documented industrial secrets	6
Brands	2.090

• **Definition of the Grupo Nutresa nutritional profile:** In order to provide a more effective response to the lifestyles of consumers, innovation management has led Grupo Nutresa to evolve the nutritional aspects of its products. Thus, by 2020, we will double the portfolio adjusted to the energy criteria and nutrients of interest for the occasion of product consumption. For this, we originated an initiative to adjust the profiles in the portfolios, with the participation of all the businesses, to achieve the goal established. In 2014, 290 references were adjusted to the nutritional profile defined by Grupo Nutresa.

This adjustment began in 2012 and is focused on the most relevant aspects for consumers, such as reduced sodium, saturated fats, trans fats, sugar and the use of natural dyes. This result has been possible from the application of innovation processes, among which are: 1) The development of new products; 2) Technological Surveillance, which identifies new technologies; 3) Applied research, conducted with various universities and suppliers; and 4) Open innovation.

For Grupo Nutresa, innovation is a priority, and we have also advanced in the commitment of keeping consumers better informed about the nutritional content of its products through the implementation of the Guideline Daily Amount (GDA) capsules on the packaging of 2.905 of its products.

Product innovations

Pastas

Doria Stuffed Pasta

To promote new consumption moments and innovate the category, Doria launched three new flavors of stuffed pasta: Ravioli with Ham, Ravioli with Cheese and Spinach, and Tortellini with Vegetables. These new references became an excellent alternative for Colombian families seeking to accompany special moments.

Doria Kids with the image of the Rio 2 movie

In line with the objective of increasing per–capita consumption of pasta in Colombia, and from childhood, Doria Kids was renewed; to do this, it brought all the joy and fun of the characters in the Rio 2 movie. Doria Kids recreates the form of the characters in the movie and, together with macaroni and cheese, became an ideal food choice for children.

Tortellini with Prosciutto and Ricotta–Spinach

The Monticello brand continued to expand its portfolio with the new presentation of tortellonis, one of its stuffed–pasta references. The Monticello tortelloni has twice the content and size of other similar products in the market, and, for this reason, it has a more intense flavor and a more attractive presentation for Colombian consumers.

Monticello Fettuccine 500 grams

Monticello's 500–gram Fettuccini reached the Colombian market to complement the portfolio of long pasta. Fettuccine is one of the figures preferred by consumers, since its flat shape gives a special presentation and flavor to dishes. It is made with 100% Durum wheat in bronze molds that give it a particular texture for greater adherence of the sauce.

Doria instant macaroni and cheese

Doria instant macaroni and cheese is prepared in just three minutes, in the microwave or boiled in water, and is "saucy" for Colombian consumer taste. It is a convenient alternative to develop new moments of consumption, since it allows consumers to take their *Pastas Doria* everywhere.

Biscuits

Lil´ Dutch Maid Crackers

The Lil' Dutch Maid brand launched a new reference of packaged crackers to enrich the portfolio that it offers in the so–called "dollar stores" in the United States, where it has a strong presence. These crackers, which are currently produced in Colombia, will soon be manufactured in the new AbiMar Foods (formerly Fehr Foods) plant in Abilene, Texas.

Tosh Snacks

Interested in promoting a balanced lifestyle among Colombians, the Tosh brand entered the segment of healthy snacks with Tosh Snacks, a highly indulgent line, having the benefits of wellness, nutrition and pleasure for consumers. They are salty, crunchy whole–grain rice triangles and rectangles in three flavors: Sea Salt, Wild Rice, and Dried Tomatoes and Parmesan. All are made from natural whole grains; they are low in saturated fats, have no artificial flavors and contain no gluten, trans fat or cholesterol.

Festival Chokomix

Noel and Compañía Nacional de Chocolates (CNCH) Peru developed Festival Chokomix – chocolate cookies with chocolate frosting and colored sprinkles – to maintain the leadership in the segment of children's cookies and participate in the increasingly important sub–segment of COP 200 in Colombian stores, reaching new consumers with lower purchasing power.

Pozuelo Wheat and Corn Soda Crackers

In Costa Rica, Pozuelo presented its Wheat and Corn Soda Crackers, a salty cracker that combines the benefits of wheat with the flavor of corn, ideal to enjoy at home. This product comes to the market in a presentation of nine individual packages, perfect to take anywhere, and in the family presentation of 420 grams.

Cold Cuts

Practicarne Zenú

Zenú successfully launched in Colombia a new meat solution that is practical and nutritional: Practicarne. An innovative, differentiated product that comes to appropriate the most important moment of consumption of the day: lunch. Practicarne saves time because it is precooked; it does not require additional spices, oil, or salt and allows countless preparations with great flavor, texture and aroma.

Pietrán Chicken Ham

For Colombians who seek healthy food alternatives, and under the promise of "Taking care of you is a pleasure," Pietrán launched its new Chicken Ham, an innovative, unique product on the market, made from 100% chicken breast; it is 96% fat free and 25% reduced sodium.

Ranchera Premium Chorizo

Ranchera launched its Premium Chorizo, made from pork, with the exclusive smoky flavor of Ranchera, with a high meat content and a spicy touch. The Ranchera Premium Chorizo comes in two presentations: a unipack chorizo for the Traditional Channel (stores) and the package of eight units for large chains (supermarkets).

Lemon Vienna Sausage

Zenú launched, as a special edition, the lemon–flavored Vienna Sausage, to refresh the category of canned sausages through an option of intense, surprising flavor. The product, in 150g presentations (6 sausages), and with the backing of the Zenú brand quality and flavor, was available on the market for three months, surpassing the projected sales budgets.

Chocolates

La Especial Peanut Kraks

Compañía Nacional de Chocolates, with its La Especial brand, continued to surprise with its innovation. This time it did so with the new, Japanese–type Peanut Kraks. With a price of COP 500, Colombian consumers can enjoy a delicious, coated and roasted peanut, the perfect blend of sweet and salty and between mild and crisp.

Jumbo Flow

Seeking to increase and strengthen the participation of Jumbo as a brand in the Candy Bar segment, Compañía Nacional de Chocolates launched in Colombia Jumbo Flow, with two delicious presentations: a nougat bar with peanuts and caramel covered with chocolate, and white chocolate. The aim of Jumbo Flow is to become the best option for consumers in the COP 1,000 range.

Chocolisto 50% less sugar

In May, Compañía Nacional de Chocolates launched Chocolisto 50% less sugar, with the delicious chocolate flavor that Colombian children love; it has the vitamins and minerals as always and is sweetened with Stevia, a natural sweetener. Chocolisto 50% less sugar responds to current trends in health, wellness and a balanced diet.

Corona Pancakes

Compañía Nacional de Chocolates launched Corona Pancakes, the easiest way to enjoy a different breakfast, since its mix comes in individual bags, separated into portions, for greater convenience in preparation. Corona Pancakes is available in two presentations: bags of 320 g and 630 g. It also includes a portion of chocolate chips to add to taste.

Jet Cookies and Cream

Jet presented in Colombia its Jet Cookies and Cream, a combination of white Jet chocolate with pieces of chocolate cookies that became a new experience for chocolate lovers. In addition to the 50–gram bar, a line reference, two limited editions were presented: a Bubble filled with vanilla and pieces of chocolate cookies, and the traditional Wafer, with a chocolate cookie covered in white chocolate.

Ice Cream

Mini Polet

For those who want to enjoy Polet more often and in smaller amounts, the Ice Cream Business launched in Colombia the new Mini Polet, an ideal product that delivers maximum pleasure with its creaminess and content, in an idea serving size. Mini Polet is available in the flavors of vanilla–almond, Berries, and Cookies & Cream.

100% Country Hill Juices: Apple and Grape

Country Hill launched its new image and presentation, together with two new flavors that seek to bring consumers to the 100% natural, fresh apple and grape juices, without the addition of sugar or sweeteners, and with only the natural sweetness of the fruit.

Goleador Sundae

To be present during the World Cup season, in the Dominican Republic Helados BON presented the market with these sundaes in four collectible cups, with which consumers had the chance to build fun, thematic balls.

Bananito

Crem Helado launched Bananito in Colombia, the only popsicle that can be peeled and eaten like a banana, a new, different proposal that generated new sensory and emotional experiences. With a banana–flavored gelatin coating and vanilla ice cream in the center, Bananito generated surprise and a lot of fun among consumers.

Chocodipped Popsicles

Since the second quarter of 2014, the POPS Ice Cream Parlors in Central America have offered its consumers a new experience to create their own popsicle, combining irresistible chocolate coating and delicious toppings to taste.

TMLUC

Kryzpo Air Crunch: Unique in the World

Tresmontes Lucchetti launched in the Chilean market the Kryzpo Air Crunch potato chips, the result of work with a prestigious Italian supplier, which permitted creating a unique product in the world. Kryzpo Air Crunch offers a "mesh–" or "grid–" cut potato, with a unique, distinctive texture, which gives them a crunchy, unmatched flavor. In their two varieties – original and cheese – Kryzpo Air Crunch came to revolutionize the Chilean snack market.

Gold Temptations Coffee: Crème Caramel Light and Crème Caramel Decaffeinated

To give greater warmth to the cold Chilean winter, Tresmontes launched two new flavors of Gold Temptations Coffee: Crème Caramel Light and Crème Caramel Decaffeinated, free of sugar and caffeine, and which are creamier and healthier. Consumers could not resist enjoying winter in the company of the best tasting caramel coffee.

Flan Livean: Passion Fruit and Caramel

Passion Fruit and Caramel were the exquisite flavors that Flan Livean brought to Chilean consumers seeking the perfect balance between a rich desert and feeling good. Having 0% sugar, consumers can enjoy all the creaminess and smoothness that the best flan offers in a healthier manner.

Monterrey Coffee with Milk

With an exquisite creaminess and flavor, Tresmontes Lucchetti launched Monterrey Coffee with Milk in the Chilean market. This line comes in a practical display of eight packets; it is very simple to prepare, as it just needs water. It is ideal as a treat with all the flavor and tradition of Monterrey.

Pasta Salad

Pasta Salad, introduced in the Chilean market, has a decorative shape of violets and daisies, that make it perfect to accompany salads; it has carrots, beetroot and spinach, which give it a characteristic color. This new alternative from Lucchetti has the Proslow Seal, which guarantees its preparation from Durum semolina wheat, providing low–glycemic carbohydrates.

Coffee

Colcafé 250g Granulated for alternative channels

Seeking to maximize Colcafé Granulated sales through the Grupo Nutresa commercial networks, Colcafé developed an exclusive presentation of Colcafé 250g Granulated, for the direct–sales channel. Launched in March 2014, this reference has been very successful since its introduction.

New image of Colcafé Cappuccino

Colcafé launched the new image of Colcafé Cappuccino in the market; it is an instant mix with the characteristics of flavor, texture, foam and aroma of traditional cappuccino. This change was made to renew the image of one of the products most valued by Colombian coffee consumers, and thus brings it closer to their tastes and needs. The new, modern and elegant image highlights the product attributes, especially its palatability.

Responsible employer and citizen

Grupo Nutresa promotes the integral development of its people, seeking to have competent, committed employees in permanent improvement. This is why it supports training and wellness programs to enhance the quality of life and skills of its human capital, so that it can adequately meet the challenges of productivity and competitiveness found in the food sector. Likewise, it maintains collective–labor relations in a framework of respect for and observance of human rights and the regulations of the countries where the Organization operates.

As a corporate citizen, Grupo Nutresa strengthens the competencies of the communities with which it interacts to promote their opportunities and enable their growth and development. Thus, the Organization promotes social capital, improving its interaction with stakeholders.

In this strategic priority, Grupo Nutresa explains the progress and management of three material issues: Good labor practices, Human rights and Corporate citizenship.

To learn more about
the Grupo Nutresa Campaign
"Enjoy a Healthy Life,"
visit our Webpage www.nutresa.com

[G4-DMA]

Enjoying the ***outdoors*** changes your life

Carolina Amaya, 33 years old. *Plastic Artist.*

Good labor practices [G4-DMA]

Grupo Nutresa has established itself as an attractive organization to work, promoting the professional development of employees in a worthy, equal environment that generates commitment to the achievement of the strategic objectives.

Highlights

- We defined the diversity and inclusion policy and began a program to train leaders and work teams in the matter. We also strengthened the inclusion program for people with disabilities and incorporated the "Equipares" gender–equality regulations in one of the businesses.
- We developed a working agenda with the unions to incorporate issues of common interest, as well as with collective–bargaining leaders and workers' representatives, promoting participation in the analysis and solution of labor situations of common interest.
- The leadership and transversal skills model was updated for all Grupo Nutresa employees.
- Six Grupo Nutresa companies were certified as Family–Responsible Companies (FRC) and Healthy Organizations.
- Grupo Nutresa obtained recognition in Colombia as the best company to work in the food sector, in which its ability to attract and retain talent was highlighted, thus consolidating the potential of the brand as an employer.

- We began implementing a new information and talent–management system, through which greater sophistication will be achieved in the planning and measurement of employee performance to achieve results.
- We began a process of teamwork with contractors and third parties in the management of best labor practices.
- We updated the ex–pat and internship policies for Grupo Nutresa professionals.

Challenges

The development of human talent is part of the Grupo Nutresa strategic objectives and translates into the value proposition that it makes to its employees, focusing its work on the implementation of policies, practices and investments that improve the quality of life; promote safe, healthy work environments; and encourages the development of skills and leadership to strengthen a culture that appreciates diversity and inclusion.

The main risks identified in talent management are related to the ability to attract and retain current and new employees, the development of safe operations, the management of contractors to ensure compliance with labor standards in all operations, and the development of leaders who contribute to creating a results–oriented labor environment, with sensitivity to people and awareness of the importance of respect for human rights and good labor practices.

To minimize the risks mentioned above, we have a talent–management model that also involves contractors, to which is added a certification plan for all the businesses, in 2020, in Healthy Organizations, Family–Responsible Companies, OHSAS 18001 and labor standards.

Since one of the principal labor risks is the violation of the right to freedom of association and collective bargaining and the non–compliance of labor standards by contractors, we began a program to train leaders, unions and workers' representatives, on the construction of effective agreements and conversations and we programmed social audits for contractors with the greatest risk. In 2014, 216 people attended the training programs. The goal in 2020 is that the positions with the greatest vulnerability in this risk will attend training programs.

The risks mentioned pose great work opportunities for us. For this reason, national and international platforms will intervene in the 2020 strategy through tactical plans.

Servicios Nutresa was one of the six Group companies certified as a Healthy Organization.

Progress

The year 2014 was one in which we continued advancing and strengthening the management of good labor practices.

Organizational climate

Grupo Nutresa was once again highlighted in 2014 as one of the best organizations to work in Colombia, according to the *MERCO PERSONAS* study. Likewise, some of the national and international businesses received recognition for their excellent management of organizational climate by CINCEL, the Organizational Behavior Research Center.

The results in organizational climate continue to place Grupo Nutresa at a level of excellence; in 2014, it achieved an indicator of 84.0%. This indicator places the Organization well below the rotation indicators in the food sector. The variables most appreciated by employees were quality of leadership, organizational clarity and coherence and collective values. In salaries, Grupo Nutresa is also located on a competitive scale, allowing employees to achieve satisfactory levels of quality of life. Thus, 100% of the employees are above the legal minimum wage defined by each country where we have significant operations.

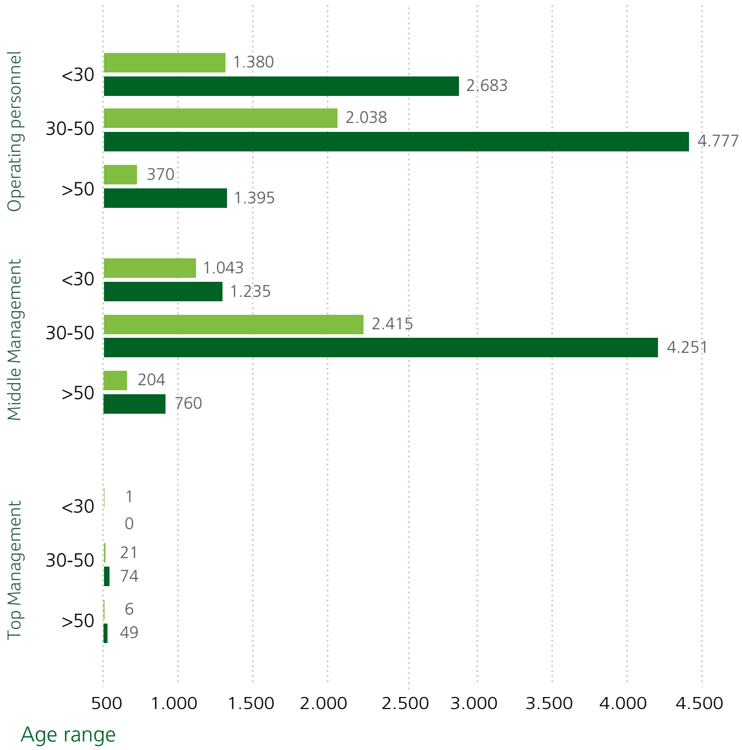
Chocolate Business employees in Peru.

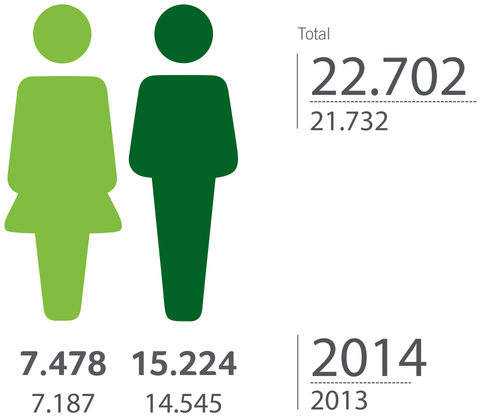
Employment generation

Job stability and job creation are variables well perceived by the Grupo Nutresa related groups. For this reason, and as a result of the diversity and inclusion policy, we have been working on the "equality of opportunities for all." In 2014, we went from 36.726 to 38.796 employees, through direct– and indirect–hiring systems and we have been working to incorporate the gender–equality regulation, which has allowed us to identify opportunities to generate labor practices that satisfy the needs of men and women irrespective of gender. We have also updated the selection policy, which clearly expresses the possibility of men and women participating in equal opportunities in the selection processes. Likewise, the salary assessment policy and system do not consider gender as a variable to assign points, nor are quotas used as a mechanism to ensure gender equality to avoid negative discrimination. Conversely, we actively use the diversity and inclusion policy, the selection policy and the training policy to ensure an authentic attitude of opportunities for all. Currently, 151 people with disabilities work in some of the Grupo Nutresa operations.

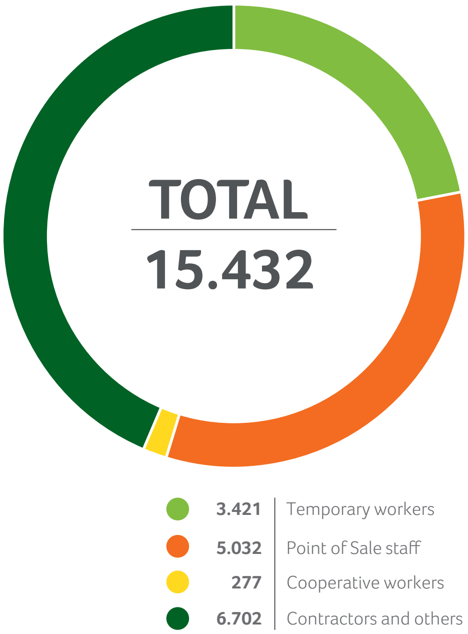
Wellness activity with the Cold Cuts Business employees in Santa Marta.

Direct employees by gender, age and category [G4-10] [G4-LA12]





Indirect employees [G4-10]



Cols Cuts Business marketing employees in Medellín.

Geographic distribution of direct employment [G4-10]

2014 / 2013
2013 without apprentices

Apprentices and/or student interns

* Percentage of the total employees, including interns

THE UNITED STATES **1,90%***

		Total
167 / 1	276 / 1	445 / 2
156	265	421

MEXICO **6,08%***

		Total
867 / 6	545 / 3	1.421 / 9
747	373	1.126

GUATEMALA **1,63%***

		Total
292 / 0	88 / 0	380 / 0
265	80	345

EL SALVADOR **0,19%***

		Total
16 / 0	29 / 0	45 / 0
13	27	40

ECUADOR **0,90%***

		Total
120 / 0	60 / 0	180 / 0
141	59	200

COLOMBIA **58,94%***

		Total
3.196 / 328	9.988 / 258	13.770 / 586
3.087	9.625	12.712

PERU **3,24%***

		Total
304 / 1	451 / 2	758 / 3
251	396	647

CHILE **10,85%***

		Total
810 / 5	1.709 / 12	2.536 / 17
807	1.596	2.403

NICARAGUA **0,74%***

		Total
101 / 0	68 / 0	169 / 0
99	67	166

THE DOMINICAN REPUBLIC **0,92%***

		Total
46 / 0	168 / 0	214 / 0
42	165	207

PUERTO RICO **0,01%***

		Total
0 / 0	3 / 0	3 / 0
0	4	4

COSTA RICA **8,90%***

		Total
1.162 / 0	917 / 0	2.079 / 0
1.177	912	2.089

PANAMA **2,22%***

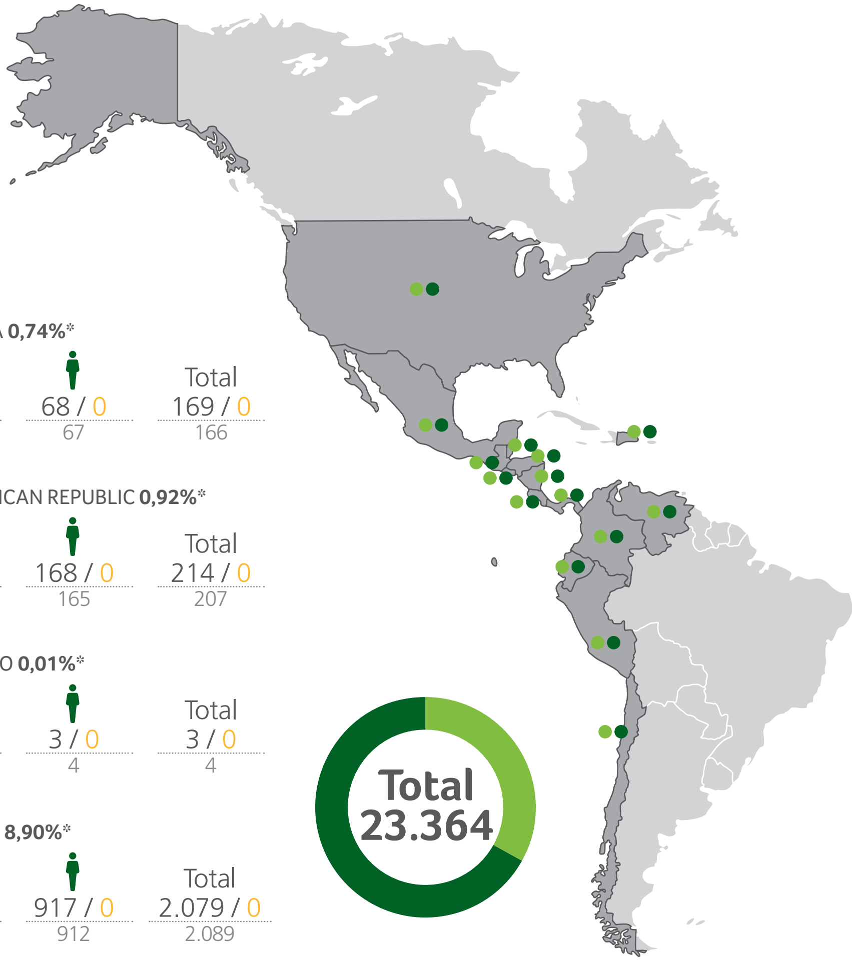
		Total
186 / 0	332 / 0	518 / 0
191	343	534

VENEZUELA **3,61%***

		Total
211 / 31	587 / 14	843 / 45
204	548	752

OTHER COUNTRIES **0,01%***

		Total
0 / 0	3 / 0	3 / 0
7	79	86



TOTALES

2014
23.364

662

2013
21.732

7.478 / 372	15.224 / 290
32,01%* / 1,59vv%*	65,16%* / 1,24%

Wellness activity for Servicios Nutresa employees in Cali.

Health and safety at work

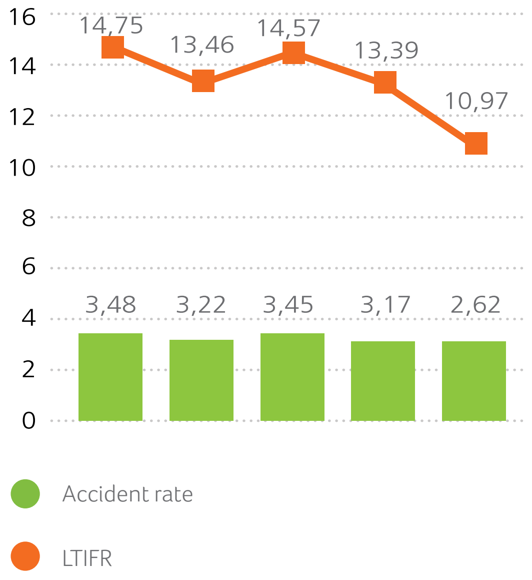
In 2014, all the safety, health and wellness strategies were integrated at work through the EFR 1000–1 "Family–Responsible Companies," "Healthy Organizations" and OHSAS 18001 standards, with which we had a greater impact on results. This was how we obtained certification for six of the Grupo Nutresa companies and achieved a positive evolution in the accident indicators, from an indicator of 3,17 in 2013 to 2,62 in 2014, which places Grupo Nutresa well below the accident rate in the food sector. These indicators have also been evolving with contractors, who achieved an accident rate of 5,39. During 2014, there were no employee or contractor deaths.

	2011	2012	2013	2014
Accident rate Number of accidents per total employees	3,22	3,45	3,17	2,62
LTIFR Number of injuries with lost time for every one million hours worked	13,46	14,57	13,39	10,97
Number of days lost for work accidents	8.298	9.567	9.195	8.153
Annual average of direct–hire workers exposed	17.156	18.627	18.425	23.326
OIFR Number of cases of work illness for every one million hours worked	NA*	NA*	NA*	0,012

*Not available

Another strategy that reinforces Grupo Nutresa's commitment to health and safety at work is the implementation of a standardized methodology to assess the future economic impact of absenteeism due to occupational diseases. With this tool we are making new technological investments viable, aimed at preventing significant labor risks. This supports the productivity goal of the Mega 2020, by which we expect a 5% year–over–year increase in the volume produced per hour of direct labor (Kg/Hmod).

During 2014, we achieved an average increase of 4,3% in the 29 plants that participate in the measurement of this indicator; they have begun to implement their projects. To achieve this goal, we have determined an intervention plan for each plant, so that by 2020, they are more competitive thanks to their increased productivity, lower absenteeism and lower occupational risks.



Within the system of safety management and occupational health, the ProHealth (*ProSalud*) Committees, the Primary Committees in Occupational Safety and Health, the Health and Emergency Brigades, and the Human Rights Committees have played an important role, and we have identified high–impact risks and formulated joint work plans with unions and experts. One hundred percent (100%) of the direct employees serve on one or more committees, while an investment of COP 20.820 Billion has been made in training programs and allocation of resources for their effective functioning **[G4-EC8]**

The investment in quality–of–life and occupational safety and health programs amounted to COP 711 Million and were focused on preventing and promoting safe and healthy lifestyles, preventing cardiovascular disease, having smoke–free spaces, a balanced diet, and sports, among others. Also, we have continued with the home ownership plan and sponsored the training of employees and their families through subsidies granted.

The investment in quality–of–life and occupational safety and health programs amounted to

COP711 Million, impacting **22.426** employees

Integrated quality analysts- Biscuits Business quality lab in Medellin.

Training and Leadership

Investment in training programs, the development of skills and leadership was COP 8.195 Billion and was aimed at improving specific skills in the corporate business and transversal units, including innovation, digital marketing, leadership 2.0, diversity and inclusion and brand management, among others. These programs were complemented with development programs of being, such as the Interior Traveler, Live with Sense and Managing Yourself. A total of 1.066 leaders took part in the training programs in leadership, innovation, strategy, finances and marketing in renowned universities abroad. Likewise, we continued with retirement–preparation programs for employees who were near retirement.

Convinced of the importance of managing employee performance to ensure their progress and contribute to achieving results, in 2014 we began the implementation of a new human–talent information system with a more sophisticated performance module that will allow us to locate employees in the competencies vs. performance matrix, as well as identify the performance curve in which they are found. For 2014, 8,008 direct employees were given "feedback" by their leaders about their performance.

In order to respond to the challenges of Grupo Nutresa's internationalization, we updated the ex–pat and internship policy, to promote the development of global and multicultural capabilities in the professionals in the different companies. In each region, we continue to stimulate the work of local professionals to complement the rotation of employees in other regions through the different platforms. In 2014, 21 employees were in internship programs and 34 had ex–pat status. With this strategy, we hope to achieve greater diversity and complement the local and regional capacities of the Grupo Nutresa professionals.

Novaventa employees' coaching and development scenarios.

Strengthening leadership attributes has been a permanent job in the Company because through leaders, we build culture and achieve results. For this reason, we updated the leadership model in accordance with new market trends; the transversal skills of all employees were defined. A collective sense, innovation and change, development of oneself and others, passion for clients and consumers, thought without borders, sustainable vision and inspiration to achieve will be capacities on which Grupo Nutresa will focus aspects related to training and selection programs. All the members of the Grupo Nutresa Steering Committee were evaluated in these competencies with the challenge of continuing to strengthen their leadership through development plans.

Closing of the "Fulfilled Adulthood" program in Medellin, from the Cold Cuts Business.

Novaventa employees enjoying spaces designed for their wellness.

Future vision

Looking ahead, strategies will be focused on different fronts. We will maintain management to attract and retain the best talent, strengthening a culture that appreciates diversity and inclusion in all its forms. For this purpose, we will develop training programs for leaders and work teams and we will support diversity practices as well as inclusion for people with disabilities, the hiring of people of different nationalities and the promotion of open summons to fill vacancies in all platforms in which we operate.

We will work to incorporate the gender–equality regulation, strengthening labor practices that favor equal opportunities for men and women. By 2015, one of the Grupo Nutresa businesses will be certified in the Gender Equality Seal awarded by the Colombian Ministry of Labor and in 2020, all the companies will perform their respective diagnoses and plans for closing gaps.

Continuity will be given to teamwork with unions and collective–bargaining leaders, achieving greater alignment between the needs of employees and the possibilities for companies to ensure the sustainability of the agreements.

We will strengthen the management and prevention of occupational disease and the development of skills in labor relocation, seeking that employees complete their work cycle in dignified conditions and without deterioration in their quality of life. **[G4-LA10]**

We will continue managing contractors and marketers to minimize the risk of non–compliance of labor standards, and the indicators of accidents will be improved, betting on achieving an indicator of zero accidents and zero fatalities.

We aim to have all the Grupo Nutresa Companies certified as Healthy Organizations by 2020.

Also, we will advance in developing a leadership that demands results and that accompanies the growth and performance of people. Similarly, we will assure transversal skills for the Grupo Nutresa leader in the selection process, as well as in management evaluation and employee performance.

Likewise, the focus will be on developing business capabilities through training programs and in preparing new organizational relays through internship programs and the transfer of professionals among the businesses.

Family–Friendly Company Certifications.

Some initiatives

The diversity and inclusion policy

Incorporation of the Diversity and Inclusion policy and programs, achieving greater sensitivity in leaders and employees about the importance of generating inclusive work scenarios based on respect for differences.

Incorporation of the "Equipares" gender–equality regulation in one of the Grupo Nutresa businesses and the identification of work opportunities aimed at strengthening equal opportunities for men and women.

Strengthening of the inclusion program for people with disabilities, renewing the alliance of the Pact for Productivity through foundations that are expert in the matter. In this topic, 26 people were trained through an investment of COP 97 Million.

Managing occupational health and safety in contractors

Through a contractor–management system, we defined the health and safety indicators at work and implemented an assurance process and defined goals in terms of accidents, absenteeism and prevention of occupational disease.

Certification in healthy organizationss

Six Grupo Nutresa companies achieved certification as Healthy Organizations and Family–Responsible Companies, which shows their interest in promoting work environments that contribute to the quality of life of employees and their families.

Updating the leadership model

We updated the Grupo Nutresa leadership model, incorporating leader capabilities aligned with the new challenges of the business. Also, we defined the transversal competencies common to all Grupo Nutresa employees.

Active pauses in the Ice Cream Business.

Servicios Nutresa Health Day.

Human Rights [G4-DMA]

The Organization has a human rights framework and management established according to the "Guiding Principles on Business and Human Rights" by John Ruggie, which consolidates the relationship with its various stakeholders through respect and promotion thereof.

Highlights

- Greater awareness and knowledge by leaders and work teams about the importance of managing human rights through practical daily actions.
- Increased coverage in human rights training to employees and contractors.
- Revision of the effectiveness of the mechanisms for human rights complaints.
- Consolidation of the Human Rights Tactical and Strategic Committees.
- Implementation of labor practices where opportunities have been identified in accordance with conversations with employees. Adjustment to the policy to hire relatives, regulation of the hiring systems, and adjustment to the summons policy, among others.

Strengthening of diversity and inclusion practices: hiring people with disabilities and incorporating the gender–equality regulation.

Updating of the Grupo Nutresa human–rights risk matrix.

Challenges

The commitment to protect human rights is important to the success of organizations in their role as global corporate citizens, as it directly affects the relationship with its stakeholders and particularly contributes to the motivation and commitment of its human capital with the Organization.

For Grupo Nutresa, human rights was consolidated as a management system, after identifying three major risks associated with operations:

1. Violation of human rights by Grupo Nutresa companies, contractors, and their suppliers and marketers.
2. Violation of the right of freedom of association and collective bargaining.
3. Increase in occupational disease due to the lack of preventing health and safety at work.

For each of these risks, we have built a plan to the year 2020, which commits each one of the teams responsible for its influence in the materialization of these risks.

To ensure the protection of human rights by contractors and third parties, we have strengthened the knowledge of the policy through massive deployments, training and accompaniment audits.

With regard to freedom of association and collective bargaining, we have conducted workshops on the construction of agreements with union leaders, worker representatives and bosses, in order to continue forge relationships of trust that allow the collective agreements and conventions to be sustainable over time and ensure the employability and profitable growth of our businesses.

Progress

The management of human rights has evolved into a practical, functional system. Among the principal achievements is the understanding of the matter by managers, administrators and work teams on how each right contributes to promotion, respect and remediation.

During 2014
8.337
hours were spent on human – rights training for managers and employees.

Percentage of employees trained: [G4-HR2]
33,5%

Respect for the right of freedom of association and collective bargaining [G4-HR4] [G4-11]

To minimize the risk of violating the right of freedom of association and collective bargaining, we held 10 training workshops on the construction of agreements and effective conversations for leaders and negotiation teams with 216 employees from the different companies. We also strengthened scenarios for discussion and participation to promote the identification and management of labor practices that are consistent with human rights. The functioning of the Coexistence Committees was strengthened and conversations were consolidated with union leaders and representatives of collective agreements, led by the Office of the Grupo Nutresa CEO, where a balance of the 2014 work plans was made and new job opportunities in 2015 were identified. A total of 16 conversations (*conversatorios*) were held, all with very positive results. During these meetings, "feedback" on the policy was received, monitoring was done on prior discussions and progress was made in managing human rights.

The Human Rights Tactical Committee received four complaints from union leaders, which were analyzed and given their due diligence. None was considered a violation of human rights.

Similarly, in 2014 no Grupo Nutresa workplaces were identified where freedom of association and the right to collective bargaining could be violated or threatened. In the different Grupo Nutresa companies, the rights of freedom of association, collective bargaining and strikes are respected and all of the companies work with their leaders not to engage in practices that undermine these guarantees. In this respect, we can cite the establishment of a protocol for collective relations, training in the construction of agreements and the human rights policy, among others.

We have identified significant potential risks in suppliers of dairy products, fresh fruits and vegetables and assembly services. In the cases mentioned, we established the evaluation of the existence of freedom of association, unions, collective agreements and mechanisms to ensure freedom of association as control measures. In addition, we explored the means to ensure non–discrimination. Finally suppliers conduct self–evaluations on the ten principles of the Global Compact, which include this risk.

The evaluation among suppliers was carried out only in Colombia. In the rest of the countries where Grupo Nutresa operates, we have not yet implemented the study and the classification of risks by category.

Employees with disabilities in the Coffee Business.

18,6%
of employees belong to unions.

59,2%
of employees belong to collective agreements.

Extension of our human rights practices to third parties

A total of 784 contractors and marketers (88 in person and 696 virtual connections) attended the deployment and training in the human–rights management system and policy, enabling us to extend the Grupo Nutresa work philosophy and commit its allies to its promotion and management.

Since 2012, we have enabled the portal www.gruponutresaenlinea.com with a self–assessment tool in the ten principles of the Global Compact, with which our suppliers are doing a self–diagnosis as a starting point to identify opportunities for improvement. To date, 215 self–evaluations have been registered through the portal. Additionally, an interactive training module on human rights was designed, which is gradually being enabled for all suppliers.

In 2014, clauses were included in contracts with third parties and marketers, in which the commitment to promote and respect human rights – in line with the policy and management defined by Grupo Nutresa and built together with its supply chain – is clearly expressed.

Likewise, during 2014 Fundación Nutresa held training workshops for 18 rural associations in Quindío, Montes de María and Chocó, to promote respect for human rights by small farmers who supply Grupo Nutresa with raw materials, such as cocoa, coffee, cashew and sesame.

The right to work in a safe, healthy environment.

Since occupational disease is another of the high–impact risks for the businesses, we have progressed in prevention and relocation plans. In partnership with the directors of operations in the businesses, we are advancing in an investment plan in technology and work conditions that minimizes the incidence of disease.

For more information, see the chapter ***Good Labor Practices.***

Human rights training to Grupo Nutresa suppliers.

Future vision

Management of Human Rights will remain a challenge in the medium and long term, so the work plan is foreseen through 2020 and considers the internal management of the businesses, and the management of contractors, suppliers and marketers.

For 2015, we will implement the audits on labor standards and compliance of human rights in third parties and accompany the closing of gaps to those who present opportunities. Likewise, we plan to continue ensuring that all the businesses manage the risks in line with the priorities of Grupo Nutresa.

Regarding the management of the right of freedom of association and collective bargaining, the Organization will continue working together with union leaders and worker representatives to promote dialogue and inclusion, and identify alternatives to continue contributing to the quality of life of employees and the sustainability of the businesses, with mutually beneficial agreements. Similarly, we will continue forming and developing skills in leaders to understand and manage the relationship with the different groups, based on trust and dialogue. **[G4-HR4]**

Reinforcing the dissemination that encourages using the most effective mechanisms to scale claims, concerns and complaints about possible violations of human rights will be the work in 2015.

Another important challenge is the construction of the risk matrix in international operations and the implementation of the management system, conversations and meetings of the Strategic Committee with these operations.

Human rights training session for the Coffee Business employees.

Human rights training session for the Cold Cuts Business sales force.

Some initiatives

Human rights training for internal staff, contractors, suppliers and marketers

Achieving a greater practical understanding in this matter and commitment to its management is added to the identification of risks to be managed in the short, medium and long term.

During 2014, we worked on incorporating 784 contractors, suppliers and marketers into the human rights strategy, making them aware of and training them in the subject and defining a participatory work plan for 2015, aimed at managing the risks.

Review of human–rights grievance mechanisms **[G4-HR12]**

During 2014, we advanced in reviewing the effectiveness of the instruments to consult and report possible violations in human rights, and we identified those that are most effective, accessible, objective, transparent and confidential, to disclose them and position them in the future among the different stakeholders for proper use.

Development of a joint working agenda with unions and worker representatives

As a team, developing knowledge on diversity and inclusion, constructing agreements and effective conversations, which achieved closeness, trust and a common purpose. We conducted ten workshops with the participation of 216 people and an investment of COP 147 Million. **[G4-HR4]**

Corporate citizenship [G4-DMA]

Girls from the Belencito Corazón Community, Medellin, Colombia.

The Organization recognizes that capacity building, education and solving the nutritional needs of the low – income population are the best ways to fight poverty and create skills that promote their sustainability, transformation and quality of life.

Highlights

- The XXI Century Leaders" (*"Líderes Siglo XXI"*) program consolidated 20 years of impact in the education sector in Colombia, where nearly 1.200 institutions have been benefitted, training more than 4.000 directors and teachers and committing 260 companies to volunteer work.
- We accompanied the identification and management to close gaps in good manufacturing practices in 19 food banks affiliated with the Colombian Network of Food Banks and in the definition of improvement plans for food banks in Costa Rica, Mexico, Ecuador, Peru, the Dominican Republic, the United States and Chile.
- The strategy of healthy lifestyles was aimed at creating educational processes in the school, family and community context, which directly benefitted 36 educational institutions in Colombia, Chile and Mexico.
- We executed the alliance on Healthy Lifestyles, signed in 2013, with the Colombian Ministry of Education.

The Nutresa Volunteer Network expanded its impact in two international companies. In 2014, the Dominican Republic and Chile joined the 10.461 Grupo Nutresa employee volunteers.

Strengthening suppliers was extended to 40 blackberry–producing families in the Quindío region of Colombia. The total investment in the Line of Income–Generation and Entrepreneurship amounted to COP 17.282 Billion. In 2014, Fundación Nutresa supported the rural development of more than 2.400 farmers in the Departments (States) of Bolívar, Sucre, Córdoba, Quindío, Valle del Cauca, Antioquia and Chocó.

Challenges

Through its Fundación Nutresa, Grupo Nutresa is committed to developing local capabilities in the communities with which it interacts, strengthening the work and promoting programs and projects that benefit society.

Under the management lines of Nutrition, Education, Income Generation and Entrepreneurship and Support for the Arts and Culture, we seek to improve the socio–economic conditions of the stakeholders and the sustainability of the companies.

Fundación Nutresa concentrates its activities primarily in regions in situations of undernourishment and malnutrition, working to help eradicate hunger and create opportunities for nutrition and healthy lifestyles in low–income populations. As a social–innovation strategy to reduce food waste and the recovery and availability thereof, Fundación Nutresa supports the Food Bank Networks in its strategic region and implements an internal process of reverse logistics, through which, in 2014, 886 tons of food were destined to feed the poor.

Education projects impacted competitiveness, the economic development of the region and the improvement of the capability of public educational institutions in Colombia. This is a long–term strategy which, in 2014, achieved that, of 52.000 student beneficiaries, 44,6% entered higher education and 23,5% entered the labor market, thus promoting the employability of more qualified, competent people in the region where Grupo Nutresa operates.

Children from the Escipión Jaramillo school in Caloto, Cauca, which benefited from the Fundación Nutresa education projects.

The income–generation strategy seeks the economic and social strengthening of the value chain, the increase in the quality of raw materials and risk diversification through local sourcing. In turn, this strategy benefits small suppliers and/or social entities with low organizational and community capacities.

Inclusive businesses became the route to approach the base of the pyramid. This initiative, adopted by Grupo Nutresa, contributes to overcoming poverty and identifying alternative businesses that attend the increase in consumption in emerging economies, while permitting more knowledge of consumers and finding opportunities to develop innovative products and services.

With these strategies, the social and economic capital of the Organization is consolidated, contributing to future sustainability. Additionally, it also strengthens the human capital, as it trains people and generates their motivation and commitment.

Progress

During 2014 Fundación Nutresa, together with the Grupo Nutresa companies and its employees, generated social and economic benefits for the communities with which it interacts, beginning with the strengthening of projects and its expansion in America.

Roadmap to 2020 goals

Mega 2020	Management line	Measurement indicators	Results 2013	Results 2014
1,000 projects to develop skills	Nutrition	• Implementation of good manufacturing practices in food banks and community kitchens. • Adoption of healthy lifestyles.	18	25
	Education	• Implementation of educational quality practices in institutions. • Assimilation and application of technological tools in the teaching / learning process.	680	703
	Income generation and entrepreneurship	• Institutional autonomy for base organizations. • Improvement of the organizational capacity indices. • Increase of income through leveraged productive projects. • New inclusive projects linked to the Grupo Nutresa Businesses.	29	33
	Support for the arts and culture	• Training to appreciate and value cultural diversity. • Participation in cultural and artistic activities by the low–income population.	2	1
	Total projects to develop skills		729	762

Investment in the Community 2014

Management Line	Institutions	Persons	2013 COP Billions	2014 COP Billions
Nutrition	1.856	7.984.514	7.169	**9.797**
Education	827	758.061	6.452	**3.688**
Income Generation and Entrepreneurship	67	2.305	5.017	**17.282**
Support for the Arts and Culture	22	184.535	1.565	**1.618**
Other social projects	56	21.422	320	**1.352**
Total	2.828	8.950.837	20.523	**33.737**

"With the accompaniment of Nutresa, our community has been integrated, we have meetings, we talk about our work in the field and together we solve the difficulties to improve. Investing in social aspects strengthens the confidence of the communities and of the people who make them up. Today, I am a better leader and can accompany the needs of the association and my family."

Félix Santos Mena
Aprocamalosan, Cocoa Producing Association
Chocó, Colombia

Nutrition

Fundación Nutresa prioritizes projects to eradicate hunger and generate opportunities for nutrition and healthy lifestyles in the low–income population.

To do this
886 tons of food were delivered and we accompanied the **improvement plans of 26 Food Banks** in Colombia, Costa Rica, Mexico, Ecuador, Peru, the Dominican Republic, the United States and Chile, which benefitted **more than 372.667 people.**

Management with food banks in the strategic region has reduced the loss and waste of food, impacting the local availability of food and creating a solidarity economy, in which low–income populations can access high–quality products. This work is accompanied by a training, monitoring and evaluation process in good manufacturing practices by volunteers from specialized companies in the topic.

Fundación Nutresa and the Grupo Nutresa companies continue to work in line with the corporate philosophy of promoting strategies that foster healthy lifestyles and nutrition. Therefore, together with the Colombian Ministry of Education, UNICEF, the World Food Programme, the University of Chile's National Institute of Food Technology, the Mexican National Institute of Public Health and the Mexican National Institution of Pediatrics, we have consolidated the school–management route that seeks to adopt educational projects around food and the care of life as a way to prevent or reduce health problems and the consequences of undernourishment or poor nutrition in school–age children.

In Colombia, a working model was built that will involve various public and private participants to advance healthy lifestyles at the school level, a key step for an inclusive intervention in the country.

This initiative allows our companies to target their portfolios according to the availability of relevant products and with the nutrition and malnutrition needs of the population.

Tresmontes Lucchetti develops the Healthy Space program at different schools in Chile since 2001.

Education

The contribution in education centered its efforts on developing capabilities of future generations through the improvement of educational systems and the qualification of teachers. More than COP 3.600 Billion was destined for this purpose.

Programas propios en Educación

Oriént@te el mundo a un clic	Proyecto Educativo Líderes Siglo XXI Una ventana al futuro de Colombia	nutresa quiere a los niños
COP350Million	COP662Million	COP418Million

Oriéntate el mundo a un Clic and Proyecto Líderes Siglo XXI

With the support of the Colombian Ministry of Education and companies from the private sector, human, economic and conceptual efforts have been aimed at improving the educational–development strategies in ten departments in Colombia. The main results of these programs have been:

- Strengthening the administrative and academic structure of 644 educational institutions, promoting the updating of the curricula in the face of modern, relevant education.
- Accompaniment for 685 teachers and directors through administrative, educational, community and financial components.
- Implementation of the monitoring systems on sustainability indicators: promotion, retention, coverage, permanence in the classroom, alumni and national test scores
- Qualification of 685 teachers and community leaders in technological trends in education.

The "Nutresa Loves Children" ("*Nutresa Quiere a los Niños*") program has approached communities in low socio–economic conditions, through the delivery of school kits to more than 5.600 children.

In 2014, the "Nutresa Loves Children – City Version" ("*Nutresa Quiere a los Niños Ciudad*") was created, an initiative that the company promotes, extended to families in sectors of Colombia with the greatest problems of security, offering a recreational space to strengthen values, family unity and self–care. The program has benefitted 6.138 children and adults in Antioquia, Barranquilla and Bogotá. Likewise, there has been recognition from Grupo Nutresa companies, reducing the risks of distribution.

1994

Conducting the first introductory course on quality in education. We began with:

Groups	Schools	Companies	Cities
1	23	10	1

1997

Expanding the coverage in Bogotá, D. C. and beginning implementation in Medellín

Groups	Schools	Companies	Cities
5	50	25	2

2001

Conducting the I National Congress on Education in Bogotá.

2006

Program execution begins in Bucaramanga, Ibagué and Pereira.

In 2014, *Nutresa Quiere a los Niños Ciudad* was created, an initiative that the company promotes to offer recreational space, to strengthen values, family unity and self–care to 6.138 children and adults in Antioquia, Barranquilla and Bogotá, Colombia.

Fundación nutresa

2009

The first School Management Quality Prize was awarded.

Groups	Schools	Companies	Cities
20	189	107	5

2012

Groups	Schools	Companies	Cities
49	528	72	10

2014

Fundación Nutresa and the Colombian Ministry of Education signed an alliance for the comprehensive management of education through the Ministry's program "Everyone Learning" ("Todos Aprender") and Fundación Nutresa's program "XXI Century Leaders" ("*Líderes Siglo XXI*"). This alliance, which seeks to articulate the initiatives of educational quality and provide tools that allow transformation in the institutions that present the greatest challenges in the country, will be implemented in 80 schools located in the Departments of Bolívar, Norte de Santander, Antioquia, Cundinamarca, Risaralda and Valle del Cauca.

COP17.282 Billion
was invested to strengthen the income – generation and entrepreneurship line.

Sesame Producers Network, Montes de María, Colombia.

Income generation and entrepreneurship

Sustainable sourcing is a source of generating value offers, not only for the company and suppliers, but also for the final consumers of the Grupo Nutresa products. Within this strategy, developed in 2014, we enhanced the work with more than 2.400 cashew, cocoa, blackberry, sesame and coffee producers in different regions of Colombia.

Seeking to manage the control of risks associated with the businesses, such as fair wages, child labor and forced labor, we developed workshops on human rights with 18 producing organizations associated to the value chain in the municipalities of Belén de Bajirá, Acandí, Unguía, Córdoba, Chinú and Belén de Umbría. For more details, refer to the chapter *Human Rights*.

In the search for effectiveness in accompanying the producer organizations, Fundación Nutresa collaboratively applies the Organizational Capacity Index, an instrument that measures the productive and administrative performance of the entities. Below we present the advances made in the communities supported.

Index of organizational capacity	Democratic and participatory management	Economic and financial situation	Managerial, administrative and management capacity	Services offered	Skills and capacities in human development
Benefits for Nutresa	Creation of value ties with suppliers who respond positively to the processes agreed upon in a participatory manner.	Constant supply of raw material adjusted to the standards of quality required by Grupo Nutresa	Shared growth and strengthening of their value chain. Generation of trust and more efficient purchase processes.	Alliances with social and/or State organizations that provide suitable conditions for their members and their families.	Mitigation of associated risks, such as unfair salaries, child and forced labor.
Benefits for the Organization	Strengthening its internal structure for ascertained administration.	Financial autonomy and stability that facilitates the management of the business. Better availability of and access to technical assistance.	Generation of trust. Greater recognition of the organization. Incidence in price agreements.	Generation of value together with its social base. Mitigation of risks to Grupo Nutresa.	Empowerment of suppliers and the community with actions that generate development.

Support for the arts and culture

The promotion to appreciate and value cultural diversity plays an important role in the development of countries. Therefore, during 2014 Fundación Nutresa generated opportunities so that 184.535 people could participate in and enjoy artistic and musical events.

2014 Cartagena Music Festival.

Christmas Show of Compañía de Galletas Noel, which takes place at no cost to the public in Medellin, Colombia, since 1988.

Volunteering

Fundación Nutresa seeks to foster and strengthen the professional and personal skills of employees who integrate the Grupo Nutresa companies through outreach and awareness of social, economic and environmental problems that impact the countries where it operates.

17.000 volunteer actions

28.468 hours of volunteer work

1.170 organizations benefited

12 countries

Aula, leading the development of my community

This program, developed in partnership with the United States Government, during 2.198 hours trained volunteers from the companies in social innovation, communication skills and conflict resolution. This initiative seeks to improve the impact on community interventions through the qualification of their leaders. In 2014, more than 20 entities in cities such as Cali, Barranquilla and Antioquia, all in Colombia, were benefitted.

The power of one thousand [G4-EC7], [G4-SO1]

Each year, nine countries in America come together to celebrate International Volunteer Day, through social and environmental actions that support the country where it operates. This year 1.192 volunteers joined the initiative.

El Retiro, Antioquia, Colombia.

AbiMar Foods, The United States.

El Santuario, Antioquia, Colombia.

Barranquilla, Colombia.

Compañía Nacional de Chocolates, Peru.

Cordialsa, Ecuador.

El Santuario, Antioquia, Colombia.

Helados BON, Costa Rica.

Mosquera, Cundinamarca, Colombia.

Nutresa, Mexico.

El Retiro, Antioquia, Colombia.

Pozuelo, Compañía Nacional de Chocolates, Helados POPS, Costa Rica.

Tresmontes Lucchetti, Chile.

Future vision

In 2015, mechanisms to measure the impact of social programs will be strengthened to generate action plans aimed at mitigating potential deterioration. Through diagnostics, adjustments and frames will also be implemented with existing projects, always connected with the Company's Risk Matrix and with the territorial needs of the communities. Environmental indicators will also be included in the management.

In the medium term, alliances that foster and leverage the improvement in the quality of life, the organizational capacity of the value chain and the qualification of future generations will be promoted. Likewise, we will work for greater coverage, more satisfied communities and the optimization of resources among allies to continue generating territorial development.

In the long term, we will help children and families to develop capacities that allow them to choose healthy lifestyles and we will strengthen educational communities with tools to undertake healthy actions.

We will work on mitigating risks in the value chain, promoting sustainable practices and we will incorporate the methodology of inclusive businesses in the supply chain.

Consequently, it is expected that, by 2020, besides having launched the short– and medium–term plans mentioned, Fundación Nutresa will be able to accompany new relevant productive projects to supply the Grupo Nutresa businesses, promote healthy lifestyles, qualify future generations, and achieve the goal of participating in 1.000 capacity–development projects with communities.

Some initiatives

Executives from Tresmontes Lucchetti inaugurate the facilities of the reconstruction of Centro Deportivo 11 Estrellas in Cerro La Cruz, Valparaiso.

Support for the social and environmental emergency in Valparaíso, Chile

After the tragic fire which occurred in Valparaíso, Chile, in April 2014, Tresmontes Lucchetti inaugurated the 11 *Estrellas* Sports Complex, located in *Cerro La Cruz* in barrio *El Vergel*.

The reopening of this space, which will benefit more than 3.000 people who can return to their sports and community life, was made possible through donations made by Grupo Nutresa employees and companies, amounting to USD 103.544.

The project had the support of Governmental entities in Valparaíso and was developed together with sports leaders.

Inclusive businesses

Novaventa and Fundación Nutresa, together with the Colombian Business Council for Sustainable Development (*Consejo Empresarial Colombiano para el Desarrollo Sostenible, CECoDeS*), developed the systematization and recognition of Entrepreneur Mothers as a strategy to reduce poverty, which maximizes the social and economic value of both parties.

Four workshops were held with senior management in Colombia, Peru and Mexico to sensitize and identify 36 inclusive business ideas with clients, supply chains and proposals to design and manufacture products.

Promoting healthy lifestyles in Chile, Colombia and Mexico

Implementation of healthy lifestyle strategies in Chile, Mexico and Colombia, aimed at generating educational processes in the school, family and community context to build healthy lifestyles, achieving, among others:

- The incorporation of interventions in nutritional food education, physical activity, involvement of the school environment and modification of the environment through a healthy kiosk, in 19 schools in Chile and Mexico.
- The study of more than 1.900 school–age children to identify the effectiveness of the "Healthy Space" program that provided evidence on effective interventions to build public policies in Chile.
- Co–construction of an educational strategy to promote healthy lifestyles in Colombian schools.
- Creation of a roadmap for stores and physical–activity scenarios, consistent with healthy lifestyles.

Enjoying *a balanced diet* changes your life

Silvia Henao, 24 years old. *Dancer.*

Nutrition and healthy living

Grupo Nutresa has consumers and their quality of life at the center of its strategy, and for this, it offers portfolios of products with alternatives that satisfy their aspirations for nutrition, health and wellness. This strategic priority includes, among other matters, the global challenges of obesity and malnutrition; for this reason, it has incorporated in its 2020 strategy, doubling the portfolios with a healthy profile and becoming a more active corporate citizen in the manner of relating to consumers and transforming human and social capital to generate healthy habits and healthier lifestyles.

In this strategic focus, the Organization describes the progress and management of two material issues: Nutrition, health and wellness, and Responsible relationships with consumers.

[G4-DMA]

Para conocer más sobre la campaña de Grupo Nutresa "Disfruta una vida saludable", visita la página www.nutresa.com

Nutrition, health and wellness [G4-DMA]

Grupo Nutresa is committed to the quality of life of its consumers; for this reason it works permanently in the reformulation of its portfolio and the innovation of new, healthier products that satisfy expectations for nutrition, health and wellness.

Highlights

- Grupo Nutresa made reformulations in 248 references to reduce sodium, 140 to reduce trans fats, 99 to reduce sugar and 71 to reduce saturated fat.
- It included nutritional information on the front of 71% of the products in its portfolio.
- It designed the strategy to promote healthy lifestyles.
- During 2014, four Grupo Nutresa companies received certification as Healthy Organizations.

Challenges

For the different target audiences, it is a condition that foods that are offered be quality guaranteed and that they also satisfy consumer needs including nutrition, health and wellness. Grupo Nutresa manages these issues through the upgrading, control and compliance of corporate quality and nutrition policies, in line with the recommendations of the World Health Organization (WHO) and regulating agencies. These corporate policies are extended to employees, to whom access is provided to information on health education and disease prevention. For this reason, we work on making the companies Healthy Organizations that promote cardiovascular health through the diagnosis of risks and action plans.

From the evolution of findings in public health, we have identified risks related to relevant changes in the controls and regulations that affect the operation of the Organization's supply chain, covering safety criteria; organoleptic, physicochemical and microbiological characteristics and product labeling; as well as advertising, promotion and tax matters.

In considering the foregoing, it can be established that these risks would affect the financial and social capital of the Organization, since no attention to new demands may represent restrictions on the commercial operation, as well as additional charges that, by not being absorbed, may impact Grupo Nutresa sales.

Non–communicable chronic diseases, including cardiac and respiratory diseases, cancer and diabetes, are considered the leading causes of mortality worldwide, accounting for 63% of the deaths. These pathologies are largely preventable and for this, not only are individual actions related to attaining a healthy lifestyle relevant, but also the commitment of public and private stakeholders. Specifically, the food industry can play an important role in promoting healthy eating, by reducing the content of fat, sugar and sodium in products; ensuring the development of affordable, safe and nutritious food; and proving consumers with adequate, understandable information about products and nutrition.

Progress

Grupo Nutresa advances in the implementation of the strategies outlined in its nutrition policy: provide quality of life to consumers with product alternatives that satisfy their aspirations for nutrition, health and wellness, and promote strategies that foster healthy lifestyles and a balanced diet, as well as make informed decisions, and the 2020 goals. The latter, coupled with the investigative effort led by Corporación Vidarium – Nutrition, Health and Wellness Research Center – contribute to improving the quality of life of people and communities. Also noteworthy is the participation of Grupo Nutresa in the sector strategies that, from the Food Chamber of the Colombian Association of Businessmen (*Asociación National de Empresarios de Colombia, ANDI*), seeks to create awareness on food and physical activity.

Among the causes of non–communicable chronic diseases are overweight and obesity, which are a major public–health issue worldwide. For this reason, Grupo Nutresa decided to act and assume the leadership as a transformer of people and communities and as an active promoter of healthy lifestyles.

Consistent with its importance, monitoring the progress of the programs associated with the nutritional strategy was included permanently in the meetings of the Grupo Nutresa Steering Committee, a space that brings together the Presidents of the Grupo Nutresa Businesses. During the year, we monitored the goals and reviewed regulatory projects in the strategic region, associated with health concerns, to assess their impact on the operation.

Healthy lifestyles

During 2014, Grupo Nutresa deepened its understanding of healthy lifestyles and designed the Nutresa–brand strategy that teaches and accompanies consumers in adopting a healthy lifestyle. This strategy consists of four pillars: physical activity, a balanced diet, sharing with the family and going outdoors, reinforcing the corporate message of "enjoying life nourishes you."

During 2015, in mass media Grupo Nutresa will communicate the new Nutresa–brand campaign "Enjoy a healthy life," which aims to promote the adoption of healthy lifestyles through real–life stories and implement memorable education and awareness activities with some relevant, simple, positive and proactive messages.

This campaign joins the augmented–reality strategy, launched in 2013, which seeks to strengthen informed decision making by consumers.

As a fundamental part of this new campaign, on the corporate Web-page www.nutresa.com, users can consult articles and research on each one of the pillars: physical activity, a balanced diet, sharing with the family and going outdoors, thus seeking a better understanding of the benefits that each one contributes to a healthy lifestyle. From each user's record and considering his or her consultations and navigation route on the page, Grupo Nutresa will have a consumer profiling that will allow it to offer increasingly segmented, focused content, both in the perception of lifestyle and in consumer tastes and interests to achieve greater interaction.

Nutrition management [G4-FP6] [G4-FP7]

In line with the objective of providing quality of life to consumers, Grupo Nutresa has advanced in the 2020 goal to double the products that comply with an adequate nutritional profile for the consumption occasion.

In 2014
290 references were added that comply with the nutritional profile established for the occasion of consumption, bringing the total to
1.795

During 2014, we reformulated:
248 references to reduce the sodium content,
99 in sugar,
71 in saturated fat and
140 in trans fat, nutrients of interest in public health, and on which it has been recommended to take action

The goals to reduce the Grupo Nutresa portfolio of products are linked to the nutritional profile developed by the company.

	Reduced in critical nutrients	Increased in nutritional components
Total percentage of products sold that were modified in one or several nutrients in 2014	19%	8%

The TMLUC products have still not been included in the Grupo Nutresa nutritional profile.

	Reduced in critical nutrients	Increased in nutritional components
Total percentage of products sold that were modified in one or several nutrients in 2014	19%	4%

One of the goals of the Grupo Nutresa nutritional strategy is to provide consumers with the tools to acquire proper eating habits and be well informed about their food. The voluntary, front–panel–labeling system helps to fulfill this objective, since it allows consumers to make better food choices and evaluate their nutritional quality.

During 2014, Grupo Nutresa had 2,905 references with the labeling implemented, following the guidelines of the Guideline Daily Amount (GDA) and complying with the plan established.

The advertising of the different Grupo Nutresa brands complies with the principles of responsibility, honesty, truthfulness and fair competition, and with the policies and action framework for advertising self–regulation, advertising to children and labeling information.

Within the Grupo Nutresa strategy to promote health and healthy lifestyles, we have defined a working front for employees that integrates practices and investments in wellness and occupational safety and health. In 2014, five of the Grupo Nutresa companies incorporated the ISO 10001 "Family–Responsible Company" and "Healthy Organizations" standard, obtaining certification that recognized them for working on prevention plans and managing healthy habits through a balanced diet, sports and smoke–free spaces. This, in order to minimize cardiovascular risk and contribute to the conditions of a healthy life that contribute to the quality of life of employees. By 2020, all the Grupo Nutresa companies will be certified and will have quality–of–life programs aimed at closing the gaps identified in the health screenings conducted on employees, with improvement indicators to reduce obesity, the consumption of cigarettes and alcohol and increased physical activity.

Future vision

Grupo Nutresa is aware that being part of the food sector means operating in a dynamic regulatory framework, with an overview of increasingly shorter life cycles for products and technologies, which imply economic and social impacts that can be mitigated from the timely adoption of trends. Likewise, the Organization recognizes that consumers are becoming more aware of their eating habits, which has increased the demand for food with higher nutritional density, but with less caloric intake.

Grupo Nutresa will continue working to develop new products low in calories, fat, sugar and sodium, as well as in reformulating products that are currently available in the market. Also, it will continue to conduct surveillance and monitoring to identify emerging issues related to the effect of diet on the health and nutrition of people, to dimension their impact on the operation of the Grupo Nutresa businesses and take the mitigation measures required to handle them. Studies will be focused on reviewing sources of information on aspects of health and nutrition of the populations in the strategic region, as well as the ingredients and processes that emerge as new technologies.

To continue developing the guidelines established by the nutrition policy, for 2015 Grupo Nutresa aims to have 100% of its products with front–label nutritional information – attending Grupo Nutresa's internal guideline – or with the information established by the regulations of the specific market in which it participates. By 2020, Grupo Nutresa will have all its companies certified as Healthy Organizations; it will continue with the reformulation of critical public–health nutrients – sodium, sugar, saturated fat and trans fat – and it will maintain compliance of the framework for action in advertising and marketing.

Hearts Festival in the Coffee Business, in Medellin, to promote healthy lifestyles.

Some initiatives

Design research to attend the needs of reformulation

The ingredients of interest in public health, in addition to nutritional function, have technological and sensory functions in the food matrix. Therefore, research projects were formulated to evaluate suitable replacements for these ingredients. We have results for the partial substitution of sodium, sugar and fat, which support the strategy of the portfolios. Work continues to obtain greater reductions. Among the plans of the research and development units, not only new products are included; there are also specific projects to adjust nutritional profiles. Among the achievements in 2014, noteworthy is the 15% reduction in sodium in crackers and a 20% reduction in saturated fat in the Tosh products, which, coupled with reductions obtained in previous years in biscuits, cold cuts, chocolates, ice cream and coffee, materialize the strategy to reformulate products to attend the needs of public health.

Promotion of healthy lifestyles

Improving the quality of life is a personal decision that requires knowledge, so we developed the "Healthy Organizations" program for the Grupo Nutresa internal community and the "Enjoy a Healthy Life" campaign for the general public. Regarding the former, noteworthy is the achievement of having four companies certified at the end of 2014 in the "Healthy Heart" program, which has had the support of the Colombian Heart Foundation.

Generation of knowledge in obesity

The Vidarium Research Center's Food Modulators in the Microbiota research line studies the relationship of the intestinal microbiota and obesity; in 2014, it developed fieldwork of an investigation that seeks, among others, to characterize the intestinal microbiota in Colombian adults with different body mass indexes.

Responsible relations with consumers [G4-DMA]

Grupo Nutresa and its subsidiaries share the same principles of responsibility, honesty, truthfulness and fair competition. In order to fulfill them, we have established a management system for food safety, analysis and monitoring of raw materials, products in process and finished products.

Highlights

- Grupo Nutresa developed and implemented a new supplier evaluation, qualification and monitoring system, which includes requirements to prevent and minimize risks that may affect the quality and safety of products, the environment, people, infrastructure and information.
- We developed and launched the Promotional Item Policy and Protocol, which aims to define the controls to be implemented for articles or other objects that accompany the Grupo Nutresa products.
- Progress was made in implementing the guidelines established in the Genetically Modified Organisms (GMO) Policy, to comply with the legislation in different countries and take into account cultural differences, perceptions and preferences of consumers regarding the use of genetically modified ingredients.

- We began implementing the Hazard Analysis and Critical Control Points (HACCP) System in all Grupo Nutresa factories, to prevent hazards that may affect the safety of the foods that Grupo Nutresa produces.
- For the sixth consecutive year, Grupo Nutresa ranked third in the list of companies with the best reputation in Colombia, in the MERCO Empresas ranking, results that confirmed the first–place ranking of Grupo Nutresa within the Food and Beverage sector.

Challenges

Effective management of the relationship with consumers is vital to be preferred when satisfying their needs for wellness, nutrition and pleasure. Therefore, organizations must implement processes that meet regulations on the quality, advertising and fair competition of their brands while maintaining satisfaction.

The use of social networks as a way to express dissatisfaction regarding the quality and safety of products and the emergence of increasingly more demanding consumers who are more knowledgeable about nutrition and health has led Grupo Nutresa to innovate with differentiating products and services that satisfy these expectations.

Changes in legislation related to consumer protection have promoted a trend to increase reporting of complaints from consumers, thus allowing companies to identify opportunities for improvement and take the steps necessary to seek continual improvement in the processes.

Moreover, in the Organization's strategic region, the confluence of tradition, modernity and being at the forefront are currently evidenced, which is changing the meaning of attitudes, interests, opinions and behavior of consumers.

Biscuits Business production auxiliary in Medellin.

As a result of this reality and its understanding, today's consumers demand greater quality in their life; they are willing to accept new proposals for healthier lifestyles, they crave experiences that get them out of their daily routine, they live a diversity of roles simultaneously and reward their efforts through consumption. Therefore, we have permanently connected consumers who establish a more direct relationship with their preferred brands to express their opinions and receive immediate responses, looking to have a real effect in their communities.

These elements generate a greater demand towards brands and involve a greater commitment by Grupo Nutresa to place consumers at the center of its corporate Vision and Mission and place them as a primary stakeholder, while maintaining permanent interaction with them to identify their needs, expectations, behaviors and habits. Through the management of reputational risks and strengthening the positioning of its brands and products, Grupo Nutresa promotes the creation of financial capital for the Organization.

BON ice cream shop employees in Santo Domingo, Dominican Republic.

Progress

Integrated management system

Committed to its clients and consumers, for more than ten years Grupo Nutresa has implemented an Integrated Management System in each of its Businesses and in each one of the countries in which it is present. This Integrated Management System (IMS) (*Sistema Integrado de Gestión*, SIG) includes management systems for quality, food safety, environmental management, occupational health and safety management, control and security (security in the supply chain), management of the risk of cardiovascular diseases and other communicable chronic diseases (Healthy Organizations) and the management model of reconciliation and equality (Family Responsible Companies, FRC). All of these management systems are based on minimizing risks that may affect the different stakeholders.

To implement this Integrated Management System, each of the Grupo Nutresa companies has an Integrated Quality Policy, aligned with the Grupo Nutresa strategic objectives, where programs and projects are created for their compliance. Additionally, verification of the continuous compliance and improvement of the Integrated Management System is conducted through internal and external audits by certification bodies and clients.

Certifications

To strengthen the Integrated Management System, in 2014 Grupo Nutresa maintained current certifications and obtained the following achievements with the support and transfer of good practices by the Businesses, which today have mature management systems.

Certification	**Number of certified operation centers [G4-SO1]**
ISO 9001:2008	17
ISO 14001:2004	18
OHSAS18001:2007	8
HACCP	10
Certificación (GAP) (Good Agricultural Practices)	1

Grupo Nutresa **ranked third** in the list of companies with the best reputation in Colombia, in the ***MERCO Empresas ranking.***

Monitoring and measurement

To measure the effectiveness of food–safety management, the Grupo Nutresa companies have monitoring indicators, including Public Health Services (PHS) Hygienic Sanitary Inspections of the plants, Process and Product Compliance, Complaints, and the Evaluation of Client and Consumer Satisfaction.

Presentation and delivery of information on Grupo Nutresa products

With the current trend of consumers who increasingly want to know more about the ingredients contained in products and the amount of components that are present therein, Grupo Nutresa reports its ingredients and nutritional content on the packaging of its products, as well as stating the recommendations for consumption and how to dispose of the packaging. This is based on the guidelines present in national and international legislation and the technocal regulations on nutritional labeling that must be met by packaged foods for human consumption.

Mechanism to manage unsuitable products in some markets

To prevent the sale of banned or challenged products, legal monitoring is conducted on regulations in Colombia and abroad, and their application is reviewed from stages of development to product sales.

The Businesses continue to apply the policy of self–regulation, advertising and marketing, to comply with the principles of transparency, truthfulness and fair competition. Additionally, through the Client Attention Center, we respond to the questions and concerns about the portfolio of products.

Assistant in the Biscuit Business Distribution Center in Medellín.

Best practices for storage and distribution

During 2014, progress was made in promoting and updating the Best Practices for Storage and Distribution in Commercial Networks, to maintain conditions for the quality and safety of products and ensure that they are delivered to clients in optimal conditions. For this, we make visits that include the evaluation of marketer warehouses in Colombia, in order to identify opportunities for improvement and establish action plans to avoid the materialization of risks that could affect product quality and safety. Additionally, during these visit we provide staff training on best storage practices and integrated pest management.

Reputation and crisis management

As a measure of responsibility and building trust with consumers and as a fundamental part of managing business continuity and the Organization's reputation, the Grupo Nutresa companies have an approved risk– and crisis–management process to ensure a timely, effective response to crisis events arising from the occurrence of risks that can compromise related third parties. This process includes a functional structure, periodic training plans and protocols for the different segments of employees.

As part of the risk– and crisis–management consolidation process, in 2014, teams in five businesses were trained; we held spokesperson workshops in three units (the Office of the Grupo Nutresa CEO and two businesses) and we approved and internally disclosed the Social Network Policy, which provides criteria to manage communications in digital media to attend crisis events.

Noteworthy is that, for the sixth consecutive year, Grupo Nutresa ranked third in the list of companies with the best reputation in Colombia, in the MERCO *Empresas* ranking. However, the results last year showed a novelty, the growth – compared to 2013 – which marked the surpassing, for the first time, of the barrier of 9.000 points (out of the 10.000 obtained by the leader). These results confirmed Grupo Nutresa's first–place ranking in the Food and Beverage sector. MERCO *Empresas* evaluates Colombian companies according to their economic and financial results, quality of the commercial offer, internal reputation, corporate ethics and responsibility, international dimension and innovation.

Additionally, results were presented from the VI Opinion Panel 2014, conducted by the firm *Cifras y Conceptos,* which showed an increase of two positions by Grupo Nutresa within the group of companies most admired by opinion leaders, including the media, the private sector, academia, the public sector and social organizations. Thus, the organization ranked seventh within this study.

Better understanding of consumers

To support compliance of the Grupo Nutresa strategic objectives, the Market Intelligence Unit was consolidated; it was created to generate and transfer relevant, differentiated knowledge on the principal market forces (Consumers, Buyers, Clients/Channels) to support the decision–making process, identify and minimize risks and discover and/or boost opportunities. This, in order to be closer to consumers and find better ways to satisfy their needs.

Cold Cuts consumption moments in Panama.

Future vision

To further strengthen the corporate principle of responsibility to consumers, in 2015 we will continue with the implementation, in all the Grupo Nutresa Companies, of the Food Defense Program, an initiative that emerged in the United States to protect foods from intentional contamination, which will strengthen risk management and facilitate the adoption of the Integral Food–Protection model.

Additionally, during 2015 we will continue strengthening the Integrated Management System (Quality, Environmental, Occupational Safety and Health, Safety in the Supply Chain, Healthy Organizations and Family–Responsible Companies), through the adoption and standardization of transversal practices and tools in the different management systems, through synergies conducted among the Grupo Nutresa Businesses. With this, we intend that the Companies are increasingly more preventive in the timely identification of risks that may affect people, the environment, products, information and the infrastructure.

Part of the Grupo Nutresa philosophy consists of providing safe foods that satisfy consumer needs for wellness, nutrition and pleasure. This is why, in 2015, we will advance in the Hazard Analysis and Critical Control Points (HACCP) System in all the factories of the Businesses.

Clients are the basis of growth in Grupo Nutresa and its full attention forms the path to being better every day. Thus, the basic objectives of client service is to listen to consumer complaints and suggestions, properly answer all their doubts and questions, ensure compliance of their rights and achieve their full satisfaction. We propose strengthening the attention model for consumers who prefer to use social networks as a means to express their news and continue with attention by phone for consumers who choose it as a means to contact Grupo Nutresa.

Some initiatives

Protocol requirements for suppliers

During 2014, we constructed protocol requirements for suppliers to respond to legislative requirements associated with materials in direct contact with food, Genetically Modified Organisms (GMOs) and Contaminants in Foods. These protocols have been communicated to all suppliers and we are monitoring their response.

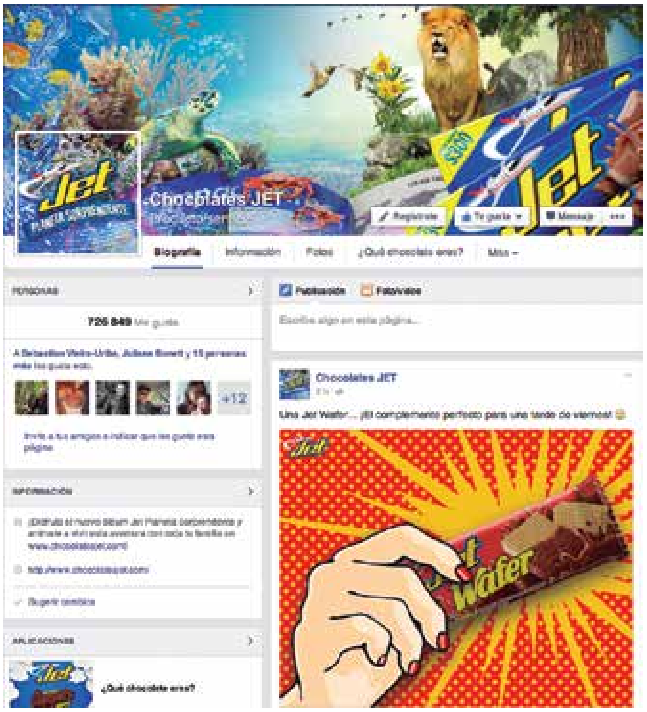
Protocol of promotional items

Promotion items are articles or other objects that accompany products and may be in direct or indirect contact with food. Committed to the safety, health and integrity of its consumers, Grupo Nutresa has defined and implemented a Policy and a Protocol with which it seeks to implement controls from design, supplier selection and the purchase and receipt of promotional items, to ensure compliance with current legislation and avoid inherent risks. This protocol was socialized in the Grupo Nutresa Businesses; as of 2014, we have progressed 66% in its implementation.

Evaluation of suppliers

We adopted a new model to evaluate suppliers which includes topics related to Sustainable Development and safety in the supply chain, to ensure the proper handling and disposal of non–conforming packages that may affect brand image. This initiative has been implemented since May 2014 and had a 97% compliance rate for all the suppliers that were programmed during the year.

Cocoa crop at the Yaringuíes farm in Santander.



Chocolatina Jet Facebook Page.

Social Network Policies

In the pursuit of putting the digital universe at the service of meeting the Grupo Nutresa strategic objectives, and in particular its Mega 2020, in 2014 the Organization presented its Social Network Policies, a set of basic management and coexistence rules in Grupo Nutresa Social Networks and those of its businesses. The purpose of these policies is to encourage healthy, effective communication in the Social Networks in which Grupo Nutresa participates, founded on a constructive, transparent, respectful dialogue. This, to avoid situations that endanger the Grupo Nutresa reputation, its businesses and its brands and maximize the opportunities presented to strengthen them.

In 2014 this document served as a guide to attend three potential crisis situations inside the businesses.

Sustainable sourcing

Complementing the management of the supply chain through the incorporation of socio–environmental variables allows Grupo Nutresa to administer the impacts that occur outside its control, as part of a strategy to capitalize on opportunities and manage potential operational, financial or reputational risks. The management of this material issue creates financial and social capital for the Organization, by mitigating financial risks, generating efficiencies and building long–term relationships with farmers and other suppliers who depend, to varying degrees, on the purchases made by the Organization.

[G4-DMA]

To learn more about
the Grupo Nutresa Campaign
"Enjoy a Healthy Life,"
visit our Webpage www.nutresa.com


Enjoying ***as a family*** changes your life
Doris Forero, 35 years old. *Businesswoman.*

Coffee crops in Aguadas, Caldas, which belong to communities supported by Fundación Nutresa and the Coffee Business.

Highlights

- We continued to implement the strategic–sourcing model in international platforms, with which we saved COP 6.913 Billion.
- The strategic–sourcing model was taken to the Tresmontes Lucchetti Business. The savings in purchases during 2014 was COP 338 Million.
- Negative impacts in the coffee, cocoa and meat markets were reduced by capturing opportunities in the total Grupo Nutresa basket of raw materials.
- The operation and development of the purchase representation office in Shanghai, China, was consolidated, with which we saved COP 2.568 Billion.
- We conducted an analysis in sustainability risks on 124 purchasing categories.
- We disclosed the Human Rights Policy to nearly 900 suppliers of goods and services.

Challenges

Managing impacts on and responsibility to society and the environment in an increasingly more globalized corporate environment requires organizations to transcend their own operation.

Grupo Nutresa is committed to mitigating the indirect impacts of its activities, and, thus, has promoted strategies to manage risks and opportunities associated with the supply of goods and contracting of services with its suppliers. It has established policies and manuals that provide a framework for action and direction in our own operations and those of third parties, including policies on selecting suppliers, Hedges, Human Rights and Genetically Modified Organisms, and a manual for contractors, among others. Likewise, we have established public objectives and goals associated with the sustainability of the sourcing processes, such as a 12% reduction in the consumption of packing material, projected to 2020.

Progress

For Grupo Nutresa, management throughout the entire supply chain is a key part of its operation; within it is the management of supplying goods made by its suppliers, strategic partners in its operations.

During the last update of the Materiality Matrix (2013), sustainable sourcing was considered a material issue by stakeholders, due to the relevance and impact that suppliers have in the three dimensions of sustainability.

To meet the different needs and opportunities associated with sustainable sourcing, Grupo Nutresa has undertaken projects in the different dimensions of sustainability, seeking a balance in each. [G4-EN33], [G4-LA15], [G4-SO10]

Strategic sourcing

In 2014, we continued the initiative of strategic sourcing begun in 2012, which seeks to achieve savings in the negotiation categories for goods and services in Grupo Nutresa, as an indispensable component in the competitiveness of the businesses. This initiative has been developed through different leveragers in supply management. The savings goal proposed in 2014 was COP 58.710 Billion, which had a fulfillment of 124%, equal to COP 72.722 Billion. Through the management of raw materials, we were able to reduce the negative impacts of the coffee, cocoa and meat markets, by capturing opportunities in the total Grupo Nutresa basket of raw materials.

Human rights training to Grupo Nutresa suppliers.

Human Rights

We disclosed the Human Rights policy to suppliers of goods and services, explaining the management system of this policy. The launch took place at the premises of Services Nutresa, where around 150 suppliers attended, in addition to 750 more via streaming. Also, the guidelines were extended to contractors and marketers. We have identified potential human–rights risks, such as child labor, freedom of association and collective bargaining, social impact and forced labor, in suppliers.

For more details on the Human Rights policy and management in the supply chain, go to "Human Rights Material Issue."

Developing capabilities in our value chain [G4-EC8]

During 2014, we conducted 199 training sessions for suppliers of raw materials, packing materials and services in different topics associated to the management systems in the Grupo Nutresa Businesses. In the training sessions, topics – such as sustainable development, occupational safety and health, legal updates, contractor manuals, management systems, money laundering and the financing of terrorism, issues associated with human management, the supplier portal and the development of being – were presented. A total of 1.425 hours were invested in trainings, with 1.841 participants.

Grupo Nutresa has a program for the development of direct–material suppliers through which it promotes the appropriation of best practices in the different integrated quality–management systems, compliance of requirements and regulations and the generation and application of sustainable practices.

The Organization also favors local suppliers, provided they comply with the Code of Conduct for Suppliers in the requirements of quality, price and supply conditions established by the different companies. Local supply has positive environmental impacts related to the transport of raw materials and materials to the factories.

Evaluation of suppliers 2014

74 Service suppliers evaluated

53 Packaging suppliers evaluated

165 Raw materials suppliers evaluated

Derived from the supplier development and evaluation programs, in 2014 suppliers implemented 996 actions to improve their productive and administrative processes, related to improvements in the quality–, environmental– and food–safety management systems; practices in human management; impacting locational conditions; personnel practices; and environmental and safety programs, to improve their ability to produce and provide products and services with high standards. New direct–material suppliers are included in the annual supplier–evaluation program and, according to the results of this evaluation and the level of control assigned to the supplier, the frequency of reevaluation in time is defined.

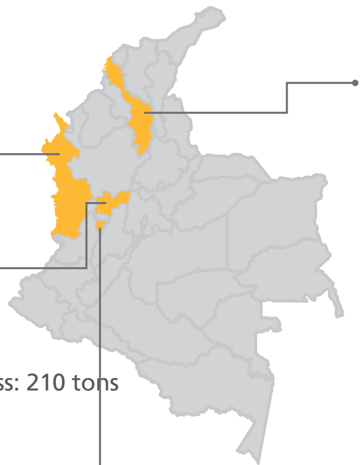
From the second quarter of 2014, new sustainability elements were integrated into the supplier–evaluation program, derived from the potential risks identified in the consultation made with the BSD Consulting firm. Some of these elements are child labor, freedom of association and collective bargaining, social impact and forced labor. These variables are analyzed and evaluated during the evaluation and/or audit processes on suppliers. Since the inclusion of these new variables, 123 raw–material and packing–material suppliers have been evaluated.

In order to increase the capabilities and knowledge in sustainability issues of the negotiating and procurement teams, training with experts in the field from the University of Barcelona, Spain, was conducted. Among the topics discussed were materiality analysis, risks in sustainability, and the management of these risks in the Grupo Nutresa processes.

Managing Inclusive Businesses, income generation and entrepreneurship [G4-EC8]

Grupo Nutresa and its Fundación Nutresa generated synergies in the development of capabilities of more then 30 local cocoa, cashew, sesame, blackberry and coffee suppliers. With the implementation of formal–education and digital–literacy projects, we were able to benefit more than 2.400 community leaders, who improved their income through the sale of supplies and/or the management of alliances. Collaborative work was reflected in the development of 18 initiatives in food safety and 29 integral business–improvement plans, leveraging the growth of the organizations through scale–economy models and the establishment of 17 public–private partnerships. Through encounters with producers, the social– and technical–management networks, the implementation and replication of best practices, and knowledge transfer were strengthened.

Chocó
(Cocoa)
Number of farmers: 777
Number of associations: 11
Total cocoa purchase from the business: 304 tons



Montes de María

(Sesame)
Number of farmers: 285
Number of associations: 13
Total sesame purchase from the business: 33 tons

(Cashew)
Number of farmers: 119
Number of associations: 2
Total sesame purchase from the business: 4 tons

(Cocoa)
Number of farmers: 459
Number of associations: 4
Total cocoa purchase from the business: 23 tons

Caldas
(Coffee)
Number of farmers: 750
Number of associations: 1
Total coffee purchase from the business: 210 tons

Quindío
(Blackberry)
Number of farmers: 40
Number of associations: 2
Total blackberry purchase from the business: 107 tons

Cocoa from producer communities in Montes de Maria, Bolivar.

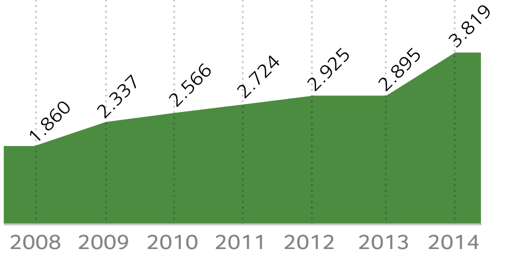
Promoting cocoa [G4-EC8]

In partnership with the Technology Center of Antioquia (*Centro de Tecnología de Antioquia*, CTA), Servicios Nutresa and Compañía Nacional de Chocolates Colombia began a project to develop ten cocoa suppliers located in northeast Antioquia, to strengthen producers in aspects of business management, quality, and productivity, among others, and thus increase the level of competitiveness of cocoa producers. During 2014, workshops were conducted to identify losses and opportunities, baseline assessment, and prioritization of gaps, and early improvement actions were implemented.

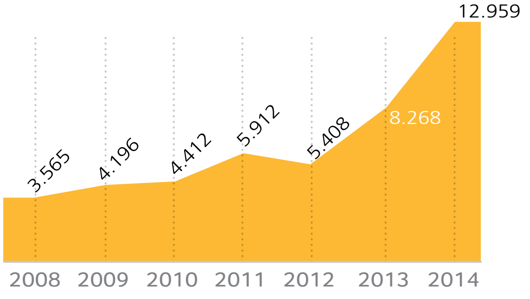
Through Inclusive Businesses, we supported cocoa–producer projects totaling 21.983 hectares, which benefitted nearly 10.000 families in 12 departments and 85 municipalities in the country. In these projects, farmers received technical, social and business advice in the development of their crops and the strengthening of their organizations.

- In the Research and Technological Transfer Plan, we conducted 146 training sessions and technical tours, which were attended by 2.897 technicians and farmers.
- The Cocoa–Producer Mass Disclosure Program sent 139.329 text messages to 2.818 farmers with information related to cocoa crops.
- Investment in these programs (Inclusive Businesses, Technological Research and Transfer) amounted to COP 1.609 Billion in 2014.
- In 2014, 969 hectares were planted by 55 farmers in nine municipalities. The 2014 investment amounted to COP 7.643 Billion, for a cumulative total of COP 21.816 Billion.
- The Company purchased 183 tons of cocoa with Organic and Fair Trade Certifications that generated quality bonuses for COP 88 Million. Additionally, it purchased 77 tons of Origin cocoa, for which it paid bonuses for COP 32 Million.
- The farm in Barrancabermeja generated 78 direct jobs, received 367 visitors for training, produced 65.800 plants of hybrid cocoa and 18.931 timber plants for third parties and received, from the Colombian Institute of Technical Regulations and Certification (*Instituto Colombiano de Normas Técnicas y Certificación*, ICONTEC) , certifications in Best Agricultural Practices in cocoa and the Forestry Compensation Program (carbon fixation).

Contributions to small agricultural producers
(COP Billion)



Families benefited



Coffee growers in Aguadas, Caldas.

Fair Trade in coffee

[G4-EC8]

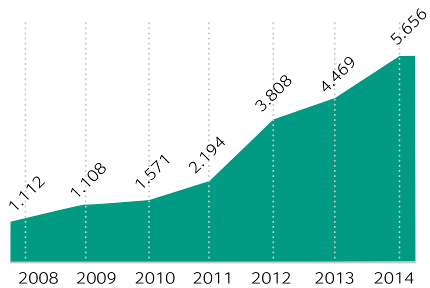
Colcafé continues to generate benefits to coffee–producing communities certified under the Fair Trade Seal, a program based on cooperation between coffee producers and marketers. Through partnerships and negotiations with international clients, since the beginning of the program the Company has transferred resources for more than COP 19,918 Billions.

The social bonus transferred is mainly used in initiatives aimed at productivity and quality of the crop, environmental projects, social services, education and other projects covered by this certification.

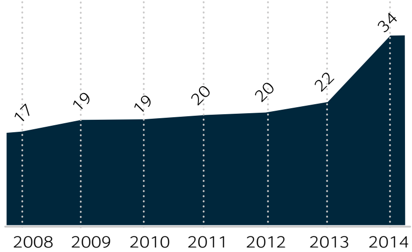
In the last five years, not only has the value of the bonuses transferred increased, but also the number of communities benefitted, located in the different coffee regions of the country.

Fair Trade

Bonuses paid plus premium (COP Billions)



Communities benefited



Animal welfare

Of the 94 pig farms that supply the business, 96.8% are certified in best livestock and safety practices. Besides seeking the best conditions for animal care and welfare, we have made adjustments in order to improve water quality and, thus, positively impact the health of the animals. We have set up three treatment plants for consumption and washing. Investments amounted to COP 273 Million.

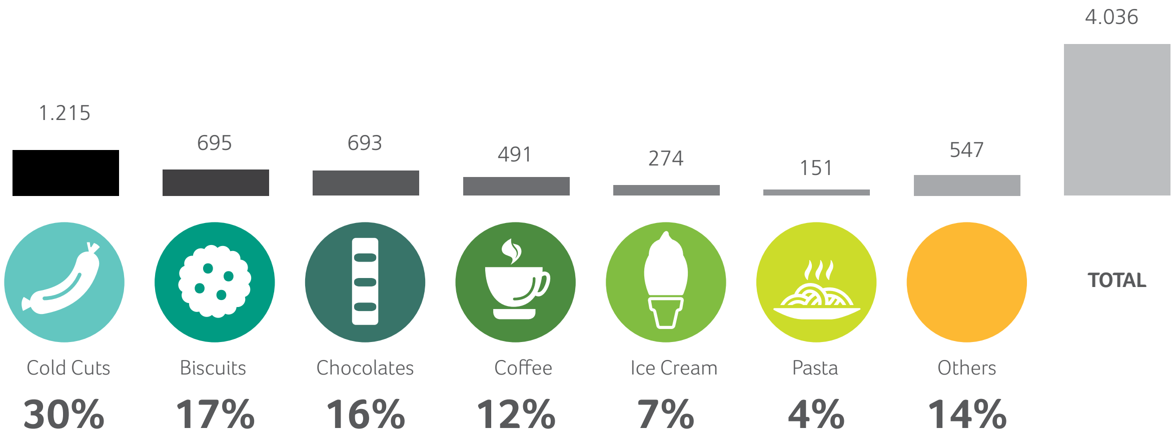
Replenishment practices

During 2014, six vendors were trained and qualified in continuous replenishment services through the portal www.gruponutresaenlinea.com for the collaborative inventory management of high–turnover references, optimizing the inventory levels in the client–supplier chain and the working capital in the client and the supplier.

Purchases from suppliers in 2014

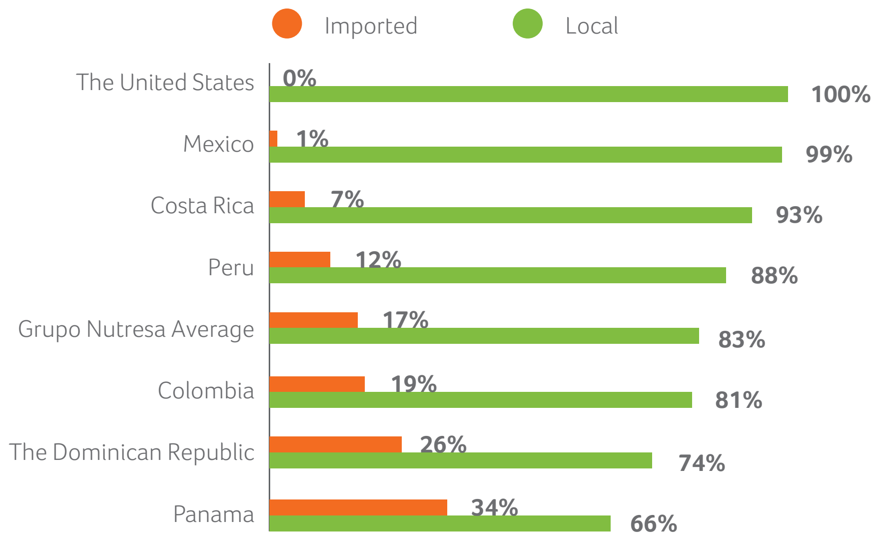
Grupo Nutresa annually purchases around COP 4 Trillion, with a greater participation of raw materials. [G4-12]

Annual Purchases by Business (COP Billion)



Note: This does not include the TMLUC values. Expense values correspond to companies in SAP.

Annual Purchases by Country [G4-EC9]
(COP Billion)



*Commodities, MP, ME, MRO and Services (estimated values)

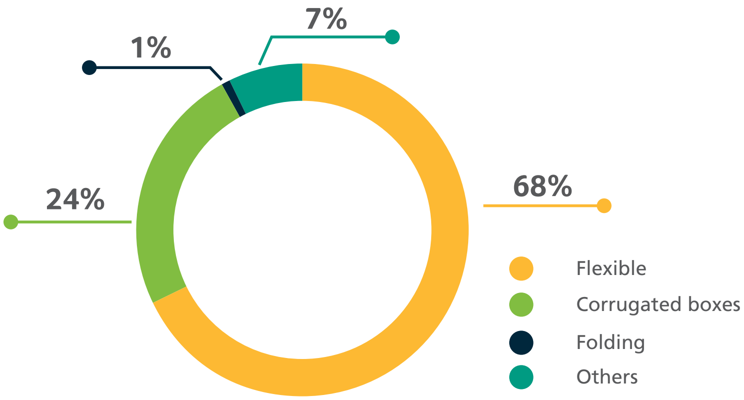
Nota: Local suppliers are those located in each country in which there are significant operations (transformation operations)

Packaging material

One of the commitments outlined in the sustainability strategies for 2020 is associated with the consumption of packaging material, on which a goal has been established for a 12% reduction (Kg/t.p.), 2010 baseline year. To date, the level of progress in this indicator is a reduction of 5,1%.

Currently, and in order to address the negative environmental impacts in the supply chain, we are working on initiatives that decrease the consumption of packaging materials through the application of the Design To Value (DTV) methodology, which identifies improvement opportunities through the exhaustive analysis of all the components that form part of a product or process, beginning with the understanding of the attributes that truly generate value for consumers. During 2014, we reduced the consumption of packaging material by 207,9 tons through the DTV methodology and we identified significant opportunities for optimization thanks to the teamwork of the DTV Leaders Network in all the Grupo Nutresa companies. Noteworthy are other initiatives, such as the reduction in the calibre of flexible and folding material, the optimization of the area consumed, standardization in corrugated boxes, elimination of some components of low perceived value, the decrease in inks and the substitution of materials for others that are more environmentally friendly.

Savings distribution in tons per category of packaging material



Future vision

Understanding that a significant portion of the risks and opportunities that sustainability presents for a company in the food sector is found in its supply chain, Grupo Nutresa has proposed programs and projects that will attend these risks and capitalize on opportunities for economic savings, eco–efficiency and growth of alliances for joint benefit.

Among the short– and medium–term plans are the construction of actions to align the supply chain with the challenges of sustainability and mitigate or remediate the impacts. The plan to close gaps will include actions on the most relevant risks associated with the ten main raw materials purchased by Grupo Nutresa: sugar; fats; coffee; cocoa; wheat; beef, pork and chicken; milk; and concentrates derived from corn and soy.

We will study possible alliances with specialized agencies, in order to mitigate risks and potential impacts.

We will continue to develop actions focused on fulfilling the Mega 2020 in sustainability, which are related to the use of and reduction in waste generation and the reduced use of packing material per ton produced. This, through programs to buy and manage supplies that, throughout its value chain, can be reduced, reused or recycled.

In order to impact the risks associated with money laundering and the financing of terrorism (MLFT) in the value chain, in 2015 we will enable virtual–training modules that will sensitize related third parties in the management to prevent MLFT.

Cocoa.

In raw materials, we will deepen management strategies in more categories of supplies, or whose price inductor is one of these, and cover more areas in which Grupo Nutresa operates.

In late 2014, we launched the supplier–recognition program called Exemplary Suppliers, which will have its first awards ceremony in the first semester of 2015. The program aims to annually recognize those suppliers (small and large industries) in different categories of goods and services that stand out for their contribution to achieving the Grupo Nutresa objectives through the supply chain, and for their effort to improve every day in changing environments.

We will continue expanding the base of suppliers trained in MLFT risks, and who – in turn – know the Human Rights policy, who have adhered to the Code of Conduct for Suppliers and who know the ten principles of the United Nations Global Compact for all the companies belonging to Grupo Nutresa.

During 2015, with support from the *Cuenca Verde* Water Fund, we will explore the possibility of developing programs to control and mitigate water pollution that could be generated by the pig–production farms located in the areas of influence of the watersheds that supply the *Riogrande* and *La Fe* reservoirs, the main water supplies for the city of Medellín, in Colombia.

Cocoa drying in the north area of Chocó.

Some initiatives

Analysis of sustainability risks for the supply chain

This project was carried out with the support of expert consultations and was aimed to update the social and environmental risks of the supply chain, applying the Grupo Nutresa methodology for the risk–management process. It analyzed 124 categories of purchases; the risks analyzed included some related to human rights, the environment, and occupational labor and safety, among others. As a result of this work, we updated the intervention and mitigation plans of the sustainability risks, beginning in 2015 with the categories that present a high risk in first–level suppliers.

Atlas Strategic–Sourcing Project

During 2014, the operation and development of the purchase representation office in Shanghai, China, was consolidated, which was established to leverage the competitiveness of the Grupo Nutresa purchases and take advantage of new global–sourcing opportunities through a team made up of Colombians and Chinese nationals. The savings initiatives in 2014 reached COP 2.568 Billion.

Migration of the strategic–sourcing model to platforms

The migration of the strategic–sourcing model was begun in Tresmontes Lucchetti to increase the competencies of the negotiating teams and seek improvements in the competitiveness of the negotiation and purchasing processes. During 2014, savings for COP 337 Million were achieved.

Supplier recognition program

In late 2014, we launched the supplier–recognition program called Exemplary Suppliers, which will have its first awards ceremony in the first semester of 2015. The program aims to annually recognize those suppliers in different categories of goods and services that stand out for their contribution to achieving the Grupo Nutresa objectives through the supply chain, and for their effort to improve every day in changing environments.

Twenty (20) recognitions will be awarded in the following purchasing categories: agriculture and agribusiness, livestock, industrial raw materials, packaging materials, indirect supplies for administrative and plant use, and continuous and discontinuous services. These prizes will be awarded among large, medium and small companies, according to their performance in four aspects: innovation, productivity, environmental and social sustainability, and level of logistics service.

The program will give a special award to those suppliers whose practices in innovation and sustainable development are outstanding. Likewise, the Nutresa Exemplary Supplier will be elected, which best stands out in all the dimensions evaluated.

Environmental sustainability

The Grupo Nutresa corporate philosophy makes environmental performance – framed in rigorous legal compliance, continuous improvement and the responsible transformation of natural capital – allow its permanence over time and generates competitiveness through the opening of markets and the construction of long–term commercial relationships.

The efforts made around this strategic priority consider the proper administration of three material issues for the Organization: Climate change, Energy, and Water use and conservation. Grupo Nutresa's work on these issues is supported in the certification of its operations under regulations that ensure proper management, the result of which, during the year in question, was that nine sites and production plants obtained their certification in environmental management under standard ISO 14001:2004, to reach a total of 18 certified Grupo Nutresa sites and companies.

[G4-DMA]

To learn more about the Grupo Nutresa Campaign "Enjoy a Healthy Life," visit our Webpage www.nutresa.com

Enjoying ***the outdoors*** changes your life

Carolina Amaya, 33 years old. *Plastic artist*

Water use and conservation [G4-DMA]

Management of water resources is essential to ensure the sustainability of the Organization and the communities with which it lives and relates. This is why Grupo Nutresa emphasizes proper water management, identifying the related risks, promoting efficiency and mitigating the impacts on the resource.

Highlights

- A cumulative reduction of water consumption per ton produced (counting surface water, ground water, aqueducts and rainfall) of 15,5% was achieved for the period 2010–2014 in Colombia.
- Efficient use of water in the operations in Colombia improved 3,23% over 2013.
- The search for alternatives for reuse and the continuity of projects begun in the Pasta, Cold Cuts and Coffee Businesses made it possible to increase the proportion of reused water by 21,9%, reaching 4,93% of the total water used in all the operations in Colombia.

Challenges

The availability of water quantity and quality is necessary for all life on the planet. With the increasing world population and increased demand for products and services that require large volumes to obtain them, its availability has become an increasingly urgent concern.

Grupo Nutresa is aware that its performance against the integral management of this resource is vital to obtain raw materials from its suppliers and efficiency in industrial operations.

All human activities depend entirely on the availability of water resources, both in terms of quality and quantity.

Of all the fresh water used in the world, 68% is consumed by agriculture and 11% in industrial activities. Border conflicts over water are increasingly accentuated, and regulations on consumption and the quality of liquid discharges are increased.

The increase in or shortage of water is one of the effects facing the planet from climate change, which will bring problems in physical infrastructure and transport. As for the raw materials that Grupo Nutresa uses, they may be negatively affected by climatic uncertainty that can damage crops, either by an excess or shortage of water.

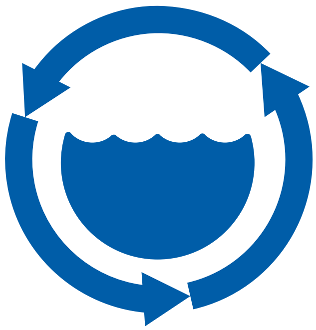
Additionally, in areas where shortages are already present, competition for water will mark social relations and define in which areas productive activities cannot be established due to increasing water scarcity and the growing demand for the resource by communities.

This, added to the fact that for countries in the strategic region – such as Chile, Mexico and the Dominican Republic – most of their territories have been classified as high or very high water risks, which has led Grupo Nutresa to incorporate the sustainable use of water throughout its value chain as a strategic issue for its future success.

Thus, under the framework of strategic action, the Environmental Commitment and the guidelines of the Corporate Environmental Policy, we have developed a Water Resource Policy to establish Grupo Nutresa's performance against the risks and opportunities arising from its use.

Within its strategic objectives, we have proposed a goal of reducing the water–consumption indicator (m^3/t.p.) in industrial operations by 30% by 2020.

This policy seeks to regulate actions against the integral management of a vital resource to obtain raw materials by suppliers of the Organization and against the intensity of water use in industrial operations, thus reducing consumption and improving the quality of water used.



The goal for 2020 is a
30%
reduction in the water consumption indicator (m^3/t.p.) in industrial operations.

Progress

Grupo Nutresa advances in the Environmental Commitment to improve efficiency in water use and conservation.

Optimization of water consumption

With the implementation of practices for the efficient management of cooling towers, the standardization of activities to wash equipment and facilities, and condensate recovery in heating systems (boilers), as important foci of work, we have advanced in reducing water consumption per ton produced by 3,2% compared to 2013, which contributes to the cumulative reduction of 15,5% against the 2010 indicator.

The activities to optimize processes and recuperate water currents in productive processes permit maintaining a level of water reuse of 4,93% of the total water used in all operations in Colombia, equivalent to 74.599 m^3/year.

Percentage and total volume of recycled and reused water [G4-EN10]

Colombia	2012	2013	2014
Total catchment (thousands of m^3)	1.453,4	1.472,1	**1.512,4**
Reused and/or recycled water (thousands of m^3)	62,6	59,5	**74,6**
% of reused and/or recycled water	4,31	4,04	**4,93**

*This does not include Litoempaques, Setas Colombianas or Meals Armenia.
**Reused and/or recycled water in countries other than Colombia has not been recorded.

We highlight:

- The project to reuse water in the Pasta Business in its Mosquera, Cundinamarca, plant, which advanced in its third stage and permitted the use of treated industrial wastewater in indirect cooling processes, which reduced the consumption of potable water.
- The continuity of the Coffee Business in the project to recover condensates from steam and from distillates in the evaporation process.
- The Cold Cuts Business, with the continuity of recovery and reuse of autoclave waters.
- The Ice Cream Business, at its plant in Bogotá, implemented an improvement process to reuse water in pasteurization equipment, recovering the liquid that is used to sterilize the equipment, to then store it and use it to manufacture mixtures. The recovery of water at high temperatures allows reducing the Wastewater Treatment Plant (WWTP) load, with savings of 240 m^3/year.

Residual water treatment plant in the Pasta Business at Mosquera, Cundinamarca.

As for the use of water in service activities, the practices developed have been focused on optimizing washing activities in the physical installations, to ensure maintaining the conditions of hygiene and Best Manufacturing Practices (BMP), but being rational with water use.

In the Biscuit Business, at its plant in Medellín, the installation of 77 modern sanitary units and the use of water–saving devices will reduce water consumption by 50%, compared to former levels, posting a savings of 5.492 m3/year.

Direct water catchment, that which comes from surface water, ground water and rainfall sources, remains at a level of less than 16% of the total water collected, where municipal aqueduct systems supply 84% of the water used for industrial operations. All water catchments not supplied by aqueduct systems meet the requirements of environmental authorities as to the amounts that may be extracted from each source. In this sense, the Organization does not significantly affect any sources from which it is served.

Total water catchment according to the source [G4-EN8]

Colombia	2012	2013	2014
Aqueduct (thousands of m^3)	1.290,5	1.307,4	**1.267,2**
Superficial (thousands of m^3)	77,0	94,6	**99,4**
Subterranean (thousands of m^3)	85,7	69,9	**145,9**
Rainwater (thousands of m^3)	0,2	0,2	**0,0**
Total (thousands of m^3)	1.453,4	1.472,1	**1.512,4**

* This does not include Litoempaques, Setas Colombianas, Meals Armenia.

Companies in other countries	2012	2013	2014
Aqueduct (thousands of m^3)	100,4	93,9	**224,0**
Superficial (thousands of m^3)	0	0	**0**
Subterranean (thousands of m^3)	2,3	2,1	**551,8**
Rainwater (thousands of m^3)	0	0	**0**
Total (thousands of m^3)	102,7	96,0	**775,8**

*2012 and 2013: Mexico, Peru and Costa Rica; Biscuits, Costa Rica
**2014: Eight plants abroad: Chocolates Mexico, Peru and Costa Rica; Biscuits Costa Rica; TMLUC Chile (four plants)

Boiler operator at the Cold Cuts Business plant in Bello, Antioquia.

Commitment to water–resource management and promoting responsible use

One of the elements of Grupo Nutresa's Water Resources Policy is to promote active participation in management programs of watersheds that are related to operations. This motivated Grupo Nutresa to participate as a founding partner in the creation of the *Corporación Cuenca Verde* (Green Basin Corporation) Water Fund, focused on preserving environmental services in the supply basins of the reservoirs that provide water to municipalities in the Aburrá Valley. These reservoirs provide 90% of the water for the 3,5 million inhabitants of the valley where Medellín is located. During 2014, we continued to support the activities of *Cuenca Verde* by promoting opportunities for training and disseminating best practices with companies from different sectors.

Wastewater treatment

Additionally, there is continued investment in treatment systems of industrial wastewater to improve the quality of the dumpings. Thus, in some of the production centers, projects to optimize the operation of Wastewater Treatment Plants (WWTP) are carried out, while in others, plants were built, including the Ice Cream Business in Manizales, the Pasta Business in Barranquilla and the Coffee Business in Santa Marta. Noteworthy is the WWTP construction process at the Cold Cut Business in Bogotá, which required an investment of COP 1.485 Billion, which is projected to comply with the parameters of Decree 3930 of 2010.

Additional value of water to drive water–efficiency projects

During 2014, Grupo Nutresa developed a proposed model to incorporate additional value to the price that is paid to water suppliers for the use of the resource. This value will be used internally by the Organization and will be added to the amount by which water is valued today in the technological–updating projects of production operations, to increase the financial return on the evaluation of their economic viability. This will increase the likelihood of approving these water–savings projects in response to the low economic return presented by them in the past.

Residual water treatment plant operator in the Coffee Business, Medellin.

Future vision

The main challenge for companies in the food sector on water management is to minimize the impact of their operations on this vital resource and, given that the water footprint means only 2% of the total water footprint of the Organization, we must work in the extended chain with supplier practices and impacts.

That is why Grupo Nutresa has set short–, medium– and long–term plans seeking to have sustainable water management to address shortages, contamination and governance of the resource as fundamental pillars of work.

During 2015, we will explore the possibility of implementing actions to mitigate the contamination that pig–production farms can generate on watersheds. The possibility of conducting this work is being studied together with the *Cuenca Verde Water* Fund to be developed in the areas of influence of the basins that supply the Riogrande and La Fe reservoirs, the principal water supplies for the city of Medellín, in Colombia.

Likewise, we will begin the diagnosis of corporate water efficiency to focus work plans where they are needed, according to situations of risk and water stress and conditions of consumption.

Currently, we are evaluating accompaniment alternatives by suppliers and experts in the field of water, in order to assess initiatives and new proposals to be implemented by the businesses in the coming years, to achieve the 2020 target set of decreasing water consumption by 30%. Some of these water–efficiency projects have been incorporated for investments in 2015 and it is projected that their viability be assessed to implement them from now until 2020. To this end, in 2015 we will implement the incorporation of an additional value of water consumed within the economic–feasibility study of water–saving projects.

Some initiatives

Stage III water reuse

The Pasta Business plant in Mosquera advanced in the third stage of the project to reuse industrial water, by using treated industrial wastewater to feed the processes of indirect cooling, reducing the direct consumption of potable water. The water–reuse system is divided into three main parts:

- **Treatment:** This passes through a filtration system, ionic–exchange units, ultrafiltration and, finally, through reverse–osmosis equipment.
- **Storage:** The system has a softened–water storage tank that works as a reserve for treated water to be used in the system to distribute technical services.
- **Pumping:** The softened water stored in the tank by a pump sends the liquid to the osmosis equipment that will be used later on in the technical services.
- The implementation of the third stage of water reuse increased the reuse of treated wastewater and decreased the total dumping by 30%. Total potable water consumption in the company was reduced by 11%. In 2014, 4.908 m^3/year were reused.

Public management of the water–resource commitment

During 2014, Grupo Nutresa participated as an active member of the CEO Water Mandate Steering Committee and actively worked to involve new signatories to this commitment. Likewise, during 2014, the Organization supported the launch of the CEO Water Mandate in Colombia and participated as a panelist in the disclosure event. It also led the celebration of the III Encounter for Water in partnership with The Nature Conservancy, and published its commitment and practices, and promoted the progress of companies from other sectors towards the strategic management of the resource.

Continuity of the Corporate Water Footprint study

In 2012, the first corporate water footprint exercise was performed for all Grupo Nutresa industrial plants. Each year, we evaluate the water footprint of the businesses, since the modifications made in the production plants through projects to save, reuse water and treat wastewater alter the standards of operation and, in turn, the final value of the footprint. This study has served as a guideline to focus projects on the value chain.

Climate change [G4-DMA]

Forest in the Novaventa premises at Carmen de Viboral, Antioquia.

Establishing the long – term goals to mitigate and adapt to climate change leads Grupo Nutresa to implement actions aimed at reducing the effect that its operations has thereon, and to permanently monitor exposure to risk, supported in administration strategies throughout its operation centers.

Highlights

- We achieved a cumulative reduction of Greenhouse Gas (GHG) emissions per ton produced (Scopes 1 and 2) of 21,0% for the period 2010–2014.
- The efficiency of GHG emissions generated per ton produced improved 6,50% compared to 2013, mainly due to improvements in the use of thermal energy that impacted the indicator of Scope 1 emissions, to achieve a 10,6% reduction compared to 2013.
- In line with the Grupo Nutresa environmental commitment, we continued to advance in processes to reduce and mitigate GHG emissions through the implementation of various schemes to neutralize and offset carbon emissions for products and production processes in the Biscuits, Chocolate and Coffee Businesses.

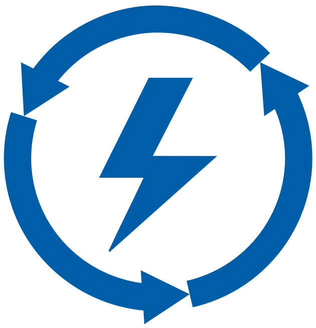
Challenges

Climate change poses threats to the economic development of companies. The sustained increase in the global temperature and the consequences on the frequency and intensity of meteorological phenomena affect the availability of resources, in turn motivating governments to respond with laws that regulate their use.

The vulnerability analysis in key aspects, such as availability of energy sources, and availability/scarcity of raw materials, are key elements to feed the risk–management plan and determine to what extent changes in climatic parameters, physical changes and changes in society require measures to adapt the value chain in which the businesses are developed. As a 2020 strategy, we have defined some corporate goals to minimize the impact of activities on climate change. We seek to reduce energy consumption (kWh/t.p.) by 25%, advance in the use of cleaner energy sources (which represent 100% of the energy basket), and reduce specific GHG emissions (tons of CO_2e/t.p.) by 33% (Scopes 1 and 2).

But beyond mitigating the impact on climate change, Grupo Nutresa works to reduce vulnerability and be prepared to adapt to future changes. This, through a permanent process of strategic surveillance and monitoring to maintain the risk matrix valid for the entire strategic region and be prepared with the design of strategies to adapt to climate change.

Grupo Nutresa has focused its management on the search for greater energy efficiency and the use of cleaner technologies, that lead to a reduction of GHG emissions in the production processes and then move to offset those emissions that cannot be reduced for technical or financial reasons.



By 2020, we seek to reduce energy consumption (kWh/t.p.) by

25%

and advance in the use of cleaner energy sources.

Progress

Grupo Nutresa advances in its Environmental Commitment to meet the challenges that climate change generates in the value chain.

Greenhouse Gas (GHG) Inventory

In the management to control and reduce GHG emissions, for four years we have measured the GHG gases generated by 20 production plants in Colombia. For three years, we have measured four plants located in the strategic region (Mexico, Costa Rica and Peru) and for two years, we have conducted emission measurements in the primary– and secondary–distribution process in Colombia.

This measurement has allowed implementing strategies to reduce emissions by substituting fuels, best operating practices, implementation of energy–efficiency programs and the reconversion of technologies with less impact on the atmosphere.

There is progress in broadening the base of the carbon footprint analysis of processes and products, which has served as a guide to determine which parts of the processes are more efficient and make changes to reduce emissions. In some processes, including the manufacture of TOSH biscuits, industrial chocolate and roasted and ground coffee, we have already adopted these practices and energy performance – especially in the efficient use of thermal energy through investment in latest combustion–technology equipment, utilization of waste heat streams, modification of production standards, and reduction of eco–design packaging materials, among others – has reduced emissions associated with energy consumption. This has permitted the implementation of mitigation and emission–compensation programs in the Biscuits, Coffee and Chocolate Businesses.

For 2014, noteworthy was the advance in the goals proposed for 2020:

Tresmontes Lucchetti Business Industrial Complex in Casablanca, Chile.

GHG emissions (kg CO_2e/t.p.)

We achieved a cumulative reduction of 21,0% in the GHG (Scopes 1 and 2) Emission indicator for the 2010–2014 period, significantly advancing against the goal established to reduce emissions by 33% by 2020.

Direct and indirect emissions for the purchase of electricity (Scopes 1 and 2) **[G4-EN15] [G4-EN16] [G4-EN18]**

Colombia	2012	2013	2014
Scope 1 emissions tCO_2e	78.689,8	69.008,8	65.483,4
Scope 1 carbon intensity (kgCO_2e/t.p.)	110,19	93,50	83,57
Scope 2 emissions (tCO_2e)	17.894,6	28.683,1	31.487,6
Scope 2 carbon intensity (kgCO_2e/t.p.)	25,06	38,86	40,18
Scopes 1 and 2 carbon intensity (kgCO_2e/t.p.)	135,25	132,36	123,75

Companies in other countries	2012	2013	2014
Scope 1 emissions tCO_2e	12.055,4	11.691,0	19.454,4
Scope 1 carbon intensity (kgCO_2e/t.p.)	178,91	171,35	94,76
Scope 2 emissions (tCO_2e)	4.861,9	3.368,0	18.233,2
Scope 2 carbon intensity (kgCO_2e/t.p.)	72,15	49,36	88,81
Scopes 1 and 2 carbon intensity (kgCO_2e/t.p.)	251,06	220,71	183,57

*2012 and 2013: Mexico, Peru and Costa Rica; Biscuits, Costa Rica
**2014: Eight plants abroad: Chocolates Mexico, Peru and Costa Rica; Biscuits Costa Rica; TMLUC Chile (four plants)

Other indirect greenhouse–gas emissions (Scope 3) **[G4-EN17]**

Content of the Indicator	**Employee air travel (tCO_2e)**	**Distribution (tCO_2e)**	**Total greenhouse–gas emissions (Scope 3) (tCO_2e)**
2014	**2.334**	**68.158**	**70.492**

Efficiency in emissions generated per ton produced improved by 6,87% compared to 2013, from 132,4 to 123,8 kg CO_2eq./t.p. **[EN18]**

The use of biomass represents 14% of the energy basket and means some carbon–neutral emissions of 25.075 tons of CO_2e. If coffee grounds were not used as fuel, we would require the use of a fossil fuel, such as natural gas.

We continued (for the second consecutive year) the GHG inventory in the distribution process for operations in Colombia, in order to build a solid reporting basis to establish reduction plans in late 2015.

Emissions associated with the finished product logistics and distribution operation

Greenhouse Gas Emissions (GHG) in tCO_2e	2012	2013	2014
Primary transport	17.360	24.519	**30.157**
Secondary transport	61.727	49.097	**47.523**
Total	79.086	73.615	**77.680**

Coffee Business packing operators, Medellin.

Carbon neutral

Noteworthy is the continuous effort that has been made for the last six years when we began the first GHG inventories to determine the impact of industrial operations on global warming and climate change. After taking measurements for more than three years and conducting studies in the carbon footprint, some businesses headed in the design of specific programs to reduce, mitigate and offset those carbon emissions that cannot be eliminated in the productive stage. This year, we can speak of three initiatives in particular:

1. We achieved carbon–footprint certification from ICONTEC for the TOSH Biscuit line manufactured in the Noel plant in 2013, complying with the requirements and the Publicly Available Specification (PAS) 2050 methodology, which represents an important advance in developing the "Tosh Brand Carbon Neutral" project. For 2015, we expect to complete the compensation phase of some 8.000 tons of CO_2e to achieve a Carbon Neutral brand.
2. The Coffee Business achieved Carbon Neutral certification from ICONTEC for CO2e emissions for the roasted– and ground–coffee process in its plants in Medellín, Bogotá and Santa Marta (the plant in Ibagué only produces soluble coffee), through the purchase of bonds for the "Incorporation of Biodiversity in the Coffee Sector in Colombia" project, led by the Colombian Federation of Coffee–Growers and verified by ICONTEC.
3. The Chocolate Business obtained carbon neutrality, awarded by ICONTEC, for the specific process of manufacturing industrial chocolate. This certification includes the emissions from all processes, from the reception of raw materials – cacao – to obtaining the end product in the Chocolate Business factory in Rionegro. Emissions are neutralized through the execution of compensation activities in the forestry sector, equivalent to 144 tons of CO_2e in 2014.

The internal carbon–pricing project

During 2014, Grupo Nutresa developed a proposed model to incorporate a value on carbon emissions within the economic–feasibility studies for projects that are aimed at, or that arise in, the reduction of GHG emissions. This will permit directing technological updating to a low–carbon industrial development. The inclusion of a carbon price for the internal assessment of CapEx projects will be launched during 2015.

Artificial lake in the Novaventa premises, Carmen de Viboral, Antioquia.

Future vision

In 2015, Grupo Nutresa will advance in the risk analysis of Climate Change and Corporate Water Risk to identify the areas that, due to effects of climate change and water scarcity, may directly affect operations.

Likewise, we constructed an improvement plan with the operations in the strategic region, in terms of sustainability. Specifically, for climate change, we decided to start with the measurement of basic indicators (fuel and electricity consumption) for those international companies that do not have indicators, which will permit having an adequate baseline to monitor improvements and have a GHG inventory in 2016.

Also, we will carry out a work plan with Grupo Nutresa's ten most relevant agricultural supplies, aimed at mitigating the risks of climate change that some of them present, and reducing the impact in the value chain.

In line with the goals established to reduce the indicator of GHG emissions, the businesses have established plans for 2020 to reduce energy consumption through projects in technological reconversion, equipment updating and energy audits that permit reducing dependency on thermal energy from non–renewable sources (gas and fossil fuels), increase the share of alternative energies (biomass and Photovoltaic–PV–solar energy) and, consequently, reduce GHG emissions.

The Chocolate, Biscuits and Coffee Businesses will continue with their emission–neutralization programs – including measurement, activities for reduction, mitigation and compensation

– for specific products and processes, with the idea of advancing in the environmental performance of the products.

As a strategy to reduce GHG emissions and gases that affect the ozone layer (current gases affect the ozone layer and have global–warming potential), the Ice Cream Business determined the progressive migration of the current R–134a ecological–equipment park for R290–Hydrocarbons ecological equipment. By 2015, we project the first mass acquisition of this type of equipment for more than 4.500 units, reducing the CO_2e by approximately 86.000 kg per year. Additionally, the Ice Cream Business will be a pioneer in Colombia in compliance with the Kyoto Protocol in the use of hydrocarbons, thus hoping to contribute to reducing the problem of climate change.

Some initiatives

Carbon sequestration in the *Yariguíes* Farm

The *Yariguíes* Research Farm located in the Magdalena Medio (in Colombia), belonging to the Chocolate Business, has established an agroforestry–production system of 59 hectares which combines planting cocoa trees with timber species, such as spanned (*abarco*), walnut, cedar and *Gmelina arborea* (*Melina*). This association was certified by ICONTEC in 2014 as a forestry–compensation program. The cumulative sequestration of carbon was estimated at 3.700 tons of CO_2e for a period of three years, with an annual average of 900 tons CO_2e, an amount that will be used to compensate the GHG emissions from different industrial processes.

Certification of Best Agricultural Practices in the *Yariguíes* Farm

The *Yariguíes* Experimental Farm is a space for research and technological transfer for farmers, technicians and professionals in the Colombian agricultural sector; it has several functions within the Business. One is the dissemination of Best Agricultural Practices (BAPs) in relation to the cultivation of cocoa to all the interested community. The BAPs are a set of principles, regulations and technical standards applicable to food production, processing and transport, aimed at protecting human health and the environment, and improving the living conditions of workers and their families. The implementation of the BAPs allows agricultural systems to obtain healthy, quality food, generating added value to products and, thus, access markets in the best way possible. The BPA certification awarded by ICONTEC to the Experimental Farm allows it to be a model of development and responsible production. This is the first certification awarded nationally for cocoa crops, which will permit implementing and disclosing a socially sustainable, environmental–cultural model, ensuring cocoa production of the highest quality.

Ice cream freezers that use refrigerants with less impact on climate change

Seeking the sustainability of its assets, the Ice Cream Business purchased more than 200 freezers with new developments in refrigeration systems, supported by fully environmentally friendly refrigerants (R–290–hydrocarbon–based refrigerant gas), thus improving the efficiency in energy consumption and offering an added value to our clients, while reducing the risk of emissions associated with leakage of refrigerant gases (Scope 1).

Cooling systems with lower impact on climate change.

Energy [G4-DMA]

The Organization manages and plans the efficient use of energy, implementing programs that allow mitigating the impacts from the use of the resources, as well as the potential risks associated with shortages and the volatility of energy prices.

Highlights

- We achieved a cumulative reduction of energy consumption kWh per ton produced (thermal from non–renewable sources and electricity) of 18,2% for the period 2010–2014, and an improvement in energy efficiency of 4,4% compared to 2013.

- The generation of energy using biomass represents 14% of the total energy basket, using coffee grounds as fuel in the Coffee Business, in the plants in Medellín and Ibagué. THE TMLUC Business in Chile uses a mixture of coffee grounds and tea and wood chips as biomass to generate steam, which represents 40% of the energy basket of the production plants of this Business.

- The use of biomass, natural gas and electric energy represent 99,1% of the energy basket; the remaining 0,9% comes from the use of diesel, coal, Liquefied Petroleum Gas (LPG), gasoline and crude oil.

- A pilot alternative–energy project with Photovoltaic (PV) solar–energy panels, which directly feed the electricity network in the Coffee Business facilities (the Coffee Business plant in Medellín) was developed.

Biscuits Business ovens in Medellin.

Challenges

The Organization may be exposed to financial and reputational risks given by fluctuating energy prices worldwide, the possible conditions of temporary or permanent scarcity of some fossil fuels, climatic phenomena that temporarily threaten the safety of hydroelectric–energy supply, and the growing trend toward cleaner energy.

Grupo Nutresa is directed toward the search for greater efficiency and energy independence, as well as the use of cleaner technologies that also lead to the reduction of GHG gases and a more efficient use of water, energy and raw materials in its processes and products.

Progress

Energy consumption

The reduction in energy consumption (thermal and electric) per ton produced for Colombia was 4,4% compared to 2013, with a cumulative reduction of 18,2% for the period 2010–2014, which represents a significant advance toward the goal of a 25% reduction by 2020.

Within the consolidation of energy sources in the industrial operations, 85,8% of the energy corresponds to the use of natural gas and electricity, with a 3,7% improvement over 2013. The use of other fuels (coal, crude oil, LPG, diesel, gasoline) was reduced by 1,5%; the sum of these fossil fuels continues to represent 0,9% of all energy sources.

The use of biomass and alternative energies (solar thermal and photovoltaic–PV– energy) in the Coffee Business represents 14% of the Grupo Nutresa total energy sources. The use of biomass was reduced 13,9% compared to 2013.

In summary, 99,1% of the energy consumed by Grupo Nutresa in Colombia comes from sources considered cleaner (natural gas is considered a "cleaner" fuel). The total energy used was reduced by 2,07%, from 564.94 to 540.56 MWh.

99,1%
of the energy consumed by Grupo Nutresa comes from sources considered to be cleaner.

Electric energy

The electric–energy consumption indicator (kWh/t.p.) had a reduction of 0,74% compared to 2013; for the period 2010–2014, the reduction was 7,7%.

The most noteworthy projects that positively impacted the consumption of electric energy in 2014 were:

In the Chocolate Business, in the Rionegro plant, the air–conditioning system has been progressively modified by installing industrial centrifuges, which permit implementing chilled–water systems for cooling. The use of the centrifuge has eliminated the use of commercial air–conditioning equipment, reduced the use of refrigerants and improved energy efficiency for cold air. The implementation of the centrifuge for the peanut area allows an estimated savings of 230.000 kWh/month. Since its implementation in July 2014, a savings of 1.150.000 kWh/year has been obtained.

In the Pasta Business, in the Mosquera plant, a controlled, intelligent system was installed for air compressors, which permits measuring the demand for compressed air and consuming only the energy necessary to satisfy the demand of the production plant. This project has reduced the electric energy used by the compressors in 2014 by 18% compared to previous years, which represents a savings of 159.688 kWh/year, equivalent to a savings of COP 34 Million.

In the Ice Cream Business, in the Manizales plant, a lighting system in the production area had four sectors that had to be lighted 24 hours a day, six days a week. Using the same lamps installed, the system was redesigned and divided into 11 sectors that may be turned on according to the lines that are working and the common areas for pedestrians.

In the Biscuits Business, in the Medellín plant, the substitution of lighting for LED lighting allowed a savings of 226.385 kWh/year.

Additionally, the plants have implemented best operating practices and small projects to improve energy efficiency, such as: programming the productive processes (coordination between the Services and Production areas) to avoid lower consumptions in the startups of large motors; installation of savings devices in the different systems of compressed–air generation; implementation of speed–control devices in motors; improvements in lighting systems using a combination of LED lamps, inductive lighting, translucent tiles and intelligent (zoning) control of lighting.

Biscuits Business packing line operator in Medellin.

Thermal energy

As for thermal energy from non–renewable sources, we have carried out reconversion and technological–updating processes, process standardization, calibration of burners and substitution of fuels, which, in short, are a set of best practices adopted and shared by all the plants, which has permitted a reduction of 6,17% in the thermal–energy consumption indicator (kWh/t.p.), compared to 2013. For the period 2010–2014, the cumulative reduction is 22,7%.

The most noteworthy projects that positively impacted the consumption of electric energy in 2014 were:

In the Pasta Business, in the Mosquera plant, the burners that had a mechanical–regulation system were replaced by an automatic–electronic system that controls the air / fuel ratio by monitoring the actuators that control air and fuel flows to the burner to maintain the optimal combustion ratio. This has generated improvements in emissions to the atmosphere and improvements in the energy efficiency of the system, by reducing natural gas consumption by 5% compared to 2013, achieving a savings of 54.598 m^3/year of natural gas.

In the Chocolate Business, in the Bogotá plant, a schedule was established according to the real needs of cocoa–liquor consumption in the Production Plant. In moments of low occupancy of the production lines, Zone A works a single shift. The personnel from the other shift are used for personal training, achieving a reduction in the natural gas consumption equivalent to 1.022.019 kWh/year.

Biscuits Business production line operator in Medellin, Antioquia.

Energy from renewable sources

In exploring alternative–energy options, we continue using biomass as an energy source. Such is the case in using coffee grounds in the Coffee Business in Colombia and the use of coffee grounds, tea and barley in the TMLUC Business in Chile. Additionally, two photovoltaic (PV) solar–energy pilot projects were carried out, one using the bridge that communicates the Coffee production plant in Medellín with the warehouses; the other, to generate the energy necessary to light an area of the Biscuits plant in Medellín, as well as the implementation of solar panels in two POPS ice cream parlors in Costa Rica.

Energy efficiency in the value chain

[G4-EN3] [G4-EN5]

During 2014, Comercial Nutresa acquired two 100% electric vehicles that operate in the distribution of snacks in the cities of Bogotá and Medellín. Also begun was a pilot project with a hybrid vehicle (electric/internal combustion) and we incorporated six automatic–transmission vehicles, which help to reduce consumption during driving, into the primary–transport fleet.

Moreover, the Ice Cream Business in Colombia launched a pilot program for freezers that work with solar energy, as part of the strategy to use alternative energies that reduce energy consumption and the impact on the ozone layer.

A pilot test was carried out with freezers that operate with solar panels and photovoltaic (PV) batteries; currently, four units are installed in the coastal regions and the center of the country (in a commercial test). The aim is to achieve energy savings of between 25% and 50% and generate monetary savings in the electric bill of clients.

Colombia	2012	2013	2014
Total energy consumption	554,40 MWh 1.995,15 GJ	546,94 MWh 1.968, 36 GJ	540,56 MWh 1.946,00 GJ
Energy intensity in production kWh/t.p.	776,30	741,05	689,85
Energy intensity in production MJ/t.p.	2,79	2,67	2,48

* This does not include Litoempaques, Setas Colombianas, Meals Armenia.

Companies in other countries	2012	2013	2014
Companies in other countries	62,21 MWh 223,95GJ	62,68 MWh 225,65GJ	206,09 MWh 741,91GJ
Total energy consumption	923,18	918,68	1.003,77
Energy intensity in production kWh/t.p.	3,32	3,31	3,61

Energy intensity in production MJ/t.p.

Future vision

The Organization's response to energy challenges is supported in the establishment of challenging goals for 2020, such as a 25% reduction of energy consumption per ton produced and the objective of achieving 100% of energy supply from cleaner energies.

In line with the goals established to reduce the GHG–emissions indicator, the businesses have established plans for 2020 to reduce energy consumption through technological reconversion, equipment updating and energy audits that permit reducing dependency on thermal energy from non–renewable sources (gas and fossil fuels), increase the share of alternative energies (biomass and Photovoltaic–PV–solar energy) and, consequently, reduce GHG emissions.

Likewise, we will continue permeating the value chain with principles of energy efficiency in the logistics processes, incorporating low–energy–consumption technologies in new distribution centers and – under development – continue with the exploration of more efficient transport projects via incorporation, into the transport fleet, of more efficient vehicles or that are fed cleaner energy and training in proper driving, supported in recognitions awarded to the best drivers. In particular, we have defined that in the future any new vehicle acquired to be integrated into the primary–transport fleet must have automatic transmission, allowing significant savings in fuel.

For 2015, we will conduct a diagnosis of energy efficiency in the productive plants in Colombia, to identify the processes with the greatest opportunities to reduce consumption. In turn, we will advance in raising basic environmental indicators, in establishing plans for savings and the efficient use of energy in the POPS, BON and Alimentos Cárnicos Panamá companies, as well as the approval of these indicators in the TMLUC operations and other companies located in our strategic region.

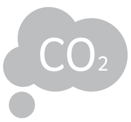
In 2014, Comercial Nutresa undertook the distribution using electrically-powered vehicles.

Some initiatives

Use of hydrogen in cargo transport

In one of the cargo–transport vehicles of the Chocolate Business, we installed equipment that generated hydrogen from an electro–chemical process. The hydrogen obtained enriches the fuel mixture, making it more efficient in terms of consumption and reduction of gas emissions. This implementation led to a validation process on the use of the hydrogen equipment, to prove its efficiency in transporting heavy loads. A reduction in fuel consumption of 7,7% annually (COP 8,3 Million) and an 87,5% decrease in emissions, with a reduction of 11,8 t/year in CO_2 emissions, was obtained. This practice can be replicated to other Grupo Nutresa businesses.

7,7% anual
reduction in fuel consumption



87,5% decrease in emissions
11,8 t/year reduction in CO_2 emissions

Financial statements

The notes to the Financial Statements
may be consulted at

2014report.gruponutresa.com/notes-to-the-consolidated-financial-statements/

and at 2014report.gruponutresa.com/financial-statements-notes-basic/

Para conocer mas sobre
la campaña de Grupo Nutresa
"Disfruta una vida saludable"
visita la página www.nutresa.com

Enjoying ***moving about*** changes your life
Juan Pablo Gaitán, 27 years old. *Architect.*

Fiscal auditor's report

Grupo Nutresa S. A.
Shareholders' Assembly
February 26, 2015

I have audited the Consolidated Balance Sheets of Grupo Nutresa S. A. and its subsidiaries as of December 31, 2014 and 2013, and the corresponding Statements of Profits and Losses, Changes in Shareholders' Equity, Changes in the Financial Situation, and Cash Flows for the years ended on these dates and the summary of the principal accounting policies indicated in Note 2 and other explanatory notes.

Management is responsible for the proper preparation and presentation of these financial statements pursuant to the accounting principles generally accepted in Colombia and provisions issued by the Colombian Financial Superintendent. This responsibility includes designing, implementing and maintaining relevant internal control so that these financial statements are free of relatively important errors due to fraud or error; selecting and applying appropriate accounting policies, as well as establishing the accounting estimates that are reasonable in the circumstances.

My responsibility consists of expressing an opinion on these financial statements based on my audits. I have obtained the information necessary to perform my fiscal–auditing duties and I conducted my work in accordance with the accounting principles generally accepted in Colombia. These principles require that I plan and conduct an audit to obtain reasonable certainty that the financial statements are free of relatively important errors.

The financial–statement audit includes, among other things, conducting procedures to obtain auditing evidence on the values and disclosures in the financial statements. The procedures selected depend on the auditor's discretion, including the assessment of the risk of relatively important errors in the financial statements. In assessing these risks, the fiscal auditor considers the entity's relevant internal control to prepare and reasonably present the financial statements, in order to design auditing procedures that are appropriate under the circumstances.

An audit also includes assessing the appropriateness of the accounting policies used and of the accounting estimations made by the entity's management, as well as assessing the presentation of the financial statements as a whole. I consider that the auditing evidence that I have obtained provides a reasonable basis for me to support the opinion that I state below.

In my opinion, the above–mentioned financial statements that I have audited, which were faithfully taken from the consolidation ledgers, reasonably present, in all significant aspects, the financial situation of Grupo Nutresa S. A. and its subsidiaries as of December 31, 2014 and 2013, and its operating results, the changes in its financial situation and its cash flows for the year ended on these dates, pursuant to accounting principles generally accepted in Colombia and the provisions issued by the Financial Superintendent, which were applied on a uniform basis with that of the previous year.

Bibiana Moreno Vásquez
Fiscal Auditor
Professional Card No. 167200–T
Member of PricewaterhouseCoopers Ltda.

Certification of the Financial Statements

The undersigned legal representative and the general accountant of Grupo Nutresa S. A.

CERTIFY:

February 26, 2015

That we have previously verified the statements contained in the Consolidated Financial Statements, as of December 31, 2014 and 2013, pursuant to regulations, and they have been faithfully taken from the financial statements of the Parent Company and its duly certified and audited subsidiary companies.

In accordance with the above, regarding the above–mentioned financial statements, we state the following:

1. The assets and liabilities do exist and the transactions recorded were made during the corresponding years.
2. All economic transactions that were made have been acknowledged.
3. The assets represent the rights obtained by the companies; the liabilities represent the obligations obtained or that are the responsibilities of the companies.
4. All elements have been acknowledged in the appropriate amounts, in accordance with generally accepted accounting principles.
5. The economic transactions that affect the companies have been correctly classified, described and disclosed.
6. The financial statements and their notes do not contain defects, errors or material inaccuracies that affect the financial situation, shareholders' equity and operations of the companies. Likewise, adequate procedures and financial information disclosure and control systems have been established and maintained, for the adequate presentation to third–party users of such information.

Carlos Ignacio Gallego Palacio
CEO

Jaime León Montoya Vásquez
General Accountant - Professional Card 45056-T

Certification of the Financial statements Law 964 of 2005

Grupo Nutresa S. A.
Shareholders
Medellín

The undersigned Legal Representative of Grupo Nutresa S. A.

CERTIFIES:

February 26, 2015

That the consolidated financial statements and operations of the Parent Company and its subsidiary companies as of December 31, 2014 and 2013, do not contain defects, inaccuracies or errors that prevent knowing their true financial situation.

This is stated to comply with Article 46 of Law 964 of 2005.

As evidence, this is signed on the 26th day of the month of February, 2015.

CIGP.

Carlos Ignacio Gallego Palacio
CEO

Consolidated balance sheet

As of December 31
(Values expressed in COP Million)

	NOTES		2014		2013
ASSETS					
Current assets					
Cash and cash equivalents	(6)	$	374.060	$	415.478
Net debtor accounts	(7)		909.123		829.822
Net inventory	(8)		865.567		725.323
Deferred assets and other assets	(9)		37.520		47.694
Total current assets			**2.186.270**		**2.018.317**
Non-current assets					
Net permanent investments	(10)		380.790		357.830
Debtor accounts	(7)		30.858		27.477
Net property, plant and equipment	(11)		1.625.659		1.456.074
Net tangible assets	(12)		2.054.699		2.038.332
Deferred assets and other assets	(9)		64.866		70.031
Valuations	(22)		5.187.750		4.612.437
Total non-current assets			**9.344.622**		**8.562.181**
TOTAL ASSETS		**$**	**11.530.892**	**$**	**10.580.498**
LIABILITIES					
Current liabilities					
Financial obligations	(14)	$	450.795	$	407.588
Suppliers	(15)		298.022		299.136
Accounts payable	(16)		393.665		339.570
Taxes, levies and rates	(17)		128.889		159.523
Labor obligations	(18)		124.526		131.144
Estimated liabilities and allowance	(19)		9.516		8.241
Deferred charges and other liabilities	(20)		4.249		3.159
Total current liabilities			**1.409.662**		**1.348.361**
Non-current liabilities					
Financial obligations	(14)		1.672.214		1.589.149
Accounts payable	(16)		167		167
Labor obligations	(18)		7.091		7.234
Estimated liabilities and allowances	(19)		47.907		45.943
Deferred charges and other liabilities	(20)		171.346		159.573
Total non-current liabilities			**1.898.725**		**1.802.066**
TOTAL LIABILITIES		**$**	**3.308.387**	**$**	**3.150.427**
MINORITY STAKE			**$23.731**		**$19.209**
EQUITY					
Company stock			2.301		2.301
Capital surplus			546.831		546.831
Reserve	(21)		1.464.035		1.282.573
Revaluation of assets	(21)		815.898		761.782
Financial statement conversion effect	(5)		(193.586)		(173.546)
Fiscal period results			377.571		380.235
Valuation surplus	(22)		5.185.724		4.610.686
Total equity		**$**	**8.198.774**		**$7.410.862**
TOTAL LIABILITIES + EQUITY + MINORITY STAKE		**$**	**11.530.892**	**$**	**10.580.498**
Memorandum accounts					
Debtor memorandum accounts	(13)	$	(5.891.718)	$	(4.981.064)
Credit memorandum accounts	(13)		1.690.590		1.921.088

The notes are an integral part of the consolidated financial statements

Jaime León Montoya Vásquez
General Accountant - Professional Card No. 45056-T
(See attached certification)

Carlos Ignacio Gallego Palacio
President
(See attached certification)

Bibiana Moreno Vásquez
Fiscal Auditor - Professional Card No. 167200-T
Member of PricewaterhouseCoopers Ltda.

Consolidated profit and loss statement

From January 1 to December 31
(Values expressed in millions of Colombian pesos)

	NOTAS	2014	2013
Operating income	(23)	$ **6.461.752**	$ **5.898.466**
Sales cost		(3.591.978)	(3.260.968)
Gross profit		**2.869.774**	**2.637.498**
Operating expenses for:			
Administration	(24)	(408.021)	(347.578)
Sales	(25)	(1.703.834)	(1.505.166)
Production	(26)	(119.579)	(134.527)
Operating profit		**638.340**	**650.227**
Net other income (other outlays)			
Income from dividends and financial income	(27)	136.488	81.465
Financial expenses	(28)	(202.635)	(121.689)
Net other income and outlays	(29)	(28.525)	(54.865)
Total non-operating other income (outlays)		**(94.672)**	**(95.089)**
Profit before allowance for income tax and minority stake		**543.668**	**555.138**
Allowance for income tax and CREE:	(17)		
Current		(119.636)	(124.231)
CREE		(32.467)	(35.569)
Deferred		(11.583)	(14.687)
Profit before minority stake		**379.982**	**380.651**
Minority stake		**(2.411)**	**(416)**
Net profit		$ **377.571**	$ **380.235**
Net profit per share (in COP)		**820,59**	**826,38**

The notes are an integral part of the consolidated financial statements

Jaime León Montoya Vásquez
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(See attached certification)

Carlos Ignacio Gallego Palacio
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Grupo nutresa

Consolidated statement of changes in shareholders' equity

From January 1 to December 31
(Values expressed in millions of Colombian pesos)

	Capital	Stock-Placing Bonus	RESERVES Mandatory reserves	Occasional Reserves	Total reserves	Revaluation of Equity	Effect for conversion of financial statements (Note 5)	Profit for fiscal period	Surplus for valuations	Total Equity
Balances as of December 31, 2012	**2.301**	**546.831**	**206.034**	**823.822**	**1.029.856**	**795.117**	**(162.791)**	**345.507**	**4.852.137**	**7.408.958**
Dividends decreed (Note 33)					0			(182.617)		(182.617)
Transfer to profits and reserves			6.446	156.444	162.890			(162.890)		0
Adjustment for valuation and other concepts				89.827	89.827	(33.335)			(228.924)	(172.432)
Minority stake					0				(12.527)	(12.527)
Adjustment for conversion of financial statements					0		(10.755)			(10.755)
Net profit in 2013					0			380.235		380.235
Balances as of December 31, 2013	**2.301**	**546.831**	**212.480**	**1.070.093**	**1.282.573**	**761.782**	**(173.546)**	**380.235**	**4.610.686**	**7.410.862**
Dividends decreed (Note 33)					0			(198.773)		(198.773)
Transfer to profits and reserves			4.028	177.434	181.462			(181.462)		0
Adjustment for valuation and other concepts					0	54.116			574.763	628.879
Minority stake					0				275	275
Adjustment for conversion of financial statements					0		(20.040)			(20.040)
Net profit in 2014					0			377.571		377.571
Balances as of December 31, 2014	**2.301**	**546.831**	**216.508**	**1.247.527**	**1.464.035**	**815.898**	**(193.586)**	**377.571**	**5.185.724**	**8.198.774**

The notes are an integral part of the consolidated financial statements

Jaime León Montoya Vásquez
General Accountant - Professional Card No. 45056-T
(See attached certification)

Carlos Ignacio Gallego Palacio
President
(See attached certification)

Bibiana Moreno Vásquez
Fiscal Auditor - Professional Card No. 167200-T
Member of PricewaterhouseCoopers Ltda.

Consolidated statement of changes in the financial situation

From January 1 to December 31
(Values expressed in millions of Colombian pesos)

	NOTES	2014	2013
FINANCIAL RESOURCES PROVIDED FROM:			
NET PROFIT		**$ 377.571**	**$ 380.235**
Plus (minus) debits (credits) to operations that do not affect the working capital:			
Depreciations	(30)	130.308	113.107
Amortization of intangible assets, deferred assets and other assets	(31)	95.609	69.492
(Recuperation) Amortization of retirement pensions		(465)	(469)
Provision for property, plant and equipment, intangible assets and other assets	(11)	2.589	4.359
Net profit in sales and withdrawal of investments and property, plant and equipment	(34)	(449)	(14.606)
Income due to change in investments		(3.864)	(500)
Minority stake		2.411	416
Adjustment for inflation in Venezuela		5.407	39.586
FINANCIAL RESOURCES PROVIDED FROM OPERATIONS		**609.117**	**591.620**
Plus:			
Income obtained from disposal of property, plant and equipment	(34)	13.353	19.499
Increase in financial obligations and other long-term credits		83.065	927.029
Increase in long-term accounts payable		0	1
Increase in estimated liabilities and allowances		2.429	1.852
Increase in deferred liabilities and other liabilities		11.773	15.014
Increase in minority stake		4.522	2.915
FINANCIAL RESOURCES PROVIDED BY SOURCES OTHER THAN OPERATIONS		**115.142**	**966.310**
TOTAL FINANCIAL RESOURCES PROVIDED FROM		**724.259**	**1.557.930**
FINANCIAL RESOURCES USED IN:			
Dividends declared	(33)	198.773	182.617
Equity from the acquisition of companies	(3)	0	163.420
Effect from conversion and changes in equity		34.431	55.190
Acquisition of permanent investments		23.197	27.557
Goodwill acquired	(3)	183	972.146
Acquisition of intangible assets and deferred assets		7.731	1.338
Acquisition of property, plant and equipment and other assets	(32)	349.768	191.496
Decrease in long-term financial obligations		143	296
Decrease in taxes levies and rates		0	18.988
Increase in long-term debtor accounts		3.381	2.908
TOTAL FINANCIAL RESOURCES USED		**617.607**	**1.615.956**
Working capital received through acquisition of new companies	(3)	**0**	**(52.041)**
INCREASE (REDUCTION) IN WORKING CAPITAL		**$ 106.652**	**$ (110.067)**

The notes are an integral part of the consolidated financial statements

Jaime León Montoya Vásquez
General Accountant - Professional Card No. 45056-T
(See attached certification)

Carlos Ignacio Gallego Palacio
President
(See attached certification)

Bibiana Moreno Vásquez
Fiscal Auditor - Professional Card No. 167200-T
Member of PricewaterhouseCoopers Ltda.

Consolidated analysis of the changes in working capital (continued)

From January 1 to December 31
(Values expressed in millions of Colombian pesos)

FINANCIAL RESOURCES WERE PROVIDED BY:		2014	2013
INCREASE (DECREASE) IN CURRENT ASSETS			
Cash and cash equivalents	$	(41.418)	123.666
Debtor accounts		79.301	171.950
Inventories		140.244	169.527
Deferred and other assets		(10.174)	15.479
INCREASE IN CURRENT ASSETS	**$**	**167.953**	**480.622**
(INCREASE) DECREASE IN CURRENT LIABILITIES			
Financial obligations		(43.207)	(310.926)
Suppliers		1.114	(128.488)
Accounts payable		(54.095)	(80.114)
Taxes, levies and rates		30.634	(40.308)
Labor obligations		6.618	(28.773)
Estimated liabilities and allowances		(1.275)	(2.682)
Deferred liabilities and other liabilities		(1.090)	602
INCREASE IN CURRENT LIABILITIES	**$**	**(61.301)**	**(590.689)**
INCREASE (DECREASE) IN WORKING CAPITAL	**$**	**106.652**	**(110.067)**

The notes are an integral part of the consolidated financial statements

Jaime León Montoya Vásquez
General Accountant - Professional Card No. 45056-T
(See attached certification)

Carlos Ignacio Gallego Palacio
President
(See attached certification)

Bibiana Moreno Vásquez
Fiscal Auditor - Professional Card No. 167200-T
Member of PricewaterhouseCoopers Ltda.

Consolidated cash-flow statement

From January 1 to December 31
(Values expressed in millions of Colombian pesos)

	NOTES	2014	2013
CASH FLOW PROVIDED FROM OPERATIONS			
NET PROFIT		**$ 377.571**	**$ 380.235**
Plus (minus) debits (credits) due to operations that do not affect cash:			
Depreciations	(30)	130.308	113.107
Amortization of intangible assets, deferred assets and other assets	(31)	95.609	69.492
(Recovery) Amortization of retirement pensions		(465)	(469)
Allowance property, plant and equipment	(11)	2.589	4.359
Net profit on sales and withdrawal of investments and property, plant and equipment	(34)	(449)	(14.606)
Allowance and/or sanctions of net debtor accounts		7.049	7.261
(Recuperation) allowance of inventories		(1.096)	2.144
Difference in change of investments in shares		(3.864)	(500)
Adjustments for inflation in Venezuela		5.407	39.586
Minority stake		2.411	416
Changes in operating assets and liabilities			
Debtor accounts		(89.731)	(11.183)
Inventories		(139.148)	(41.497)
Deferred assets and other assets		3.619	(18.923)
Suppliers and accounts payable		52.981	126.245
Taxes, levies and rates		(11.646)	36.487
Payment of Equity tax		(18.988)	(19.006)
Labor obligations		(6.761)	25.990
Estimated liabilities and allowances		3.704	(40.433)
Deferred liabilities and other liabilities		12.863	14.412
NET CASH PROVIDED BY OPERATIONS		**421.963**	**673.117**
CASH FLOW PROVIDED FRO INVESTMENT ACTIVITIES:			
Equity from the acquisition of companies		0	(163.420)
Effect for conversion and changes in equity		(44.745)	(53.779)
Acquisition of permanent investments		(23.197)	(27.557)
Goodwill acquired	(3)	(183)	(972.146)
Acquisition of property, plant and equipment and other assets	(32)	(349.768)	(191.496)
Decrease (acquisition) of intangible assets		(1.176)	5.344
Income obtained from disposal of property, plant and equipment	(34)	13.353	19.499
NET CASH USED IN INVESTMENT ACTIVITIES		**(405.716)**	**(1.383.555)**
CASH FLOW FROM FINANCING ACTIVITIES:			
Dividends paid	(33)	(194.062)	(177.201)
Increase in financial obligations		126.272	996.866
Increase in minority stake		4.522	2.915
NET CASH USED IN FINANCING ACTIVITIES		**(63.268)**	**822.580**
(Decrease) net increase in cash and cash equivalents		**(47.021)**	**112.142**
Effect of changes in the type of exchange rate on cash and cash equivalents		5.603	(1.411)
Cash and cash equivalents received in acquisitions	(3)	0	12.935
Cash and cash equivalents at year opening		415.478	291.812
CASH AND CASH EQUIVALENTS AT YEAR CLOSE		**$ 374.060**	**$ 415.478**

The notes are an integral part of the consolidated financial statements

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Notes to the consolidated financial statements

Years ended as of December 31, 2014 and 2013
(Values expressed in COP Million, except for values in USD, the exchange rate and the number of shares).

NOTE 1 Consolidation Bases

1.1 ENTITY AND BUSINESS PURPOSE OF THE PARENT COMPANY AND THE SUBSIDIARY COMPANIES

Grupo Nutresa S. A. Parent Company

Grupo Nutresa S. A. is a Colombian stock company (Sociedad Anónima, S. A.) incorporated on April 12, 1920, with its main domicile in the city of Medellín; its term expires on April 12, 2050.

The Parent Company's business purpose consists of investing in or applying resources or funds to companies organized in any form provided by law, either at home or abroad, and whose business purpose is aimed at the exploitation of any legal economic activity, or in tangible or intangible assets for the purpose of safeguarding its capital.

In relation to the subsidiary companies, below is the name, nationality, date of incorporation, term, main domicile and business purpose of each one:

Alimentos Cárnicos S. A. S.

This Colombian company was incorporated on August 20, 1968, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 17, 2009. It has an indefinite term and its main domicile is in Yumbo, Valle del Cauca.

Its business purpose is to exploit the food industry in general and/or the substances used as ingredients for food and, in particular, meat and/or farm livestock and produce, including the processing and utilization of animal and agricultural by–products to prepare food; to exploit farm produce and large and small livestock and the businesses directly related to these activities, particularly by cattle breeding, raising, fattening and their later slaughtering or live disposal; the purchase, sale, transport, distribution, import, export and trade in general of its own food and that of other manufacturers. In addition, it may invest in or apply resources or have holdings under any associative form authorized by law, the purpose of which is the exploitation of any legal economic activity, even if it is not directly related to food production or marketing, and to conduct any other legal economic activity in Colombia and abroad.

Alimentos Cárnicos Zona Franca Santafé S. A. S.

This Colombian company was incorporated on October 10, 2008, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 16, 2009. It has an indefinite term and its main domicile is in Cota, Cundinamarca.

The company is an industrial user of free–trade zone goods and services; its business purpose is, primarily, to develop the following activities in the free–trade zone: to process, manufacture, purchase and sell food products and sell by–products and waste derived from the manufacturing processes; to provide manufacturing services of food products to third parties; to provide management services to purchase supplies and raw materials used in the food manufacturing industry; to provide services to reprocess, repack, assemble, label, pack, assemble for third parties, classify, control quality, inspect, reclassify, clean, freeze and thaw the mentioned articles. It may also execute coordination and logistics control services of food product inventories and raw materials for third parties, classify food products and raw materials, load, unload and pick the products and raw materials indicated. It may contract third–party transportation services for itself and for others, as well as provide invoicing and food–product dispatch services, and conduct any other legal economic activity.

Alimentos Cárnicos de Panamá S. A.

This company was incorporated on January 18, 1970; its term is perpetual. It is a Panamanian company and its main domicile is in Panama City, Panama.

Its business purpose is the extensive exercise of the manufacturing, mercantile or financial industry, as well as purchase, or by other means, acquire, hold, sell, dispose of and, on a commission basis or in another manner, products, objects, merchandise and materials of any kind and description, whether known now or that are described or invented in the future.

On June 30, 2011, the minutes of the Extraordinary Shareholders Meeting was formalized, which approved the amendment of the corporate name of the company to that of Alimentos Cárnicos de Panama. S. A. and approved the merger agreement through which Alimentos Cárnicos de Panama S. A. (formerly Blue Ribbon Products S. A.) absorbed Ernesto Berard S. A. Under Panamanian laws, this merger was complete don October 3, 2011.

American Franchising Corp. (AFC)

A Panamanian company with its main domicile in Panama City, Panama; it was incorporated on October 17, 1974, and its term is perpetual.

Its business purpose consists of establishing, managing and conducting in general the business of financing, investments and brokerage in all their branches, and organize, conduct or undertake any business.

AFC develops its activity through 15 subordinates companies, which are described next:

Industrias Lácteas de Costa Rica S.A.

Incorporated on March 10, 1982, it has a term of 99 years. Its corporate domicile is in San José, Costa Rica.

Its business purpose consists of developing industry, livestock and agriculture in general, and especially the elaboration and commercialization of all kinds of dairy products.

Compañía Americana de Helados S.A. (American Ice Cream Company, Incorporated)
A company incorporated on February 22, 1968, with a term until 2018. Its corporate domicile is in San José, Costa Rica.
Its business purpose consists of developing the industry and commerce in general, and especially the production and sale of ice cream and similar products.

Fransouno S.A.
Incorporated on January 6, 2000, its corporate domicile is in San José, Costa Rica. It has a term until January 6, 2099.
Its business purpose is commerce, industry and agriculture in general.

Helados H D S.A.
A company incorporated on May 25, 2000; it has a term of 99 years. Its corporate domicile is in San José, Costa Rica, and its business purpose is dedicated to commerce, industry and agriculture in general.

Americana de Alimentos Ameral S.A.
A Costa Rican company incorporated on April 10, 1966, its term is until April 10, 2095.
Its domicile is in San José, Costa Rica, and its business purpose consists of commerce and industry, and the representation of foreign products and companies.

Inmobiliaria Nevada S.A.
Incorporated on October 6, 1994, it has a term of 99 years; its corporate domicile is in San José, Costa Rica.
Its business purpose consists of the extensive exercise of commerce, industry, the representation of foreign products and companies in any branch, livestock and agriculture in general.

Heladera Guatemalteca S.A.
This company was incorporated on April 6, 1972 for a period of 99 years. Its corporate domicile is in the Department of Guatemala, Guatemala.
Its business purpose consists of manufacturing creamy and not–creamy ice creams, through its POPS brand.

Distribuidora POPS S.A.
This company was incorporated on September 18, 1973 for a period of 99 years. Its corporate domicile is in the Department of Guatemala, Guatemala.
Its business purpose consists of manufacturing creamy and not–creamy ice creams, mainly through the POPS brand.

Nevada Guatemalteca S.A.
Incorporated on December 16, 2003, it has an indefinite term; its corporate domicile is in the Department of Guatemala, Guatemala.
Its business purpose consists of the purchase and sale and rental of real estate, making all kinds of civil and commercial operations that are directly related to, arising or resulting from past activities.

Guate-Pops S.A.
It was incorporated on March 22, 1979; its corporate domicile is in the Department of Guatemala, Guatemala.
Its principal business purpose is providing personnel services.

Industrias Lácteas Nicaragua S.A.
Incorporated on October 21, 1994, it has a term until 2093; its domicile is in Managua, the Department of Managua, the Republic of Nicaragua.
Its business purpose consists of importing and selling dairy food products and their derivatives.

Americana de Alimentos S.A. de C.V.
This company was incorporated on January 25, 2006. It has an indefinite term and its main domicile is in San Salvador, El Salvador.
Its business purpose is the development of any type of legal activity, and especially the exercise of trade through the sale and purchase, distribution, export or import of all kinds of goods.

POPS One LLC
This company was incorporated on July 29, 2010; its main domicile is in Miami, Florida U. S. A.
Its business purpose is the operation of ice cream parlors.

POPS Two LLC
This company was incorporated on June 1, 2011; its main domicile is in Miami, Florida U. S. A.
Its business purpose is the operation of ice cream parlors.

Costa Rica's Creamery, LLC
This company was incorporated on November 6, 2009; its main domicile is in Miami, Florida U. S. A.
Its business purpose is the operation of ice cream parlors.

Compañía de Galletas Noel S. A. S.
This Colombian company was incorporated on August 13, 1998, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 17, 2009. It has an indefinite term and its main domicile is in Medellín, Antioquia.
Its business purpose is to exploit food industry activities in general and, especially the production or manufacture of those foods for human consumption and the substances used as ingredients in food, such as prepared cereals, flours, starches, tea, coffee, sago, chocolate, sugar, salt, honey, bakery products, cookie and cracker products and pastry products. It may also distribute, sell and trade in general the products mentioned in the previous sentence produced by the company or other manufacturers, and the raw materials, materials or supplies used in the food production industry, as well as distribute, sell and trade in general products for popular consumption susceptible to being distributed through the same channels. It may also invest in or apply resources or have holdings under any associative forms authorized by law and conduct any other legal economic activity.

Compañía de Galletas Pozuelo DCR, S. A.
This Costa Rican company was incorporated on October 18, 2004; its term is until October 18, 2103. Its main domicile is in San José, Costa Rica.

Its business purpose includes the extensive exercise of industry, agriculture, trade, livestock, construction and tourism in general; it is especially dedicated to the exploitation of the biscuit industry.

Compañía de Galletas Pozuelo de la República Dominicana S. R. L.
This Dominican Republic company was incorporated on June 22, 2000. It has an indefinite term and Its main domicile is in Santo Domingo, the Dominican Republic.

Its business purpose includes the overall establishment, management and implementation of investment, brokerage, guarantee and consulting businesses and, in general, conducting any other legal trade, business or activity.

Comercial Pozuelo Panamá S. A. (formerly Compañía de Galletas Pozuelo de Panamá S. A.)
This Panamanian company was incorporated on May 17, 2002; it has a perpetual term. Its main domicile is in Panama City, Panama.

Its business purpose includes the manufacture and distribution of mass consumer foods, such as biscuits, baked goods, canned goods and others; establishing, arranging and conducting business in an investment company anywhere in the world; purchasing, selling and trading all kinds of food products, capital stock, all kinds of securities; engaging in any type of legal business that is not forbidden to a corporation.

Compañía Nacional de Chocolates S. A. S.
This Colombian company was incorporated on October 8, 2002, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 18, 2009. It has an indefinite term and its main domicile is in Medellín.

Its business purpose is to exploit food industry activities in general, and, in particular, to produce chocolate and its derivatives, as well as to conduct business related to these industries; to distribute, sell and market the products described above, produced by the company and by other manufacturers, and the raw materials, materials or supplies utilized in the food production industry and in the production of popular consumption foods susceptible to being distributed through the same channels. The business purpose also includes investing in or applying resources or having holdings under any associative form authorized by law, and carrying out any other legal activity.

Compañía Nacional de Chocolates DCR, S. A.
This Costa Rican company was incorporated on June 29, 2004; its term is until June 29, 2103. Its main domicile is in San José, Costa Rica.

Its business purpose includes the extensive exercise of industry, agriculture, trade, livestock, construction and tourism in general. It is especially dedicated to the exploitation of the industry of chocolate and its derivatives.

Compañía Nacional de Chocolates de Perú S. A.
This Peruvian company was incorporated on November 13, 2006; it has an indefinite term. Its main domicile is in Lima, Peru.

The business purpose of the company is the industrial and agricultural activity to manufacture and market all kinds of beverages and foods, as well as all kinds of farm exploitation. It may also engage in selling, marketing, distributing, exporting and importing activities for goods in general. It is especially dedicated to the industry of biscuits, chocolates and other sweets.

On December 1, 2010, the short fusion was effected whereby Compañía Nacional de Chocolates de Perú S. A. absorbed Compañía de Cacao del Perú S. A. C.

Cordialsa Boricua Empaque, Inc.
This Puerto Rican company was incorporated on January 1, 2004, for an indefinite term. Its main domicile is in San Juan, Puerto Rico.

Its business purpose includes the marketing of food products.

Comercial Nutresa S. A. S.
This Colombian company was incorporated through a private document on February 12, 2010; it was registered in the Medellín Chamber of Commerce on February 17, 2010. It has an indefinite term and its main domicile is in Medellín.

Its business purpose is to conduct any legal activity.

On March 31, 2011, the minutes, through which the corporate name of the company was changed from Cordialsa Colombia S. A. S. to that of Comercial Nutresa S. A. S., were registered in the Medellín Chamber of Commerce.

Cordialsa Costa Rica S. A.
This Costa Rican company was incorporated on June 29, 2004; its term is valid until June 29, 2103. Its main domicile is in San José, Costa Rica.

Its business purpose is the extensive exercise of industry, agriculture, trade, livestock, construction and tourism in general; it is especially dedicated to the marketing of food products.

The company was liquidated on July 1, 2014; the liquidation was formalized through Public Deed 186–16, dated September 26, 2014.

Comercial Pozuelo El Salvador S. A. de C. V.
This Salvadorian company was incorporated in November 25, 2004; it has an indefinite term. Its main domicile is in San Salvador, El Salvador.

Its business purpose includes the distribution and commercialization of food products.

Comercial Pozuelo Nicaragua S. A.
This Nicaraguan company was incorporated on November 18, 1992; it is valid until November 18, 2091. Its main domicile is in Managua, Nicaragua.

Its business purpose includes the distribution and commercialization of biscuits and, in general, the purchase and sale, export, import, packaging, industrialization and marketing of all kinds of food products; the export and import of all kinds of goods and any legal business property; and enter into all kinds of contracts and contract obligations, execute any legal act or contract that is not prohibited.

Cordialsa USA, Inc.
This United States company was incorporated on March 22, 2004; it has an indefinite term and its main domicile is in the State of Texas, the United States of America.

Its business purpose includes the exploitation of any legal activity other than banking and trust activities or the practice of a profession that may be incorporated by the Corporation Code of Texas. In particular, it is dedicated to the commercialization of food products.

Cordialsa Noel de Venezuela S. A.
This Venezuelan company was incorporated on November 15, 1995; its term is until November 15, 2094. Its main domicile is in Caracas, Venezuela.

Its business purpose includes the exploitation of the food industry in general, including manufacture, sale, distribution, import and export. Likewise, it may participate in investments or the application of resources or have holdings under any associative form authorized by law.

Corporación Distribuidora de Alimentos S. A., Cordialsa
This Ecuadorian company was incorporated on February 3, 1995; its term is until 2045. Its main domicile is in Quito, Ecuador.

Its business purpose includes the exploitation, distribution and commercialization of the food industry in general.

Comercial Pozuelo Guatemala S. A.
This Guatemalan company was incorporated on November 18, 2004; it has an indefinite term. Its main domicile is in the Department of Guatemala, Guatemala.

Its business purpose includes the distribution and commercialization of food products and any other industrial, commercial or service activity related to this distribution and commercialization.

(AbiMar Foods, Inc.) (Formerly Fehr Foods, Inc.)
This United States company was incorporated on February 13, 1992; it has a perpetual term. Its main domicile is in Abilene, Texas, the United States of America.

Its business purpose includes carrying out any legal activity under the laws of Texas and especially in the production and commercialization of bakery products.

On June 29, 2011, documents, through which the merger by absorption was approved in which Fehr Foods, Inc. absorbed Fehr Holdings, LLC; Oktex Baking, GP, LLC; and Oktex Baking, LP, were registered before the Office of the Secretary of State of the State of Texas.

On July 29, 2014, the Board of Directors of the Company decided to change the corporate name to that of AbiMar Foods, Inc. The minutes from the Board were registered before the Secretary of State on August 5, 2014.

Gestión Cargo Zona Franca S. A. S.
This Colombian company was incorporated on October 10, 2008, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 16, 2009. It has an indefinite term and its main domicile is in Cartagena, Bolívar.

The company is an industrial user of free–trade zone goods and services; its business purpose is, primarily, to develop the following activities in the free–trade zone: provide management services to purchase, import and export food products and raw materials used in the food industry in general, for third parties. Likewise, it may reprocess, repack, assemble, label, pack, assemble for third parties, classify, control quality, inspect, reclassify, clean, freeze and thaw the mentioned articles. It may also provide coordination and logistics control services of imported products and raw materials for third parties, classify food and raw material products, control inventories and customs processes, along with loading, unloading and picking the products and raw materials indicated. It may do laboratory tests and analyses on food products and raw materials for food, as well as interpret their results.

Helados BON S.A.
This Dominican Republic company was incorporated on August 26, 1974; it has an indefinite term. Its main domicile is in Santo Domingo Oeste, the Dominican Republic.

Its business purpose includes the manufacture, packaging, distribution, sale and franchise of ice cream and products of this kind, throughout the country and abroad.

Industrias Aliadas S. A. S.
This Colombian company was incorporated on September 21, 1988, through Public Deed Number 4349, granted in the Office of the Second Notary Public of Ibagué. Its term is until September 21, 2038, and its main domicile is in Ibagué.

Its business purpose is to purchase, sell, dry, sort and export coffee. In general, the company conducts all activities related to the coffee industry.

Industrias Alimenticias Hermo de Venezuela S. A.
This Venezuelan company was incorporated on December 12, 1995; its term is until December 12, 2094. Its main domicile is in Caracas, Venezuela.

Its business purpose includes the production, import, export and commercialization of food and products in general. Likewise, it may invest resources or have holdings under any associative form authorized by law.

Industria Colombiana de Café S. A. S. (Colcafé)
This Colombian company was incorporated on June 1, 1950, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 18, 2009. It has an indefinite term and its main domicile is in Medellín, Antioquia.

Its business purpose is to assemble and exploit coffee industry and food industry activities in general, and those of directly related businesses, as well as conduct any other legal economic activity.

Industria de Alimentos Zenú S. A. S.
This Colombian company was incorporated on August 20, 2002, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 17, 2009. It has an indefinite term and its main domicile is in Medellín, Antioquia.

Its business purpose is to conduct food industry activities in general, as well as for those substances used as ingredients in foods and, in particular, meat, including the processing and utilization of by–products from beef, pork, sheep, fish and other animal species; the slaughter and preparation of large or small livestock and the purchase, sale, transport, distribution, import and export of meat. It may also process meat and prepare sausages, soups, extracts, fats, canned meat, spices, condiments, dairy products, cottage cheese, eggs and food substances for animals; the distribution, sale, import, export and marketing in general of the elements mentioned above in their natural state or industrially prepared by the company or by others. In addition, it may distribute, sell and trade in general products for popular consumption susceptible to being distributed through the same channels. It may also invest in or apply resources or have holdings under any associative forms authorized by law and conduct any other legal economic activity.

La Recetta Soluciones Gastronómicas Integradas S. A. S.
This Colombian company was incorporated on April 11, 2008, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 25, 2010. The company term will expire on December 31, 2050, and its main domicile is in Cota, Cundinamarca.

Its business purpose is to distribute products of any nature through the institutional channel on its own behalf or for third parties; these products include mass–consumption foods and products, with its own brands or with third–party brands, as well as packaging and packing the products.

Litoempaques S. A. S.
This Colombian company was incorporated on March 16, 1995, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 18, 2009. It has an indefinite term and its main domicile is in Medellín, Antioquia.

Its business purpose is to exploit metallurgical and packing industry activities in general and, in particular, to produce or manufacture and/or assemble, and/or market bottles, lids and packaging made of any material and for any use. It may also do lithography work in metal or in any other material for all kinds of industries; to sell, distribute, import, export and trade all of the above elements in general, whether produced by the company or by other manufacturers, as well as the raw materials or supplies used in the metallurgical industry and packing industry. It may also conduct any other legal economic activity.

Meals Mercadeo de Alimentos de Colombia S. A. S.
This Colombian company was incorporated on January 29, 1964, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 17, 2009. It has an indefinite term and its main domicile is in Bogotá, Cundinamarca.

Its business purpose is to exploit the food industry in general and, in particular, ice cream, dairy beverages, deserts, yoghurts, juices, refreshments, and fruit–based prepared food; to conduct business activities directly related to this industry. In general, it may distribute, sell and trade the products mentioned above, produced by the company or by other manufacturers, as well as the raw materials, materials or supplies used in the industry to produce food, as well as distribute, sell and trade in general popular products that are susceptible to being distributed through the same channels. It may also invest in or apply resources or have holdings under any of the associative forms authorized by law, and conduct any other legal economic activity.

Molinos Santa Marta S. A. S.
This Colombian company was incorporated on April 18, 1980, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 18, 2009. It has an indefinite term and its main domicile is in Medellín, Antioquia.

Its business purpose is to mill grain, as well as develop the businesses and activities that are directly related to the milling industry and conduct any other legal economic activity.

Novaventa S. A. S.
This Colombian company was incorporated on October 3, 2000, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 17, 2009. It has an indefinite term and its main domicile is in Medellín, Antioquia.

Its business purpose is to commercialize and distribute food products, raw materials and elements used in the food industries and manage specialized channels to commercialize these products and other articles that are susceptible to being distributed through the same channels. It may also provide maintenance services for equipment used to commercialize the items mentioned above, and conduct any other legal economic activity.

Nutresa de Chile S.A.
This Chilean company was incorporated on August 5, 2013; it has an unlimited term, and its domicile is in Santiago de Chile.

Its business purpose is to invest in all kinds of moveable and immovable, tangible and intangible property, shares, bonds, securities, debentures, rights or other business effects in general, being able to manage and receive their fruits.

Nutresa S. A. de C. V.
This Mexican company was incorporated on May 8, 1981, with a term of 99 years. Its main domicile is in the State of Mexico.

Its business purpose is the manufacture and purchase and sale of all kinds of food and nutritional products, food, nutritional beverages and dietary products. It may also assemble all the products elaborated and semi–elaborated by third parties, using its own machinery or that of others, among others, and all the activities necessary to fulfill the business purpose.

Opperar Colombia S. A. S.
A Colombian company domiciled in Medellín, it was incorporated on June 18, 2014, with an indefinite term.

Its business purpose is the provision of cargo–transport services, under any modality, with its own equipment or that of third parties, both nationally and internationally, and conducting logistics operations in general and its related activities.

Pastas Comarrico S. A. S.
This Colombian company was incorporated on November 30, 2004, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 18, 2009. It has an indefinite term and its main domicile is in Barranquilla, Atlántico.

Its business purpose is to conduct food industry activities in general and, in particular, to manufacture and/or commercialize flours, pasta, prepared food made from cereals and their derivatives, as well as conduct business activities directly related to this industry, and to conduct any other legal economic activity.

Productos Alimenticios Doria S. A. S.
This Colombian company was incorporated on November 18, 1966, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 13, 2009. It has an indefinite term and its main domicile is in Mosquera, Cundinamarca.

Its business purpose is to exploit food industry activities in general and, in particular, flours and prepared foods made from cereals and their derivatives, pastas among others, and conduct businesses directly related to this industry. It may also distribute and, in general, market food products, raw materials and elements used in the food industry, and the manufacture of flours and preparations made from cereals and their derivatives. It may also invest in or apply resources or have holdings under any legal associative form, and conduct any other legal economic activity.

Serer S. A. de C. V.
This Mexican company was incorporated on October 31, 1972, with a term of 99 years. Its main domicile is in the State of Mexico.

Its business purpose is the manufacture and purchase and sale of all kinds of food products, as well as their elaboration by assembly and all the activities necessary to fulfill the business purpose.

Servicios Nutresa S. A. S.
This Colombian company was incorporated on April 21, 2006, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 17, 2009. It has an indefinite term and its main domicile is in Medellín, Antioquia.

Its business purpose is to provide in Colombia and/or abroad specialized business services in areas such as risk management and insurance; legal, auditing and control assistance, accounting, taxes, negotiation in purchases, financial planning, human–resource support and development processes, administrative services, informational technology, treasury matters and any other service that can create value for its clients. In addition, it may invest in or apply resources or have holdings under any of the associative forms authorized by law, and conduct any other legal economic activity.

Setas Colombianas S. A.
This Colombian company was incorporated on December 16, 1991. Its term is until December 16, 2041, and its main domicile is in Medellín, Antioquia.

Its business purpose is to exploit, cultivate, produce, process, distribute and commercialize mushrooms and, in general, food industry products for human consumption and food for animals, and conduct business activities directly related to the food industry. It may also invest in livestock, farming and industrial units or businesses to process, exploit or distribute products for human consumption and food for animals.

Tropical Coffee Company S. A. S.
This Colombian company was incorporated on March 31, 1950, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 18, 2009. It has an indefinite term and its main domicile is in Medellín, Antioquia.

Its business purpose is to assemble and exploit coffee industry and food industry activities in general, and to conduct directly related business activities. In addition, it can conduct any other legal economic activity.

Tresmontes Lucchetti S. A.
This Chilean company was incorporated on February 9, 2004; it has an unlimited term, and its domicile is in Santiago de Chile.

Its business purpose is to provide administration, management, managerial, accounting, auditing, supply, distribution, transport, personnel, computer programming, methods and system services. It may also participate in all kinds of civil or commercial companies, whether they be collective, stock corporations, share, limited liability or limited, the latter may participate as a managing or limited partner.

On March 31, 2014, the company was split and part of its patrimony passed to Tresmontes Lucchetti Dos S. A. ON October 30, 2014, Tresmontes Lucchetti S. A. absorbed the company Tresmontes Lucchetti Internacional S. A.

Tresmontes Lucchetti S. A. develops its activity through 17 subordinates companies, which are described next:

Tresmontes Lucchetti Agroindustrial S. A.
This Chilean company was incorporated on August 7, 2003; it has an unlimited term, and its domicile is in Santiago de Chile.

Its business purpose is the farming and agricultural exploitation and the elaboration, manufacturing, packaging and transformation of fresh, frozen or preserved food products from farming and the sea in all its forms, and the commercialization and distribution throughout the country or abroad, on its own account or that of others.

Tresmontes Lucchetti Internacional S. A.
This Chilean company was incorporated on April 25, 1989; it has an unlimited term, and its domicile is in Santiago de Chile.

Its business purpose is the distribution, commercialization and sale of food products and mass consumer goods.

Tresmontes Lucchetti Servicios S. A.
This Chilean company was incorporated on October 16, 1989; it has an unlimited term, and its domicile is in Santiago de Chile.

Its business purpose is investment, either through the acquisition and transfer of any title of shares, bonds, securities, commercial effects and financial instruments, as well as through its participation in commercial or civil companies, acquiring rights or shares in them.

Tresmontes S. A.
This Chilean company was incorporated on July 1, 2014 and inscribed in the Office of the Curator of Real Estate on October 16, 2014. Its domicile is in Valparaíso, Chile.

Its business purpose is the elaboration, production, commercialization, promotion, distribution, import and export of food products in general; the representation and commercialization of all kings of goods that are directly or indirectly related to the gastronomic area, as well as participating in all types of civil or commercial companies, whether they are collective, in commandite, being able to attend as a commandite partner or manager in the latter, anonymous or limited responsibility companies, whatever their purpose.

Modifications:On September 1, 2014, the company split and part of its patrimony passed to four new companies: Tresmontes Lucchetti Internacional S .A., Inmobiliaria Tresmontes Lucchetti S. A., Lucchetti Chile S. A. and Inversiones Agroindustrial S. A.

The company absorbed the company Tresmontes S. A. on December 31, 2014.

Deshidratados S. A.
This Chilean company was incorporated on August 1, 2005; it has an unlimited term, and its domicile is in Santiago de Chile.

Its business purpose is the production and commercialization of dehydrated soups and broths.

This company was dissolved on December 30, 2014.

Envasadora de Aceites S. A.
This Chilean company was incorporated on July 19, 2004; it has an unlimited term, and its domicile is in Santiago de Chile.

Its business purpose is bottle, commercialize and export all kinds of food products produced by third parties.

This company was dissolved on December 30, 2014.

Inmobiliaria Tresmontes Lucchetti S. A.
This Chilean company is domiciled in Santiago de Chile, Chile. It was incorporated on September 1, 2014. It was inscribed in the Curator of Real Estate on October 16, 2014.

Its business purpose is to invest in real or personal, tangible or intangible real estate for itself or for others. The purchase, sale, exchange, lease, acquisition or transfer, in any form, of tangible or intangible, movable or immovable property, as well as the exploitation and administration thereof, whether it is their own or that of others; and the participation in all kinds of civil or commercial companies, whether they are collective, anonymous, limited responsibility or in commandite, being able to attend as a commandite partner or manager in the latter.

This company absorbed the company Inmobiliaria Tresmontes Lucchetti S. A. on December 31, 2014.

Inversiones Agroindustrial Ltda.
This Chilean company was incorporated on August 9, 2010; it had an initial term of five (5) years, after which it is automatically and successively renewed for five (5) year periods each, unless one of the partners manifests its intention to terminate it. Its domicile is in Santiago de Chile.

Its business purpose is the investment in all kinds of tangible or intangible property, including the rights and shares in all types of companies, communities and associations, whatever their civil or commercial, national or foreign purpose may be, and all kinds of securities with the sole purpose of obtaining the income that these investments generate.

The company was dissolved on October 30, 2014, for having met all the corporate rights under Inversiones Agroindustrial S. A., which was its legal successor.

Inversiones Agroindustrial S. A. was dissolved on December 11, 2014, for having met all the actions under Nutresa de Chile S. A. (absorbing company).

Inversiones y Servicios Tresmontes Ltda.
This Chilean company was incorporated on March 16, 2004; it had an initial term of ten (10) years, after which it is automatically and successively renewed for five (5) year periods each, unless one of the partners manifests its intention to terminate it. Its domicile is in Santiago de Chile.

Its business purpose is the investment, in any capacity, in any kind of tangible or intangible property, real estate or furniture, as well as the exploitation and administration thereof, whether it is their own or that of others, for its own account or than of others, and the participation in all kinds of companies.

The company was dissolved on October 30, 2014, for having met all the corporate rights in the hands of Lucchetti Chile, S. A. (absorbing company).

Lucchetti Chile S. A.
This Chilean company was incorporated on September 1, 2014. It was inscribed in the Curator of Real Estate on October 16, 2014.

Its business purpose is the exploitation of the milling industry for cereals, the manufacture and commercialization of pastas, flours, cereal derivatives and all kinds of food products and goods suitable for human and animal consumption, as well as providing services related to food for persons or animals.

This company absorbed the company Lucchetti Chile S. A. on December 31, 2014.

Novaceites S. A.
This Chilean company was incorporated on May 27, 2007; it has an unlimited term, and its domicile is in Santiago de Chile.

Its business purpose is the import, distribution, commercialization, purchase and sale, for its own account or that of others, of vegetable oils for human consumption.

Promociones y Publicidad Las Américas S. A.
This Panamanian company was incorporated on August 31, 1998; it has a perpetual term, but it may be dissolved beforehand in accordance with the law. Its domicile is in Panama City, Panama.

Its business purpose is to carry out activities related to the advertising and promotion of all types of goods and services; establish, manage and conduct the business of a financial and investment company; purchase, sell and negotiate all types of goods for consumption, shares, bonds and securities of all kinds, among others.

Servicios Tresmontes Lucchetti S. A. de C. V.
This Mexican company was incorporated on December 1, 2009; it has a term of 99 years, and its domicile is in the Distrito Federal.

Its business purpose is to promote, establish, organize, exploit and take interest in the capital and patrimony of all types of mercantile or civil companies; industrial, commercial, service associations or companies or of any type, both domestic and foreign, as well as participate in their administration and liquidation, acquisition, disposal and, in general, the negotiation of all types of shares, stock and any security permitted by law. It may also provide and contract management, managerial, consulting, consultancy services and the operation of companies and, in general, provide professional services and assistance to companies and/or individuals, in whatever manner this is presented.

Sociedad Colectiva Civil Inmobiliaria y Rentas Tresmontes Lucchetti
This Chilean company was incorporated on October 26, 2010; it had an initial term of five (5) years, after which it is automatically and successively renewed for one (1) year periods each, unless one of the partners manifests its intention to terminate it. Its domicile is in Santiago de Chile.

Its business purpose is the investment in securities and real estate, for which it may acquire all types of tangible and intangible, moveable and immovable property, administer those properties, give them and take them on lease and receive their income, in Chile or abroad.

Comercializadora TMLUC S. A. de C. V.
This Mexican company was incorporated on October 2, 2008; it has a term of 99 years, and its domicile is in the Distrito Federal.

Its business purpose is the manufacture, distribution, sale and purchase, import, export and commercialization of products for human consumption permitted by law, including – but not limited to – all types of non–alcoholic beverages, foods, food supplements and nutritional complements. It may establish agencies or branch offices in the Mexican States and/or abroad, and provide technical, professional, administrative and consulting services related to the business purpose, as well as hire workers, technicians, distributors and administrative personnel.

Tresmontes Lucchetti México S. A. de C. V.
This Mexican company was incorporated on September 22, 2005; it has a term of 99 years, and its domicile is in the Distrito Federal.

Its business purpose is the manufacture, distribution, sale and purchase, import and commercialization of products for human consumption permitted by law, including – but not limited to – all types of non–alcoholic beverages, foods, food supplements and nutritional complements. It may establish agencies or branch offices in the Mexican States and/or abroad, and provide technical, professional, administrative and consulting services related to the business purpose, as well as hire workers, technicians, distributors and administrative personnel.

Tresmontes Lucchetti Servicios S. A. de C.V.
This Mexican company, domiciled in Mexico City, Mexico, was incorporated on March 20, 2014, and inscribed in the Directorate General of Public Registry of Property and Commerce on March 28, 2014.

Its business purpose is the manufacture and commercialization of products for human consumption; providing and contracting professional and assistance services to companies and/or persons; and establishing agencies or branch offices, among others.

TMLUC Perú S. A. C.
This Peruvian company was incorporated on April 7, 1997; its domicile is in Lima, Peru.

Its business purpose is the sale and purchase, exchange, import, export, consignment, distribution and commercialization of food products in general, as well as goods, raw materials, machinery and accessories related to the food industry; the extraction, transformation, production and elaboration of juices, soft drinks, instant beverages and food products in general, and the exercise of all types of mandates, representations, agencies, commissions, consignments, business management and administration in general.

TMLUC Argentina S. A.
This Argentinian company was incorporated on February 1, 2010; it has a term of 99 years, and its domicile is in Buenos Aires.

Its business purpose is the manufacture, extraction, transformation, elaboration, division, production, representation and agency, promotion, distribution and wholesale and retail commercialization, import and export, purchase, sale, transfer and consignment of all kinds of food products for human consumption.

NOTE 2 bases of preparation

For the preparation of the financial statements and the accounting records, the Parent Company and its subsidiary companies observed generally accepted accounting principles, which are prescribed by law and by the respective supervision and control entities in Colombia. Notwithstanding these principles, the group of companies applies accounting practices and policies adopted by the Parent Company, which, in the case of the subsidiary companies located abroad, do not substantially differ from the accounting practices used in the countries of origin and/or that have been approved for those that generate a significant impact on the consolidated financial statements.

2.1 BASIS OF MEASUREMENT

The consolidated financial statements have been prepared on the historical cost basis, except for the valuation of a reasonable value of certain financial instruments as described in the policies described further on.

2.2 FUNCTIONAL CURRENCY AND CURRENCY OF PRESENTATION

The consolidated financial statements are presented in Colombian Pesos (COP), the functional currency of Grupo Nutresa S. A.

NOTE 3 Acquisitions

In 2014, no new companies were acquired.

ACQUISITIONS IN 2013

Tresmontes Lucchetti (TMLUC)

On July 18, 2013, Grupo Nutresa S. A. signed an agreement to acquire 100% of the shares in the Chilean company Tresmontes Lucchetti S. A. In accordance with the agreement, the value to be paid for the company was USD 758 million, equivalent to 12,6 times the EBITDA of this company as of December 31, 2012.

After the adjustments agreed upon, product of the confirmatory due diligence, a final Enterprise Value (EV) of USD 739.3 million was reached; this is equivalent to an EV / EBITDA multiple of 12,3. In discounting the TMLUC financial debt of USD 126 million, the value paid was USD 605.3 million, subject to final adjustments for working capital and financial debt after the close.

Tresmontes Lucchetti is a Chilean food company with 120 years of tradition. In Chile, it participates in the categories of cold instant beverages, tea, juices, coffee, pastas, snacks, edible oils, soups and desserts. Additionally, its cold instant beverage business has significant international presence in Mexico, the United States, Central America and South America.

In its country, Tresmontes Lucchetti is the leader in the cold instant beverage category with the brands Zuko and Livean. It is second in the pasta category (Lucchetti and Talliani) and coffee (Gold and Monterrey), and an important player in snacks (Kryzpo), edible oils (Miraflores), juices (Yuz and Livean), soups (Naturezza), desserts (Livean) and tea (Zuko and Livean).

Its presence is highlighted throughout the Mexican territory, where it has a wide distribution network, which has positioned it as the second player in the category of cold instant beverages.

The transaction included the following companies:

1. Tresmontes Lucchetti S. A.
2. Tresmontes Lucchetti Agroindustrial S. A.
3. Tresmontes Lucchetti Internacional S. A.
4. Tresmontes Lucchetti Servicios S. A.
5. Tresmontes S. A.
6. Deshidratados S. A.
7. Inmobiliaria Tresmontes Lucchetti S. A.
8. Inversiones Agroindustrial Ltda.
9. Inversiones y Servicios Tresmontes Ltda.
10. Lucchetti Chile S. A.
11. Sociedad Colectiva Civil Inmobiliaria y Rentas Tresmontes Lucchetti
12. Envasadora de Aceites S. A.
13. Novaceites S. A.
14. Comercializadora TMLUC S. A. de C. V.
15. Servicios Tresmontes Lucchetti S. A. de C. V.
16. Tresmontes Lucchetti México S. A. de C. V.
17. TMLUC Perú S. A. C.
18. Promociones y Publicidad Las Américas S. A.
19. TMLUC Argentina S. A.

Dan Kaffe (Malaysia) Sdn. Bhd. ("DKM")

On December 11, 2012, Grupo Nutresa S. A., through its subsidiary industry Colombiana de Café S. A. S. (Colcafé), entered into an agreement by which it acquired a 44% stake of the Malaysian company Dan Kaffe (Malaysia) Sdn. Bhd. ("DKM"). The other shareholders of this company are: Mitsubishi Corporation, the Japanese multinational company and one of the largest and most recognized conglomerates of this country, with a 30% stake; and Takasago International Corporation, one of the world leaders in flavors and aromas, with a 26% stake.

Founded in 1994, DKM is one of the largest Malaysian companies dedicated to the production of soluble coffee and coffee extracts. Its plant is located in Johor Bahru, 25 kilometers from the port of Singapore, the business hub of Southeast Asia. This company is an important platform to do business, since it has access to competitive raw materials, good international–commerce logistics chains, qualified labor, political stability and an attractive judicial system to do business.

The agreement mention was perfected on February 15, 2013, the date on which the payment of USD 14,4 million and the respective transfer of shares were made.

We now detail the assets and liabilities assumed on the date of acquisition of the companies:

		2013
Acquisitions		**TMLUC**
Current assets	$	317.283
Non – current assets		340.098
Total assets	$	657.381
Current liabilities		369.324
Non-current liabilities		108.530
Total liabilities	$	477.854
Minority stake		16.107
Equity	$	163.420
Results before the acquisition		($ 4.478)
Cash received		12.935
Working capital		(52.041)
Financial obligations received		309.445
Goodwill acquired (1)		966.730
Value paid	$	1.130.150

NOTE 4 Summary of significant accounting policies

4.1 BASES OF CONSOLIDATION

4.1.1 FINANCIAL INFORMATION

The consolidated financial statements include the accounts of the Parent Company and its subsidiary companies. All significant intra–company balances and transactions were eliminated in the consolidation and the unrealized profits or losses have also been eliminated.

The accounting policies and practices are uniformly applied by the Parent Company and its subsidiary companies and/or approvals are made for those companies that generate a significant impact on the consolidated financial statements.

Below is the consolidated participation of the Parent Company in the equity of its subsidiary companies and their financial information. The figures presented were taken from the financial statements of the subsidiary companies as of December 31, certified and audited subject to the current legal regulations.

	YEAR 2014					YEAR 2013				
Company	**Consolidated share**	Assets	**Liabilities**	**EQUITY**	**Profit (loss)**	**Consolidated share**	**Assets**	**Liabilities**	**EQUITY**	**Profit (loss)**
Alimentos Cárnicos S.A.S.	100,00%	1.517.160	987.467	529.693	49.459	100,00%	1.364.261	910.820	453.441	68.978
Alimentos Cárnicos Zona Franca Santafé S.A.S.	100,00%	65.904	60.347	5.557	57	100,00%	66.548	61.048	5.500	(594)
Alimentos Carnicos de Panamá (1)	100,00%	140.951	77.316	63.635	1.051	100,00%	114.958	64.720	50.238	(6.225)
Compañía de Galletas Noel S.A.S.	100,00%	1.419.844	430.094	989.750	93.806	100,00%	1.379.606	428.671	950.935	70.032
Compañía de Galletas Pozuelo DCR, S.A. (1)	100,00%	604.363	67.592	536.771	24.804	100,00%	497.743	57.944	439.799	54.077
Comercial Pozuelo Panamá S.A. (1)	100,00%	38.947	24.597	14.350	(1.497)	100,00%	36.278	23.279	12.999	(258)
Compañía Nacional de Chocolates de DCR, S.A. (1)	100,00%	39.748	4.591	35.157	1.205	100,00%	33.551	4.313	29.238	1.701
Compañía Nacional de Chocolates de Perú S.A.	100,00%	368.712	59.467	309.246	7.520	100,00%	307.773	48.791	258.982	7.501
Compañía Nacional de Chocolates S.A.S.	100,00%	1.305.048	429.552	875.496	38.128	100,00%	1.144.327	349.247	795.080	66.701
Cordialsa Boricua Empaque Inc. (1)	100,00%	4.881	0	4.881	(421)	100,00%	5.157	821	4.336	(334)
Cordialsa Costa Rica S.A. (1)	100,00%	0	0	0	0	100,00%	534	0	534	9
Comercial Pozuelo El Salvador S.A. (1)	100,00%	9.052	8.718	334	(366)	100,00%	5.340	4.719	621	(481)
Cordialsa USA Inc. (1)	100,00%	14.387	11.289	3.098	(274)	100,00%	7.474	4.714	2.760	(130)
Cordialsa Noel de Venezuela S.A. (1)	100,00%	14.694	4.336	10.358	956	100,00%	46.838	10.914	35.924	3.251
Comercial Pozuelo Nicaragua S.A. (1)	100,00%	6.415	6.332	83	(1.501)	100,00%	5.723	7.981	(2.258)	(2.189)
Gestión Cargo Zona Franca S.A.S.	100,00%	201.527	166.474	35.053	8.344	100,00%	47.769	21.064	26.705	8.711
Grupo Nutresa S.A.	100,00%	8.285.171	71.276	8.213.895	377.453	100,00%	7.507.098	83.554	7.423.544	379.896
Industria Colombiana de Café S.A.S. Colcafé	100,00%	981.404	397.383	584.021	61.913	100,00%	878.398	326.609	551.789	62.124
Industria de Alimentos Zenú S.A.S.	100,00%	440.586	184.088	256.498	13.394	100,00%	485.710	191.061	294.649	(2.877)

	YEAR 2014					YEAR 2013				
Company	**Consolidated share**	Assets	**Liabili-ties**	**EQUITY**	**Profit (loss)**	**Consoli-dated share**	**Assets**	**Liabili-ties**	**EQUITY**	**Profit (loss)**
Industrias Alimenticias Hermo de Venezuela S.A. (1)	100,00%	140.756	40.923	99.833	13.613	100,00%	307.725	87.972	219.753	(8.544)
La Recetta Soluciones Gastronómicas Integradas S.A.	70,00%	43.963	40.810	3.153	49	70,00%	41.059	37.830	3.229	(1.568)
Litoempaques S.A.S.	100,00%	27.405	3.573	23.832	1.081	100,00%	24.531	1.993	22.538	(73)
Meals Mercadeo de Alimentos de Colombia S.A.S.	100,00%	554.065	235.317	318.748	17.130	100,00%	507.808	228.356	279.452	23.584
Molinos Santa Marta S.A. S.	100,00%	109.838	18.800	91.038	1.840	100,00%	99.748	16.864	82.884	5.839
Novaventa S.A S	100,00%	147.093	53.443	93.650	23.759	100,00%	111.652	55.085	56.567	10.812
Nutresa S.A. de C.V. (1)	100,00%	106.266	29.864	76.402	6.098	100,00%	69.259	20.144	49.115	7.668
Pastas Comarrico S.A.S.	100,00%	30.584	2.002	28.582	1.931	100,00%	27.626	1.432	26.194	1.356
Productos Alimenticios Doria S.A.S.	100,00%	201.710	51.746	149.964	12.695	100,00%	183.123	48.752	134.371	12.933
Serer S.A. de C.V. (1)	100,00%	13.240	6.708	6.532	1.191	100,00%	9.763	5.893	3.870	643
Servicios Nutresa S.A.S.	100,00%	656.313	654.616	1.697	402	100,00%	431.451	430.156	1.295	486
Setas Colombiana S.A.	99,48%	66.592	5.911	60.681	4.522	99,31%	63.419	6.429	56.990	5.150
Comercial Nutresa S.A.S.	100,00%	212.193	169.358	42.835	(707)	100,00%	204.786	161.222	43.564	5.979
Industrias Aliadas S.A.S.	100,00%	81.656	4.300	77.356	5.061	100,00%	76.381	5.827	70.554	9.228
Tropical Coffe Company S.A.S.	100,00%	27.856	3.035	24.821	(828)	100,00%	30.417	2.624	27.792	208
Corporación Distribuidora de Alimentos S.A. (1)	100,00%	36.788	28.221	8.567	1.616	100,00%	24.900	19.557	5.343	1.177
Comercial Pozuelo Guatemala S.A. (1)	100,00%	18.788	13.587	5.201	1.982	100,00%	13.661	11.485	2.176	(435)
Helados Bon S.A. (1)	81,18%	27.823	14.478	13.345	2.445	81,18%	21.461	12.314	9.147	1.941
Abimar Foods (antes Fehr Foods Inc). (1) (2)	100,00%	147.310	68.212	79.098	14.598	100,00%	72.842	23.562	49.280	9.775
American Franchising Corp.(1)	100,00%	51.247	0	51.247	991	100,00%	30.917	31	30.886	1.121
Americana de Alimentos Ameral S.A. (1)	100,00%	459	22	437	115	100,00%	538	278	260	162
Americana de Alimentos S.A. de C.V. (1)	100,00%	166	132	34	12	100,00%	92	78	14	(67)
Compañía Americana de Helados S.A. (American Ice C) (1)	100,00%	19.141	5.516	13.625	2.132	100,00%	13.749	4.135	9.614	2.587
Distribuidora Pops S. A.(1)	100,00%	6.684	6.267	417	(838)	100,00%	4.423	3.302	1.121	(612)
Fransouno S.A. (1)	100,00%	689	218	471	(23)	100,00%	595	163	432	10
Guate-Pops S. A. (1)	100,00%	1.680	1.133	547	120	100,00%	1.399	1.053	346	193
Heladera Guatemalteca S.A.(1)	100,00%	1.666	238	1.428	(140)	100,00%	1.525	278	1.247	(150)
Helados H D S. A. (1)	100,00%	1.976	301	1.675	209	100,00%	1.453	217	1.236	269
Industrias Lácteas de Costa Rica S.A. (1)	100,00%	21.432	2.142	19.290	3.673	100,00%	15.771	2.834	12.937	3.341

	YEAR 2014					YEAR 2013				
Company	**Consolidated share**	Assets	**Liabilities**	**EQUITY**	**Profit (loss)**	**Consolidated share**	**Assets**	**Liabilities**	**EQUITY**	**Profit (loss)**
Industrias Lácteas Nicaragua S.A. (1)	100,00%	919	247	672	124	100,00%	649	204	445	108
Inmobiliaria Nevada S.A. (1)	100,00%	7.439	123	7.316	957	100,00%	5.500	144	5.356	971
Nevada Guatemalteca S.A. (1)	100,00%	2.024	11	2.013	153	100,00%	1.447	10	1.437	135
Pops One LLC (1)	98,00%	8	1	7	(327)	98,00%	272	29	243	(166)
Pops Two LLC (1)	98,00%	26	1	25	(283)	98,00%	256	8	248	(200)
Opperar Colombia S.A.S.	100,00%	712	7	705	5	0	0	0	0	0
Nutresa Chile S. A. (1)	100,00%	1.302.504	49.564	1.252.940	5.736	100,00%	1.210.879	55.333	1.155.546	22.290
Tresmontes Lucchetti S.A.(1)	100,00%	466.939	348.895	118.044	9.123	100,00%	749.649	538.841	210.808	18.609
Tresmontes Lucchetti Agroindustrial S.A. (1)	100,00%	78.358	456	77.902	10.680	100,00%	62.438	1.160	61.278	1.226
Tresmontes Lucchetti Internacional S.A. (1)	100,00%	80.587	53.817	26.770	(6.541)	100,00%	74.898	43.065	31.833	(196)
Tresmontes Lucchetti Servicios S.A. (1)	100,00%	93.371	19.300	74.071	4.032	100,00%	85.540	22.557	62.983	2.479
Tresmontes S.A. (1) (2)	100,00%	1.130.427	578.191	552.236	136.456	100,00%	575.477	496.339	79.138	(4.347)
Deshidratados S.A. (1) (2)	100,00%	0	0	0	0	100,00%	7.200	1.356	5.844	37
Inmobiliaria Tresmontes Lucchetti S.A. (1) (2)	100,00%	208.830	27.858	180.972	11.310	100,00%	121.444	33.494	87.950	681
Inversiones Agroindustrial Ltda. (1) (2)	100,00%	0	0	0	0	100,00%	186.977	34.832	152.145	8.705
Inversiones y Servicios Tresmontes Ltda. (1) (2)	100,00%	0	0	0	0	100,00%	168.490	126	168.364	(1.637)
Lucchetti Chile S.A. (1) (2)	100,00%	632.487	118.766	513.721	51.550	100,00%	192.648	114.412	78.236	(2.319)
Sociedad Colectiva Civil Inmobiliaria y Rentas Tresmontes Lucchetti (1)	100,00%	101.967	0	101.967	0	100,00%	95.062	0	95.062	0
Envasadora de Aceites S.A. (1)(2)	100,00%	0	0	0	0	100,00%	19.537	842	18.695	524
Novaceites S.A. (1)	50,00%	61.814	22.124	39.690	3.899	50,00%	54.909	22.676	32.233	985
Comercializadora TMLUC S.A. de C.V. (1)	100,00%	158	0	158	(3)	100,00%	146	0	146	0
Servicios Tresmontes Lucchetti S.A. de C.V. (1)	100,00%	3.161	3.710	(549)	142	100,00%	2.768	3.395	(627)	433
Tresmontes Lucchetti México S.A. de C.V. (1)	100,00%	205.055	116.318	88.737	(640)	100,00%	70.844	22.218	48.626	1.182
TMLUC Perú S.A.C. (1)	100,00%	3.979	2.071	1.908	(346)	100,00%	5.139	3.113	2.026	60
Promociones y Publicidad Las Américas S.A. (1)	100,00%	3.911	13.929	(10.018)	8.449	100,00%	2.977	19.182	(16.205)	204
TMLUC Argentina S.A. (1)	100,00%	2.349	2.909	(559)	(11.451)	100,00%	10.884	13.709	(2.825)	(1.776)
TMLUC Servicios Industriales, S.A. de C.V. (1) (2)	100,00%	370	355	14	6	0	0	0	0	0

(1) As of December 31, 2014 and 2013, the Parent Company had no direct investment in these companies. However, it has a majority share through the subordinated companies.

(2) As of December 31, 2014, a corporate restructuring was carried out in TMLUC.

4.1.2 CONSOLIDATION METHODOLOGY

The consolidation method used to prepare the consolidated financial statements is the so–called "Global Integration Method."

Using this methodology, all the assets, liabilities, equity and results of the subordinated companies are incorporated into the financial statements of the parent or controlling company, after the parent or controlling company has eliminated the investments it has made in the equity of its subordinated companies and the investments that the subordinated companies have made among each other, as well as the reciprocal operations and balances that existed on the cut–off date of the consolidated financial statements.

The procedure stated below was followed to prepare the consolidated financial statements.

a) Determine the Parent Company and the subordinated companies to be consolidated, pursuant to the existing economic relationship and current legal provisions.
b) Obtain the financial statements of the Parent Company and of the companies to be consolidated.
c) Verify the uniformity of the accounting bases used by the companies to be consolidated and adjust them in the material aspects to the accounting principles generally accepted in Colombia.
d) Convert the financial statements of the subordinated companies abroad into Colombian Pesos before starting the consolidation process, using some of the guidelines established in NIC 29 as a base. For those companies that belong to countries whose economy is no longer considered hyperinflationary, we take the figures expressed in the current measurement unit at year end, adjusted for inflation.
e) The monetary conversion adjustment of the subordinated companies abroad is recorded in the Shareholders' Equity.
f) Verify that the reciprocal balances match. If there are differences, they are reconciled and adjusted.
g) Prepare a worksheet for the consolidation.
h) Determine the minority stake in the shareholders' equity and the profits and losses of the subordinated companies.
i) Eliminate the intra–company balances and transactions.
j) Prepare the consolidated financial statements with their corresponding notes.

4.1.3 EFFECT OF THE CONSOLIDATION

The effect of the consolidation on the assets, liabilities, profits and equity of Grupo Nutresa S. A. (Parent Company) is the following:

Reconciliation of Assets		**2014**		**2013**
Parent Company's assets	$	8.285.171	$	7.507.098
Subordinate Companies' assets		14.316.397		12.526.094
Subtotal		**22.601.568**		**20.033.192**
Eliminations and reclassifications due to the effect of the consolidation:				
Debtor accounts		(2.468.149)		(2.046.950)
Inventories		(22.585)		4.882
Investments (Cost plus valuations)		(8.262.435)		(7.366.639)
Property, plant and equipment (Cost plus valuation)		(95.737)		(61.285)
Intangible assets and other assets		(221.770)		17.298
Total eliminations and reclassifications		**(11.070.676)**		**(9.452.694)**
TOTAL CONSOLIDATED ASSETS	**$**	**11.530.892**	**$**	**10.580.498**

Reconciliation of Liabilities		**2014**		**2013**
Parent Company's liabilities	$	71.276	$	83.554
Subordinate Companies' liabilities		5.739.162		5.133.625
Subtotal		**5.810.438**		**5.217.179**
Eliminations and reclassifications due to the effect of the consolidation:				
Commercial checking accounts, supplier accounts and accounts payable		(2.457.679)		(2.028.305)
Deferred liabilities and other liabilities		(44.372)		(38.447)
Total eliminations and reclassifications		**(2.502.051)**		**(2.066.752)**
TOTAL CONSOLIDATED LIABILITIES	**$**	**3.308.387**	**$**	**3.150.427**

Reconciliation of Profits		**2014**		**2013**
Parent Company's profit	$	377.453	$	379.896
Subordinate Companies' profit		634.343		466.523
Subtotal	**$**	**1.011.796**	**$**	**846.419**
Adjustments and eliminations due to the effect of the consolidation:				
Profit from holding method		(387.912)		(428.235)
Minority stake		(2.411)		(416)
Homologation NIIF Chile		(176.678)		
Loss (profit) before acquisition of companies		-		4.478
Net result generated from operations among the companies and other companies		(67.224)		(42.011)
Total eliminations and reclassifications	**$**	**(634.225)**	**$**	**(466.184)**
TOTAL CONSOLIDATED NET PROFIT	**$**	**377.571**	**$**	**380.235**

Reconciliation of Equity		**2014**		**2013**
Parent Company's equity		8.213.895		7.423.544
Subordinate Companies' equity		8.577.236		7.392.468
Subtotal	**$**	**16.791.131**	**$**	**14.816.012**
Eliminations due to the effect of the consolidation:				
Company stock		(3.650.820)		(2.966.378)
Capital surplus		(2.275.534)		(2.030.287)
Reserves		(1.622.163)		(1.434.939)
Equity revaluation		(338.821)		(352.123)
Effect of the conversion of the financial statements		(193.586)		(173.546)
Valuation surplus		(35.454)		(64.003)
Fiscal period profit (*)		(475.979)		(383.874)
Total eliminations and reclassifications		**(8.592.357)**		**(7.405.150)**
TOTAL CONSOLIDATED EQUITY	**$**	**8.198.774**	**$**	**7.410.862**

(1) Includes profits from the holding method.

4.1.4 MINORITY INTEREST TRANSACTIONS

The Company applies the policy of considering transactions with a minority interest as transactions with shareholders of the Company. When minority interest acquisitions are carried out, the difference between the consideration paid and the participation acquired on the book value of the net assets of the subsidiary are recognized as equity transactions; from the foregoing, goodwill, which is the product of these acquisitions, is not recognized.

4.1.5 BUSINESS COMBINATIONS

Business combinations are registered through the acquisition method, which consists of recognizing the consideration transferred for the figures disclosed in the financial statements of the subsidiary, taken as a basis at the time in which they were acquired, for their incorporation into the consolidated financial statements.

Costs related to the acquisition are recognized in the income statement as incurred. The Company recognizes any minority participation and recognized goodwill when the consideration transferred, including the value of any minority participation in the entity acquired, exceeds the value of the equity reflected in the financial statements, taken as a basis on the date of acquisition.

4.2 SUMMARY OF THE PRINCIPLE ACCOUNTING PRACTICES AND POLICIES

4.2.1 ADJUSTMENT FOR INFLATION

Through Decree 1536, dated May 7, 2007, the National Government of Colombia retroactively eliminated, as of January 1, 2007, the accounting effects of the inflation–adjustment system; these effects were also eliminated for tax effects through Law 1111 of 2006. Inflation adjustments accrued in the non–monetary assets and liabilities until December 31, 2006, will form part of the balance in their respective accounts for all accounting effects until they are cancelled, depreciated or amortized.

To acknowledge the adjustment for inflation in the financial statements of the companies located in other countries, the guidelines in NIC 29 were followed. This standard establishes the practices to be followed in preparing the accounting information for a hyperinflationary economy. In the case of Grupo Nutresa S. A., as of 2009, Industrias Alimenticias Hermo de Venezuela S. A. and Cordialsa Venezuela S. A., both located in Venezuela, have been considered as operating in a hyperinflationary economy; therefore, these companies have complied with this regulation.

4.2.2 FOREIGN–EXCHANGE ACCOUNTS

Transactions made in a currency other than the functional currency of the Company are converted using the valid exchange rate on the date of the transaction. The monetary assets and liabilities expressed in foreign currency are converted using the types of exchange at the end of the fiscal year, which is taken from the information published by the official entity in charge of certifying this information. The differences that arise from the conversion of the transactions in foreign currency are recognized in the Profit and Loss Statement. In relation to the balances receivable in other currencies (in terms of the functional currency), the exchange differences are entered in the Profit and Loss Statement as financial income. For accounts payable, only the exchange differences that are not attributable to asset acquisition costs are recorded in the Profit and Loss Statement. The exchange differences occurring while such assets are under construction or installation or until they are ready for use are attributable to asset acquisition costs.

Pursuant to Regulatory Decree 4918, dated December 26, 2007, the exchange difference from variable–income investments in subordinated companies abroad must be restated in the functional currency, using the valid exchange rate certified by the Colombian Financial Superintendent.

The rights and obligations in financial derivatives made for the purpose of hedging assets or liabilities in foreign currency are posted in the Balance–Sheet accounts and are adjusted at the representative market rate with a credit or debit to the Profit and Loss Statement. Option contracts and futures contract bonuses or discounts are debited or credited to the fiscal period Profit and Loss Statement, as the case may be.

4.2.3 CONVERSION OF FOREIGN COMPANIES

The financial statements of the Company's entities are measured using the functional currency where the entity operates. The consolidated financial statements are presented in Colombian Pesos (COP), since this corresponds to the currency of presentation of the Company. The financial situation and the Profit and Loss Statement of the entities whose functional currency is different from the currency of presentation of the Company, and whose economy is not classified as hyperinflationary, are converted as indicated next:

- Assets and liabilities are converted to the exchange rate at the close of the fiscal period.
- Income and expenses are converted to the average exchange rate.
- Exchange differences resulting from the conversion are recognized in the equity in a separate ledger account denominated Adjustments for Conversion of Financial Statements.

4.2.4 CASH AND CASH EQUIVALENTS

Cash and cash equivalents include cash and other highly liquid, short–term investments with an original maturity of less than three (3) months or because there is the intention or ability to do so before that period. These items are recorded at their historical cost, which does not differ significantly from their fair value.

4.2.5 DEBTOR ACCOUNTS

Accounts receivable from domestic clients are recorded at historical costs; those abroad are updated with the exchange rate at the close of the fiscal period.

4.2.6 BAD–DEBT ALLOWANCE

The estimate for doubtful accounts or deterioration represents the estimate of the losses that could arise from the failure of clients to make payments on the due date. These estimates are based on the due dates of client balances, in the specific circumstances of the credit and the historical experience of the Company in doubtful accounts. This is reviewed and updated at the end of each fiscal period, based on the analysis of the age of the balances and assessment of the collectability of the individual accounts, made by the Administration. Periodically, amounts that are considered uncollectible or of doubtful collection are posted to the Profit and Loss Statements.

4.2.7 INVENTORIES

Inventories are valued at cost or the net cost of the transaction, whichever is less. Cost is determined using the method of average costs. The net value of the transaction is the estimated sale price of the inventory within the normal course of operations, decreasing the cost and variable sales expenses applicable. The cost of finished goods and work in progress includes the raw materials, direct labor, other direct costs and indirect manufacturing expenses. The inventory cost in the case of wheat raw material includes any profit or loss derived from the comprehensive result, for the hedges of raw–material procurement. If necessary, at the close of each fiscal period, a provision is made for obsolete and slow–moving inventories.

4.2.8 NEGOTIABLE AND PERMANENT INVESTMENTS

The provisions of the Colombian Financial Superintendent, according to External Circular No. 11 of 1998, requires that all investments held by the Company be classified according to the intention of their implementation by management as tradable investments, if it intends to keep them for less than three (3) years, and permanent investments, if it intends to keep them for more than three (3) years. They are also classified in accordance with the returns they generate in fixed–income investments and variable–income investments. Once classified, the investments are recorded and they appreciate as follows:

Fixed–income investments (debt rights), regardless of their classification as tradable or permanent, are initially recorded at their acquisition cost and are appreciated monthly at their realization value. The resulting adjustment is reflected in the Profit and Loss Statement.

Variable–income investments in shares or capital holdings, in entities that are not controlled by the Company, are recorded at cost and appreciate at their realization value. For permanent investments, the resulting adjustment, whether it is positive or negative, is recorded in the item valuation in the assets account with a credit or debit to the valuation surplus in Changes in the Shareholders' Equity Statement, as the case may be. For tradable investments, the resulting adjustment, whether it is positive or negative, affects the last cost recorded for the investment; the income or expense generated is registered in the Profit and Loss Statement. Market value is determined by the shares traded in the stock exchange, thus: for high marketability shares, based on the average of the last ten (10) days of quotations; for average marketability shares, based on the average of the last ninety (90) days of quotations; and for low marketability shares or shares that are not listed in the stock market, on their intrinsic value.

4.2.9 DEFERRED ASSETS

Deferred assets include:

Expenses paid in advance, such as interest and insurance, which are amortized as the services are received.

Deferred charges represent the goods or services received from which it is expected that future economic benefits will be obtained. These deferred charges include costs and expenses incurred in the development of projects, computing programs, and promotion and publicity expenses. They are amortized in periods that range from 12 to 60 months.

4.2.10 PROPERTY, PLANT AND EQUIPMENT; DEPRECIATION, VALUATIONS AND ALLOWANCES

Property, plant and equipment are assessed at their acquisition cost, minus their accumulated depreciation, including additions, improvements and capitalization due to exchange differences, financial expenses and expenses that are directly attributable to the acquisition of the asset.

Disbursements after the acquisition, including major improvements, are capitalized and included in the value in the asset books or are recognized as a separate element, when it is probable that future economic benefits will be obtained.

Repairs and maintenance are posted in the fiscal year Profit and Loss Statement. Sales and withdrawals are recorded at the adjusted net cost, recording the difference between this and the sale price in the Profit and Loss Statement.

Major improvements are depreciated over the remaining useful life of the related asset. Land is not subject to depreciation.

Depreciation is calculated using the straight–line method on cost, based on the probable useful life of the respective assets, at the annual rates permitted by the tax law in the corresponding country, for each group of assets. For the Parent Company and its subordinated companies in Colombia, the annual rates used are 5% for buildings, 10% for machinery and office equipment and 20% for transportation equipment and computer equipment.

Accelerated depreciation is applied to some production equipment; it is equal to 25% of the normal rate for each additional work shift. For other equipment, a depreciation rate based on the hours of work was used, considering the technical specifications of the equipment provided by the supplier and depending on the applicable legislation.

Excesses of net cost over the realization value, which are determined based on technical appraisals, are recorded in the valuation account; its counterpart is the valuation surplus item. When the net cost is greater than the technical appraisals, an allowance is set up for the differences, which are posted in the Profit and Loss Statement.

Property, plant and equipment appraisals and the appraisal for art and culture of other assets were prepared pursuant to the respective regulations valid in each country; for companies domiciled in Colombia, in accordance with Decree 2649 of 1993.

Companies adequately protect their assets; to do so, they take out insurance policies to cover them against different risks, such as fire, earthquake, theft, robbery and damages to third parties.

4.2.11 INTANGIBLE ASSETS

Goodwill

Pursuant to Joint Circulars 006 and 11 of 2005, issued by the Colombian Superintendent of Societies and the Financial Superintendent, respectively, the additional amount paid over the book value during stock acquisitions in companies over which the Parent Company has or acquires control is recorded as goodwill, pursuant to the provisions established in Articles 260 and 261 of the Commerce Code. For Colombia, goodwill acquired must be amortized in the same period in which it is expected that the investment will be recovered, which may not exceed twenty (20) years. Pursuant to the same regulations, when a price is paid which is less than the intrinsic value, it is not subject to accounting acknowledgement as goodwill. For the consolidated financial statements, negative goodwill is recognized in the equity, through the valuation surplus of the assets acquired in the subordinated company from which it stemmed; said acknowledgement is not made when it is goodwill formed.

Annually, management reviews the goodwill to evaluate its origin and if it is concluded that the goodwill does not generate economic benefits or if the economic benefit has already been obtained, it is amortized in the corresponding fiscal period.

Brands and Rights

Intangible assets include the direct costs incurred in the acquisition of commercial brands, as well as the distribution rights acknowledged based on a technical study prepared by company personnel. These costs are amortized in the lesser period of time between the estimated exploitation and the duration of its legal or contractual term.

Based on the update of the technical study made by an independent investment bank, such intangible assets have a useful life of 99 years.

Leasing Agreements with a Purchase Option

For subordinated companies in Colombia, assets acquired through financial leasing agreements with a purchase option are recorded in the asset account and liability account for the agreed–upon current rental value and purchase options, calculated as of the beginning date of the lease, based on the internal rate of return of the respective agreement.

These rights are amortized and posted in the Profit and Loss Statement using the straight–line method at a rate of 10% for rights in equipment leasing agreements and 20% for vehicles and computer equipment. The rentals paid during the agreement are posted in liabilities in the part calculated for the payment of capital and to the Profit and Loss Statement of the fiscal period under financial expenses.

Research and Development

Research and development expenses are acknowledged in the Profit and Loss Statement when they are incurred.

Expenditures for development activities are recognized as intangible assets when these costs may be reliably estimated, when the product or process is technically and commercially feasible, when potential future economic benefits are obtained and the Company intends and possesses sufficient resources to complete the development and use or sell the asset. Amortization is recognized in the Profit and Loss Statement based on the straight–line method during the estimated useful life of the asset.

Development expenditures that do not qualify for capitalization are recognized in the Profit and Loss Statement when they are incurred.

4.2.12 DERIVATIVE FINANCIAL INSTRUMENTS

In the normal course of business, companies do operations with derivative financial instruments, with the sole purpose of reducing their exposure to fluctuations in the exchange rate and interest rates on obligations in foreign currencies. These instruments include, among others, fixed–rate cross–currency swap and forward hedging contracts.

While Colombian accounting regulations do not foresee specific treatment for this type of transaction, as of 2007 companies have adopted a policy of calculating the amount of the income or expenses that is the result of comparing the representative market rate at the close of the year with the rate agreed upon in each contract, reduced to its present value on the date of valuation, and the resulting adjustment is posted in the Profit and Loss Statement during the period in which the contracts were entered into, so as to adequately compensate the income or expenses generated by the variations in the exchange rates and interest rates of the hedged items, as the case may be.

4.2.13 TAXES, LEVIES AND RATES

This heading includes the value of the mandatory, general–nature taxation in favor of the State, for which companies are responsible, for the concept of private liquidations that are determined on the taxable bases for the fiscal period.

Income tax is determined based on estimations. The allowance for income tax is posted in the Profit and Loss Statement and includes, in addition to the taxable income of the fiscal period, the taxable effect applicable to the temporary differences between the accounting items and the fiscal items used to calculate the income tax. The tax value on such differences is recorded in a deferred–income tax account.

4.2.14 FINANCIAL OBLIGATIONS AND LOANS

This corresponds to the obligations contracted through obtaining resources from credit institutions or other financial institutions in the country or abroad. Interest and other financial expenses that do not increase the capital are recorded separately.

4.2.15 LABOR OBLIGATIONS

Labor obligations are adjusted at the end of each fiscal period, based on the work contracts and on current legal regulations.

The amount of the retirement pensions is determined based on actuarial studies. Subordinated companies with their domicile in Colombia, Ecuador, Mexico and Peru are subject to actuarial liabilities by law.

Payments made to retired personnel are posted in the Profit and Loss Statement of the fiscal period.

4.2.16 DEBTOR MEMORANDUM ACCOUNTS AND CREDITOR MEMORANDUM ACCOUNTS

Debtor Memorandum Accounts

Events or circumstances from which rights can be generated that affect the financial structure of the companies and accounts for the effects of internal control of assets are recorded in Debtor Memorandum Accounts. This item also includes accounts used to reconcile differences between active accounting records and tax returns.

Creditor Memorandum Accounts

Commitments or contracts related to possible obligations that can affect the financial structure of the companies are recorded in Creditor Memorandum Accounts. This item also includes accounts used for the effects of internal control of liabilities and equity, as well as to reconcile differences between the credit accounting records and tax returns.

4.2.17 ALLOWANCES

Allowances are recognized when, as a consequence of a past event, the Company has a current, legal or implicit obligation, the liquidation of which requires an outflow of resources that it considers probable and that can be estimated with certainty.

4.2.18 CAPITAL

This represents the contributions made to the economic entity, in cash, in industry or in kind, with the aim of providing resources to the business activity which, also, serves as collateral for creditors.

4.2.19 ACKNOWLEDGEMENT OF REVENUES, COSTS AND EXPENSES

Revenue from sales is acknowledged when the product is dispatched; revenue from leasing is acknowledged in the month in which it is accrued; and revenue from services, when they are provided. Costs and expenses are reflected in the Profit and Loss Statement using the accrual system.

4.2.20 PRODUCTION EXPENSES

Indirect costs that have not contributed to bringing inventories to their current condition and location and that are not necessary for production process are posted in production–cost accounts.

4.2.21 NET PROFIT PER SHARE

The net profit per share is calculated on 460.123.458 outstanding shares of the Parent Company at the close of 2014 and 2013.

4.2.22 RELATIVE IMPORTANCE OR MATERIAL SIGNIFICANCE

The consolidated financial statements and the notes to the financial statements disclose in an integral manner the economic events that, in the years that ended on December 31, 2014 and 2013, affected the financial situation of the companies, their profits and losses and cash flows, as well as the changes in their financial position and their shareholders' equity. There are no undisclosed events of that nature that could significantly alter the economic decisions of the users of the information mentioned.

For the purpose of disclosure, relative importance was determined, using a base of 5% of current assets and non–current assets, current liabilities and non–current liabilities, equity, the results of the fiscal period and each general–ledger account, on an individual basis.

4.2.23 CONVERGENCE TO THE INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)

In accordance with the provisions of Law 1314 of 2009 and reglamentary Decrees 3023 and 2784 of December 2013, Grupo Nutresa S. A. . is required to converge the accounting principles generally accepted in Colombia to the International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB).

The Technical Board of Public Accountancy (the agency for the technical standardization of accounting standards, financial reporting and information assurance) classified companies into three (3) groups to make the transition. Grupo Nutresa is in Group 1, whose mandatory transition period began on January 1, 2014; the first issue of the comparative financial statements under IFRS will be December 31, 2015.

In accordance with the External Circulars 038 of December 3013 and June 14, 2014, in 2014, the Company presented the Statement of the Opening Financial Situation as of January 1, 2014; it is a summary of the principal policies foreseen for the development of the statement of the opening financial situation, the exceptions and exemptions in implementing the regulatory technical framework, after prior approval from the Finance, Audit and Risk Committee and the Board of Directors itself.

For all legal effects, the preparation of the Financial Statement as of December 31, 2014 and 2013, will be the last financial statements in accordance with Decrees 2649 and 2650 of 1993 and the accounting regulations valid on this date in Colombia.

4.2.24 RECLASSIFICATION OF THE FINANCIAL STATEMENTS

Certain reclassifications have been incorporated into the 2013 financial statements to facilitate their comparison with the 2014 financial statements.

NOTE 5 Capital and risk management

5.1 RISK MANAGEMENT

The activities of the Parent Company and its subordinated companies are exposed to different financial risks: market risk (including foreign exchange–rate risk, interest–rate risk, and supply–price risk), counterparty credit risk and liquidity risk. The Company's Risk Management Policy is focused on the risks that impede or jeopardize the achievement of its financial objectives, seeking to minimize potential adverse effects on financial performance. The Company employs derivative financial instruments to cover some of the risks previously described.

5.1.1 FOREIGN EXCHANGE–RATE RISK

The Company operates internationally and, therefore, is exposed to an exchange–rate risk on transactions involving foreign currencies, especially the U. S. Dollar. The exchange–rate risk arises primarily from trade and liabilities; to mitigate this risk, derivative financial instruments are used.

Existing basic regulations allow free trading of foreign currencies through banks and other financial institutions at free rates of exchange. However, most foreign currency transactions still require official approval.

Transactions and balances in foreign currencies are converted at the representative market rate (Tasa de Cambio Representativo del Mercado, TRM), certified by the Colombian Financial Superintendent, at COP 2.392,46 and COP 1.926.83 for USD 1, as of December 31, 2014 and 2013, respectively. For the conversion of the financial statements of the foreign subordinated companies, revenue, cost and expense operations are expressed in U. S. Dollars at the average annual rate of each country, and this money, to Colombian Pesos applying the average TRM for the year, which was COP 2.000,68 and COP 1.868,90 for USD 1 during 2014 and 2013, respectively. The conversion of the balance–sheet accounts is made at the corresponding closing rates.

The Parent Company and its subordinated companies had the following assets and liabilities in foreign currency, accounted for the equivalent in Pesos as of December 31.

	2014		2013	
	US$	$	US$	$
Available	59.198.464	141.630	64.251.440	123.802
Debtor accounts	182.149.877	435.786	284.943.008	549.037
Inventories	140.833.464	336.938	153.989.846	296.712
Deferred assets and other assets	27.452.178	65.678	39.814.490	76.716
Property, plant and equipment	272.436.173	651.793	299.400.711	576.894
Intangible assets	559.364.914	1.338.258	669.999.175	1.290.975
Subtotal	**1.241.435.070**	**2.970.083**	**1.512.398.670**	**2.914.136**
Financial operations	152.884.522	365.770	233.516.393	449.946
Suppliers	48.155.871	115.211	96.612.995	186.157
Accounts payable	100.769.813	241.088	103.685.971	199.785
Taxes, levies and rates	6.572.994	15.726	21.079.997	40.618
Labor obligations	14.745.612	35.278	23.985.279	46.216
Estimated liabilities	23.664.400	56.616	15.427.976	29.727
Deferred liabilities and other liabilities	10.753.652	25.728	14.384.157	27.716
Subtotal	**357.546.864**	**855.417**	**508.692.768**	**980.165**
Active, net position	**883.888.206**	**2.114.666**	**1.003.705.902**	**1.933.971**

Impact of the Conversion of the Financial Statements by Country:

2014

	Argentina	Chile	Costa Rica	Ecuador	El Salvador	Estados Unidos	Guatemala	México	Nicaragua	Panamá	Perú	Puerto Rico	República Dominicana	Venezuela	TOTAL
Current assets	(502)	22.287	15.892	5.767	1.215	10.089	4.598	9.601	1.102	10.367	9.706	170	2.246	(149.023)	(56.485)
Non-current assets	(82)	95.948	44.899	247	11	9.066	1.182	4.246	31	12.580	18.824	-	1.994	(142.660)	46.286
Total assets	**(584)**	**118.235**	**60.791**	**6.014**	**1.226**	**19.155**	**5.780**	**13.847**	**1.133**	**22.947**	**28.530**	**170**	**4.240**	**(291.683)**	**(10.199)**
Current liabilities	736	(22.808)	2.444	(4.597)	(1.072)	(5.240)	(3.766)	(3.397)	(1.464)	(21.059)	(1.425)	874	(2.231)	68.553	5.547
Non-current liabilities	0	(2.918)	(2)	(126)	-	(1.454)	(231)	(396)	-	-	(233)	-	(201)	222	(5.339)
Total liabilities	**736**	**(25.726)**	**2.442**	**(4.723)**	**(1.072)**	**(6.694)**	**(3.997)**	**(3.793)**	**(1.464)**	**(21.059)**	**(1.659)**	**874**	**(2.433)**	**68.776**	**209**
Minority stake	0	(1.171)	0	0	0	(2)	0	0	0	0	0	0	(340)	0	(1.513)
Acquisition of companies	0	(18.866)	(111)	0	0	(287)	0	244	3	152	54	0	266	0	(18.545)
Results of the conversion effect	**(1.674)**	**(10)**	**6.328**	**316**	**(69)**	**2.796**	**278**	**26**	**(231)**	**1.616**	**355**	**(82)**	**357**	**0**	**10.004**
Financial statement conversion effect	**(1.522)**	**72.463**	**69.450**	**1.607**	**84**	**14.970**	**2.061**	**10.324**	**(559)**	**3.656**	**27.280**	**962**	**2.089**	**(222.907)**	**(20.043)**
Previous year cumulative conversion effect	**238**	**(86)**	**24.828**	**(36)**	**72**	**667**	**600**	**(723)**	**(93)**	**(6.464)**	**(2.616)**	**(387)**	**(306)**	**(189.239)**	**(173.546)**
Year cumulative financial statement conversion effect	**(1.285)**	**72.376**	**94.278**	**1.571**	**157**	**15.637**	**2.661**	**9.601**	**(652)**	**(2.808)**	**24.664**	**575**	**1.784**	**(412.146)**	**(193.586)**

2013

	Argentina	Chile	Costa Rica	Ecuador	El Salvador	Estados Unidos	Guatemala	México	Nicaragua	Panamá	Perú	Puerto Rico	República Dominicana	Venezuela	TOTAL
Current assets	0	0	8.011	1.620	452	2.861	1.426	3.610	206	3.587	(305)	63	307	(35.090)	(13.252)
Non-current assets	0	0	27.880	42	3	2.995	418	1.072	10	3.734	(720)	0	224	(34.069)	1.589
Total assets	**0**	**0**	**35.891**	**1.662**	**455**	**5.856**	**1.844**	**4.682**	**216**	**7.321**	**(1.025)**	**63**	**531**	**(69.159)**	**(11.663)**
Current liabilities	0	0	592	(1.284)	(356)	(1.904)	(1.041)	(1.159)	(205)	(5.294)	75	324	(315)	11.013	446
Non-current liabilities	0	0		(38)	0	(454)	(146)	(173)	0	0	6	0	(17)	68	(755)
Total liabilities	**0**	**0**	**591**	**(1.322)**	**(356)**	**(2.358)**	**(1.187)**	**(1.332)**	**(205)**	**(5.294)**	**81**	**324**	**(332)**	**11.081**	**(309)**
Minority stake	0	0	0	0	0		0	0	0	0	0	0	(37)	0	(38)
Results of the conversion effect	235	(86)	957	37	(17)	288	(29)	70	(14)	(178)	(9)	(10)	11	0	1.255
Financial statement conversion effect	**235**	**(86)**	**37.439**	**377**	**82**	**3.785**	**628**	**3.420**	**(3)**	**1.849**	**(953)**	**377**	**173**	**(58.078)**	**(10.755)**
Previous year cumulative conversion effect	**3**	**(0)**	**(12.611)**	**(413)**	**(10)**	**(3.118)**	**(28)**	**(4.143)**	**(90)**	**(8.313)**	**(1.663)**	**(764)**	**(479)**	**(131.161)**	**(162.791)**
Year cumulative financial statement conversion effect	**238**	**(86)**	**24.828**	**(36)**	**72**	**667**	**600**	**(723)**	**(93)**	**(6.464)**	**(2.616)**	**(387)**	**(306)**	**(189.239)**	**(173.546)**

5.1.2 INTEREST–RATE RISK

Changes in interest rates can affect the expense for interest on the financial liabilities tied to a variable interest rate; likewise, they can modify the reasonable value of the financial liabilities that have a fixed interest rate.

For the Company, the interest–rate risk is primarily from debt operations, including debt securities, awarding of bank credits and leasing. These financings expose the interest rate to risk, primarily due to changes in the base rates (mostly CPI, BRI [Banking Reference Indicator], FTD [Fixed Time Deposits], TAB [Chile] and, to a lesser extent, the LIBOR and TIIE [Mexico]), which are used to determine the interest rates applicable to bonds and loans. The Company has $ 108.202 million in fixed–rate debt and $ 2.014.808 million in variable–rate debt as of December 31, 2014.

The following table shows, as of December 31, 2014 and 2013, the financial risk structure referenced to a fixed–interest rate and a variable–interest rate:

Chart of Obligations

		2014	2013
Debt with fixed–interest rate	$	108.202	114.684
Debt with variable–interest rate		2.014.807	1.882.053
TOTAL	**$**	**2.123.009**	**1.996.737**

The Company uses derivative financial instruments, such as swap contracts, to cover part of the debt service.

5.1.3 COUNTERPARTY CREDIT RISK

Liquid assets are invested primarily in savings accounts, CDs (Certificado de Depósitos a Término, CDTs), collective portfolios, simultaneous operations and papers that meet the Company's risk policy, both in amount and by user. In addition, the Company performs counterparty credit–risk assessment on the financial institutions with which it has relations.

5.1.4 LIQUIDITY RISK

The Parent Company and its subordinated companies are able to fund its liquidity and capital–resource requirements through different sources, including:

- Cash generated from operations
- Short– and long–term credit lines
- Medium– and long–term debt issuance
- Issuance of treasury shares

NOTE 6 Cash and cash equivalents

The balance as of December 31 included:

		2014	2013
Cash, banks and savings and loan corporations	$	332.723	302.451
Temporary investments		41.337	113.027
TOTAL	**$**	**374.060**	**415.478**

There are no restrictions on these values for their availability; the average return of these funds is 3,86%.

NOTE 7 Net debtor accounts

The balance as of December 31 included:

		2014		2013
Clients:				
National	$	421.405	$	334.493
Abroad		280.660		348.083
Client Allowance (1)		(10.846)		(10.657)
Subtotal	**$**	**691.219**	**$**	**671.919**
Advance tax, contributions and credit balances		94.780		76.627
Income receivable		12.020		787
Advanced payments and advances, deposits		73.745		55.843
Accounts receivable from employees		19.544		12.003
Loans to individuals		5.396		219
Others		12.419		12.424
TOTAL DEBTOR ACCOUNTS (SHORT TERM)	**$**	**909.123**	**$**	**829.822**
Accounts receivable from employees		25.823		25.516
Loans to individuals		2.928		359
Others		2.107		1.602
TOTAL DEBTOR ACCOUNTS (LONG TERM)	**$**	**30.858**	**$**	**27.477**

(*) Accounts with maturities exceeding one (1) year, for sales of products, are sanctioned against the allowance.

The allowance movement of debtors–clients was the following:

		2014		2013
Client allowance balance at the beginning of the year		10.657		8.421
Yearly portfolio allowance expense		7.049		7.261
Portfolio penalty		(6.860)		(5.025)
Portfolio allowance balance at the end of the year	**$**	**10.846**	**$**	**10.657**

NOTE 8 Net inventories

The balance as of December 31 included:

		2014		2013
Raw materials	$	256.109	$	245.139
Work in progress		66.302		54.608
Finished products		237.142		207.056
Goods not manufactured by the Company		77.050		43.833
Materials, parts, accessories and packaging		140.743		132.075
Inventories in transit		66.918		24.074
Livestock		24.000		22.827
Inventory - protection allowance		(2.697)		(4.289)
TOTAL	**$**	**865.567**	**$**	**725.323**

The allowance movement of inventories was the following:

		2014		2013
Initial balance	$	4.289		$ 646
Yearly inventory allowance expense		(1.096)		2.144
Inventory sanction		(496)		1.499
Year – end balance	**$**	**2.697**	**$**	**4.289**

NOTE 9 Deferred assets and other assets

The balance as of December 31 included:

		2014		2013
Expenses paid in advance	$	16.205	$	15.171
Deferred charges		60.743		86.052
Rights in financial instruments (1)		0		594
Other assets		25.438		15.908
TOTAL	**$**	**102.386**	**$**	**117.725**
TOTAL CURRENT ASSETS		**(37.520)**		**(47.694)**
TOTAL NON-CURRENT ASSETS	**$**	**64.866**	**$**	**70.031**

(1) Derivative Financial Instruments

The balances in assets and liabilities due to derivative financial instruments as of December 31, 2013, correspond to the market value of valid contracts pursuant to the rights and obligations of the companies.

For their derivative contracts, all profits and losses are acknowledged in the fiscal year Profit and Loss Statement. As of December 31, 2014 and 2013, the derivative instruments generated profits for $ 4.211 (2013 – $ 5.659) and losses for $ 7.255 (2013 – $ 4.047), respectively.

As of December 31, 2014, we did not have derivative instruments.

The market value of the derivative instruments as of December 31, 2013, the interest rates and the exchange rates for these contracts are listed below:

2013

Financial Institution	Initial Financial Obligation nUSD	Financial Obligation Balance USD	Hedging value USD	Initial Date	Expiration	Rights $	Obligations $	Non-realice Profits (Losses) $	Initial Exchange Rate (2)	Future Exchange Rate (2)	Interest Rate on Right	Interest Rate on Obligation
OBLIGATIONS												
Forwards												
BANCOLOMBIA	307.980		307.980	26/12/2013	07/01/2014		(1)	(1)	1.924,20	1.923,50		
BANCOLOMBIA	933.828		933.828	30/12/2013	07/01/2014		(0)	(0)	1.926,60	1.926,56		
BANCOLOMBIA	609.584		609.584	26/12/2013	18/02/2014		(2)	(2)	1.924,20	1.924,48		
BANCOLOMBIA	270.250		270.250	26/12/2013	25/02/2014		(1)	(1)	1.924,20	1.925,16		
BANCOLOMBIA	1.000.000		1.000.000	01/08/2013	25/07/2014		(1)	(1)	1.898,70	1.962,00		
BANCOLOMBIA	373.500		373.500	01/08/2013	25/07/2014		(0)	(0)	1.898,70	1.962,00		
BANCOLOMBIA	1.000.000		1.000.000	01/08/2013	26/08/2014		(1)	(1)	1.898,70	1.967,76		
BANCOLOMBIA	373.500		373.500	01/08/2013	26/08/2014		(0)	(0)	1.898,70	1.967,76		
BANCOLOMBIA	1.000.000		1.000.000	01/08/2013	26/09/2014		(1)	(1)	1.898,70	1.973,35		
BANCOLOMBIA	792.250		792.250	01/08/2013	26/09/2014		(1)	(1)	1.898,70	1.973,35		
BANCOLOMBIA	1.000.000		1.000.000	01/08/2013	27/10/2014		(1)	(1)	1.898,70	1.978,96		
BANCOLOMBIA	507.500		507.500	01/08/2013	27/10/2014		(1)	(1)	1.898,70	1.978,96		
BANCOLOMBIA	1.000.000		1.000.000	01/08/2013	26/11/2014		(1)	(1)	1.898,70	1.984,41		
BANCOLOMBIA	507.500		507.500	01/08/2013	26/11/2014		(1)	(1)	1.898,70	1.984,41		
BANCOLOMBIA	1.000.000		1.000.000	01/08/2013	18/12/2014		(1)	(1)	1.898,70	1.988,41		
BANCOLOMBIA	1.000.000		1.000.000	01/08/2013	18/12/2014		(1)	(1)	1.898,70	1.988,41		
BANCOLOMBIA	227.750		227.750	01/08/2013	18/12/2014		(0)	(0)	1898,70	1.988,41		
TOTAL SHORT - TERM OBLIGATIONS							**($ 15)**	**($ 15)**				
TOTAL OBLIGATIONS						**$ 0**	**($ 15)**	**($ 15)**				
RIGHTS												
Swaps												
BBVA	47.000.000	1.678.571	1.678.571	17/04/2008	14/02/2014	184		184		1.795	Libor 3 months + 0,85	10,80% EA
RBS	44.000.000	1.571.429	1.571.429	17/04/2008	14/02/2014	220		220		1.772	Libor 3 months + 0,95	10,80% EA
Forwards												
BANCOLOMBIA	1.000.000		1.000.000	03/07/2013	27/01/2014	17		17	1.916,00	1.947,53		
BANCOLOMBIA	389.114		389.114	03/07/2013	27/01/2014	6		6	1.916,00	1.947,53		
BANCOLOMBIA	135.522		135.522	18/12/2013	28/01/2014	3		3	1.947,00	1.952,55		
BANCOLOMBIA	582.030		582.030	20/12/2013	28/01/2014	5		5	1.935,00	1.934,79		
BANCOLOMBIA	1.000.000		1.000.000	03/07/2013	25/02/2014	17		17	1.916,00	1.952,11		
BANCOLOMBIA	389.114		389.114	03/07/2013	25/02/2014	7		7	1.916,00	1.952,11		
BANCOLOMBIA	36.800		36.800	18/12/2013	25/02/2014	1		1	1.947,00	1.956,83		
BANCOLOMBIA	1.000.000		1.000.000	03/07/2013	26/03/2014	17		17	1.916,00	1.956,70		
BANCOLOMBIA	736.392		736.392	03/07/2013	26/03/2014	12		12	1.916,00	1.956,70		
BANCOLOMBIA	1.000.000		1.000.000	03/07/2013	25/04/2014	17		17	1.916,00	1.961,46		
BANCOLOMBIA	389.114		389.114	03/07/2013	25/04/2014	7		7	1.916,00	1.961,46		
BANCOLOMBIA	1.000.000		1.000.000	03/07/2013	26/05/2014	17		17	1.916,00	1.966,39		
BANCOLOMBIA	389.114		389.114	03/07/2013	26/05/2014	7		7	1.916,00	1.966,39		
BANCOLOMBIA	694.557		694.557	03/07/2013	26/06/2014	12		12	1.916,00	1.971,33		
BANCOLOMBIA	404.775		404.775	20/08/2013	15/01/2014	10		10	1.926,00	1.953,40		
BANCOLOMBIA	269.850		269.850	20/08/2013	18/02/2014	6		6	1.926,00	1.959,30		
BANCOLOMBIA	269.850		269.850	20/08/2013	17/03/2014	6		6	1.926,00	1.964,35		
BANCOLOMBIA	269.850		269.850	20/08/2013	15/04/2014	6		6	1.926,00	1.969,75		
BANCOLOMBIA	269.850		269.850	20/08/2013	15/05/2014	6		6	1.926,00	1.975,36		
BANCOLOMBIA	269.850		269.850	20/08/2013	16/06/2014	6		6	1.926,00	1.981,36		
BANCOLOMBIA	269.850		269.850	20/08/2013	15/07/2014	6		6	1.926,00	1.986,82		
BANCOLOMBIA	269.850		269.850	20/08/2013	15/08/2014	6		6	1.926,00	1.992,66		
BANCOLOMBIA	269.850		269.850	20/08/2013	15/09/2014	6		6	1.926,00	1.997,70		
TOTAL SHORT - TERM RIGHTS						**$ 609**		**$ 609**				
TOTAL RIGHTS						**$ 609**	**$ 0**	**$ 609**				
GRAND TOTAL						**$ 609**	**($ 15)**	**$ 594**				

(2) Expressed in Colombian Pesos (COP)

The value of the above–mentioned financial instruments includes the accrual of the contract interest and the effect of the difference in the exchange rate.

The purpose of entering into hedging contracts is the following:

Forward contracts to purchase and sell foreign currencies cover the exposures to exchange–rate risks regarding accounts receivable, accounts payable, loans, and firm future commitments in foreign currencies. Substantially, all the contracts are in United States Dollars (USD). In general, contract maturity coincides with the maturity of the hedged element or account.

All the previous contracts have been made with renowned financial institutions, which are expected to provide adequate compliance. Management continuously monitors its positions and the financial situation of the counterparties and does not anticipate losses in the execution of these contracts.

At the close of the 2014 fiscal period, Grupo Nutresa S. A. and its subordinated companies presented the following financial options to hedge its exposure to the exchange rate in 2015:

CLASS	TYPE	EXPIRATION	EXERCISE	USD AMOUNT	STRIKE AVERAGE
Sale	Put	2015	Europeo	32.400.000	1.893
Purchase	Call	2015	Europeo	16.200.000	1.962
Sale	Call	2015	Europeo	16.200.000	2.190

NOTE 10 Net permanent investments

2014

COMPANY	Number of Shares Owned	Number of Outstanding Shares	Intrinsic or Market Value per Share	Date of Valuation	Share Percentage	Cost	Allow-ance	Total Cost	Valuat. (Devaluat.)	Divi-dends Received
Grupo de Inversiones Suramericana S.A.	59.387.803	575.372.223	40.000,00	12/30/2014	10,32%	147.259	0	147.259	2.228.253	28.194
Grupo Argos S.A.	79.804.628	793.115.568	20.500,00	12/30/2014	10,06%	120.795	0	120.795	1.515.200	24.381
Bimbo de Colombia S.A.	2.324.630	5.811.576	33.121,00	11/30/2014	40,00%	52.986	(45)	52.941	24.053	0
Fondo Ganadero de Antioquia S.A.	1.547.021	60.926.639	2.123,95	11/30/2014	2,54%	3.077	0	3.077	209	0
Sociedad Central Ganadera S.A.	50.267	279.859	46.713,85	11/30/2014	17,96%	1.155	0	1.155	1.193	375
Sociedad Portuaria Regional de Buenaventura (2)	68.609	87.056.154	2.201,03	11/30/2014	0,08%	94	0	94	57	65
Trigonal S.A.	744	35.342	14.315,77	11/30/2014	2,11%	2	0	2	8	0
Dan Kaffe (Malaysia) Sdn. Bhd (2)	9.111.250	24.625.000	1.218,96	12/31/2014	37,00%	25.666	0	25.666	(14.559)	0
Estrella Andina S.A.S.	1.277.700	4.259.000	2.450,00	11/30/2014	30,00%	3.976	0	3.976	(845)	0
Oriental Coffee Alli (1)	758.284	1.516.568	2.637,84	12/31/2014	50,00%	2.184	0	2.184	(184)	0
Other companies						666	0	666	0	2
Subtotal						**357.860**	**(45)**	**357.815**	**3.753.385**	**53.017**
Mandatory and other investments (3)						22.975		22.975		
TOTAL NET PERMANENT INVESTMENTS						**380.835**	**(45)**	**380.790**	**3.753.385**	**53.017**

(1) The Oriental Coffee Alliance AND (OCA) was constituted, in which Grupo Nutresa has a 50% stake.
(2) A total of 1,723,750 Dan Kaffe shares were sold.
(3) This includes the Grupo Nutresa Trust, the Cocoa Trust and investment in the Cuenca Verde Water Fund.
(4) The Antioquia Livestock Fund (Fondo Ganadero de Antioquia) was in liquidation at the close of December 2014.

2013

COMPANY	Number of Shares Owned	Number of Outstanding Shares	Intrinsic or Market Value per Share	Date of Valuation	Share Percentage	Cost	Allow-ance	Total Cost	Valuat. (Devaluat.)	Divi-dends Received
Grupo de Inversiones Suramericana S.A.	59.387.803	575.372.223	33.700,00	12/30/2013	10,32%	147.259	0	147.259	1.854.110	19.672
Grupo Argos S.A.	79.804.628	785.538.040	19.440,00	12/30/2013	10,16%	120.795	0	120.795	1.430.608	17.996
Bimbo de Colombia S.A.	2.324.630	5.811.576	30.822,69	11/30/2013	40,00%	52.986	(45)	52.941	18.710	1.279
Fondo Ganadero de Antioquia S.A.	1.547.021	60.926.639	1.596,86	9/30/2013	2,54%	3.077	0	3.077	(607)	0
Sociedad Central Ganadera S.A.	50.267	279.859	40.501,87	11/30/2013	17,96%	1.155	0	1.155	881	479
Promotora.(2)	0	0	0	0	0,00%	0	0	0	0	0
Sociedad Portuaria Regional de Buenaventura	68.609	87.056.154	2.232,99	11/30/2013	0,08%	93	0	93	59	69
Trigonal S. A.	744	35.342	8.401,53	8/31/2013	2,11%	2	0	2	4	0
Dan Kaffe (Malaysia) Sdn. Bhd (1)	10.835.000	24.625.000	1.210,38	12/31/2013	44,00%	26.178	0	26.178	(13.063)	0
Estrella Andina S.A.S (1)	999.000	3.330.000	1.006,00	11/30/2013	30,00%	999	0	999	6	0
Other companies						531	0	531	0	15
Subtotal						**353.075**	**(45)**	**353.030**	**3.290.708**	**39.510**
Mandatory and other investments (3)						4.800		4.800		
TOTAL NET PERMANENT INVESTMENTS						**357.875**	**(45)**	**357.830**	**3.290.708**	**39.510**

(1) A total of 10.835.000 Dan Kaffe shares and 999.000 shares in Estrella Andina S. A. S. were acquired.
(2) A total od 398.038 Promotora shares were sold.
(3) This includes the Grupo Nutresa Trust and investment in the Cuenca Verde Water Fund.

Duly authorized by the Colombian Financial Superintendent, in August 2009 the Company, through the Grupo Nutresa S. A. Trust, issued 500.000.000 ordinary bonds at a par value of COP 1.000 per bond, which were placed in their entirety on the market and have a "AAA" (Triple A) rating by Fitch Ratings Colombia S. A. The bonds are endorsed 100% by the Company.

As of December 31, the bonds have been distributed, thus:

SERIES	CAPITAL	CPI RATE +	MODE
C7	131.815	4,9600%	T.V
C10	135.482	5,3300%	T.V
C12	134.162	5,5900%	T.V
TOTAL	**401.459**		

NOTE 11 Net property, plant and equipment

	Real Estate	Construction and Assembly in Progress	Office Equipment	Production Equipment	Transport Equipment	TOTAL
As of January 1, 2013:						
Cost	782.586	109.784	39.367	1.412.879	8.878	2.353.494
Accrued depreciation	(298.238)	0	(28.273)	(946.084)	(7.662)	(1.280.257)
Flexible depreciation	24.295	0	208	49.017	(9)	73.511
Allowance	(10.923)	0	0	(40)	0	(10.963)
Net value in books as of January 1, 2013	$ 497.720	$ 109.784	$ 11.302	$ 515.772	$ 1.207	$ 1.135.785
Valuations	**$ 722.409**	**$ 0**	**$ 0**	**$ 456.290**	**$ 1.435**	**$ 1.180.134**
For the year ended on December 31, 2013:						
Initial balance	497.720	109.784	11.302	515.772	1.207	1.135.785
Conversion effect	(10.188)	(286)	162	(2.774)	188	(12.898)
Acquisitions	45.850	0	3.033	140.606	2.007	191.496
Acquisitions of new companies	96.024	27.850	6.751	78.029	1.033	209.687
Sales and withdrawals	(3.092)	0	(73)	(387)	(615)	(4.167)
Depreciations	(25.368)	0	(4.604)	(81.913)	(1.222)	(113.107)
Allowance recovery	7	0	0	(4.366)	0	(4.359)
Adjustments for inflation	35.063	3.933	49	14.789	31	53.865
Transfers and reclassifications	(25.600)	100.907	4.992	(86.864)	6.337	(228)
Final balance as of December 31, 2013	**$ 610.416**	**$ 242.188**	**$ 21.612**	**$ 572.892**	**$ 8.966**	**$ 1.456.075**
As of December 31, 2013						
Cost	929.507	242.188	61.512	1.666.646	12.301	2.912.154
Accrued depreciation	(330.495)	0	(40.029)	(1.144.075)	(3.328)	(1.517.927)
Flexible depreciation	22.320	0	129	54.727	(7)	77.169
Allowance	(10.916)	0	0	(4.406)	0	(15.322)
Net value in books as of December 31, 2013	**$ 610.416**	**$ 242.188**	**$ 21.612**	**$ 572.892**	**$ 8.966**	**$ 1.456.074**
Valuations	**$ 801.796**	**$ 0**	**$ 0**	**$ 516.212**	**$ 561**	**$ 1.318.569**
For the year ended on December 31, 2014:						
Initial balance	610.416	242.188	21.612	572.892	8.966	1.456.074
Conversion effect	(41.692)	(28.314)	(3.186)	9.297	(5.153)	(69.048)
Acquisitions	133.313	0	2.386	212.916	1.153	349.768
Sales and withdrawals	(510)	0	(92)	(2.256)	(497)	(3.355)
Depreciations	(27.316)	0	(5.919)	(95.493)	(1.580)	(130.308)
Allowance recovery	3	0	0	(2.592)	0	(2.589)
Adjustments for inflation	14.839	211	152	9.894	21	25.117
Transfers and reclassifications	(101.905)	94.026	3.320	3.278	1.281	0
Final balance as of December 31, 2014	**$ 587.148**	**$ 308.111**	**$ 18.273**	**$ 707.936**	**$ 4.191**	**$ 1.625.659**
As of December 31, 2014						
Cost	934.493	308.111	66.682	1.886.819	14.068	3.210.173
Accrued depreciation	(355.040)	0	(48.483)	(1.227.205)	(9.868)	(1.640.596)
Flexible depreciation	18.608	0	74	55.320	(9)	73.993
Allowance	(10.913)	0	0	(6.998)	0	(17.911)
Net value in books as of December 31, 2014	**$ 587.148**	**$ 308.111**	**$ 18.273**	**$ 707.936**	**$ 4.191**	**$ 1.625.659**
Valuations	**$ 823.527**	**$ 0**	**$ 0**	**$ 606.073**	**$ 718**	**$ 1.430.318**

Levies

The property, plant and equipment are free of levies and, therefore, fully owned by the companies, except for::

- An industrial building, together with the lot of land on which it is built, with an area of 22.361,09 m2, with mortgage security number 51600000786, to guarantee open credits owned by Compañía Nacional de Chocolates S. A. S.

- Lot of land number 1 located in the Guayabal area, with an approximate area of 88.307,20 m2; it is owned by Compañía de Galletas Noel S. A. S., with real–estate security number 100005157, in favor of Bancolombia.

- A lot of land located in the Los Llanos rural area, in the municipality of Yarumal, owned by Setas Colombianas S. A. Real–estate Registration Folio Number 037–0009591, for an open mortgage for future credits, with real–estate security number 290001073, in favor of Bancolombia and Banco de Bogotá.

- A rural estate known as La Sopetrana, currently Alcalá, located in the Los Llanos rural area, in the municipality of Yarumal, owned by Setas Colombianas S. A. Real–estate Registration Folio Number 037–0009592, for an open mortgage for future credits, with real–estate security number 290001073, in favor of Bancolombia and Banco de Bogotá.

- A lot of land in the territorial community called Llanos de Cuivá, owned by Setas Colombianas S. A., located in the municipality of Yarumal. Real–estate Registration Folio Number 037–0009593, for an open mortgage for future credits, with real–estate security number 290001073, in favor of Bancolombia and Banco de Bogotá.

- Property located in the municipality of Santa Rosa de Osos, the Provincial Department of Antioquia, in the area of La Sopetrana Aragón. The property is distinguished with number 1382; it is owned by Setas Colombianas S. A. Real–estate Registration Folio Number 025–0004324, for an open mortgage for future credits, with real–estate security number 290001073, in favor of Bancolombia and Banco de Bogotá.

- A pledge on 13.500.000 shares issued by Grupo Suramericana S. A., in favor of Grupo Nutresa S. A., for the following companies: Alimentos Cárnicos S.A.S., Tropical Coffee S.A.S., Industria Colombiana de Café S.A.S., Meals Mercadeo de Alimentos de Colombia S.A.S., La Recetta Soluciones Gastronómicas Integradas S.A.S., Pastas Comarrico S.A.S., Productos Alimenticios Doria S.A.S., Servicios Nutresa S.A.S., Setas Colombianas S.A., Industrias Aliadas S.A.S., Industrias de Alimentos Zenú S.A.S., Litoempaques S.A.S., Molinos Santa Marta S.A.S., Novaventa S.A.S., Compañía de Galletas Noel S.A.S. and Compañía Nacional de Chocolates S.A.S.

The value posted to the Profit and Loss Statement for the depreciation of property, plant and equipment was $ 130.308; in 2014, it was $ 113.107 in 2013. See Note 30.

NOTE 12 Intangibles assets

	Goodwill	Brands	Leaded Assets	Trust Rights	Other Assets	TOTAL
As of January 1, 2013						
Cost	$ 630.212	$ 498.592	$ 13.905	$ 4.483	$ 38.728	$ 1.185.920
Accrued amortization	(76.613)	(64.970)	(6.825)	0	(12.051)	(160.459)
Allowance	0	0	0	(20)	0	(20)
Net value in books as of January 1, 2013	**$ 553.599**	**$ 433.622**	**$ 7.080**	**$ 4.463**	**$ 26.677**	**$ 1.025.441**
For the year ended on December 31, 20123						
Initial balance	553.599	433.622	7.080	4.463	26.677	1.025.441
Conversion effect	1.482	12.461	(7)	397	2.333	16.666
Acquisitions	972.146	740	2.046	0	728	975.660
Acquisitions of new companies	0	10.936	5.482	0	69.284	85.702
Sales and withdrawals	0	0	(384)	0	0	(384)
Amortizations	(48.907)	(3.354)	(2.549)	0	(1.085)	(55.895)
Transfers and reclassifications	387	(3.155)	(1.008)	0	(5.082)	(8.858)
Final balance as of December 31, 2013	**$ 1.478.707**	**$ 451.250**	**$ 10.660**	**$ 4.860**	**$ 92.855**	**$ 2.038.332**
As of December 31, 2013						
Cost	1.604.217	519.942	16.362	4.880	110.241	2.255.642
Accrued amortization	(125.510)	(68.692)	(5.702)	0	(17.386)	(217.290)
Allowance	0	0	0	(20)	0	(20)
Net value in books as of December 31, 2013	**$ 1.478.707**	**$ 451.250**	**$ 10.660**	**$ 4.860**	**$ 92.855**	**$ 2.038.332**
For the year ended on December 31, 2014						
Initial balance	1.478.707	451.250	10.660	4.860	92.855	2.038.332
Conversion effect	76.786	23.473	5.930	(2.126)	143	104.206
Acquisitions	183	716	57	0	403	1.359
Sales and withdrawals	0	0	(5.309)	0	0	(5.309)
Amortizations	(78.657)	(3.160)	(1.842)	0	(230)	(83.889)
Transfers and reclassifications	0	69.137	(5.181)	0	(63.956)	0
Final balance as of December 31, 2014	**$ 1.477.019**	**$ 541.416**	**$ 4.315**	**$ 2.734**	**$ 29.215**	**$ 2.054.699**
As of December 31, 2014						
Cost	1.693.638	606.008	9.078	2.754	41.231	2.352.709
Accrued amortization	(216.619)	(64.592)	(4.763)	0	(12.016)	(297.990)
Allowance	0	0	0	(20)	0	(20)
Net value in books as of December 31, 2014	**$ 1.477.019**	**$ 541.416**	**$ 4.315**	**$ 2.734**	**$ 29.215**	**$ 2.054.699**

The value posted to the Profit and Loss Statement for the amortization of the intangible assets was $ 83.889 in 2014; it was $ 55.895 in 2013. See Note 31.

NOTE 13 Memorandum accounts

The balance as of December 31 included:

		2014		2013
Debtor Memorandum Accounts:				
Contingent Rights				
Assets and securities delivered as security	$	575.240	$	487.526
Assets and securities in possession of third parties		24.151		24.151
Litigations and lawsuits		12.500		10.084
Subtotal	**$**	**611.891**	**$**	**521.761**
Fiscal Debtor Memorandum Accounts		**(7.834.759)**		**(6.885.140)**
Debtor Control Memorandum Accounts:				
Goods received in financial leasing	$	1.157		$ 1.860
Totally depreciated property, plant and equipment		534.087		571.222
Asset inflation adjustment		772.520		773.075
Other debtor control memorandum accounts		23.386		36.158
Subtotal	**$**	**1.331.150**	**$**	**1.382.315**
TOTAL DEBTOR MEMORANDUM ACCOUNTS	**$**	**(5.891.718)**	**$**	**(4.981.064)**
Creditor Memorandum Accounts:				
Contingent responsibilities				
Goods and securities received from third parties		$ 151		$ 551
Other contingent responsibilities		1.392.173		1.581.376
Subtotal	**$**	**1.392.324**	**$**	**1.581.927**
Fiscal Creditor Memorandum Accounts		**(578.206)**		**(538.221)**
Creditor control memorandum accounts		($ 2.133)		($ 1.223)
Inflation adjustments		878.605		878.605
Subtotal	**$**	**876.472**		**$ 877.382**
TOTAL CREDITOR MEMORANDUM ACCOUNTS	**$**	**1.690.590**	**$**	**1.921.088**

NOTE 14 Financial obligations:

The balance as of December 31 included:

	Entity	Balance		Interest	Rate	Security	Maturity	
		2014	2013	Accrued			Short Term	Long term
National Banks	Bancolombia	764.000	764.000	49.604	DTF + 2,25% - IBR + 2,80% - IPC + 4,00%	Acciones	-	764.000
	Banco de Bogotá	340.000	340.000	21.973	IBR + 2,85% - IPC + 2,60%		100.000	240.000
	BBVA Colombia	151.666	-	2.265	DTF + (-0,50% - +0,20%) - IPC + 2,60%		151.666	-
	Sobregiros	4.017	4.767	-			4.017	-
	Leasing Bancolombia	1.262	2.902	156	DTF + (3,25% - 3,7%)		814	448
Interna-tional Banks	BCI Chile	60.568	3.059	2.800	TAB + 0,75% - LIBOR + (0,89% - 0,95%)	Aval	2.566	58.003
	Banco Chile	60.092	13.476	2.085	TAB + (0,11% - 0,88%) - LIBOR + (0,15% - 0,57%)	Aval	19.333	40.758
	Banco ITAU	50.974	27.196	2.126	TAB + (0,09% - 0,80%) - LIBOR + (0,65% - 0,89%)	Aval	17.815	33.159
	BBVA Chile	49.384	36.453	2.383	TAB + (0,03% - 0,47%) - LIBOR + (0,30% - 1,22%)		49.384	-
	Banco Penta	33.159	36.804	2.063	TAB + 0,80%	Aval	-	33.159
	Scotiabank Chile	23.777	51.568	2.158	TAB + 0,11% - LIBOR + (1,00% - 1,38%)		23.777	-
	Rabobank	19.710	14.721	370	6,07% E.A. - TAB + 1,11%		19.710	-
	Banco Security	19.069	37.049	1.006	TAB + 0,24% - LIBOR + (0,77% - 1,34%)		19.069	-
	Banamex	12.986	4.658	850	TIIE +1,50%		12.986	-
	HSBC México	12.489	-	119	TIIE +1,50%		12.489	-
	Santander Chile	6.316	16.561	304	TAB - 0,01%		6.316	-
	Development Corporation of Abilene, Inc.	5.981	54	-	0,00% E,A,		-	5.981
	Banco Bice	5.138	16.463	369	TAB + 0,31% - LIBOR + (0,64% -1,00%)		5.138	-
	Sobregiros	1.920	1.921	-			1.920	-
	Banco Macro	1.323	1.982	908	(33,84% - 37,18%) E.A.		1.323	-
	BBVA Provincial	1.196	-	89	19,56% E.A.		1.196	-
	Leasing Banco de Crédito Perú	852	982	51	5,50% E.A.		440	413
	Grupo Jorisa S.A.	82	54	-	0,00% E.A.		82	-
	Citibank Chile	13	-	-	0,00% E.A.		13	-
	Corpbanca Chile	2	2.224	13	0,00% E.A.		1	-
	Aurus Renta Inmobiliaria	-	75	-			-	-
	BBVA Argentina	-	1.330	160			-	-
	Banco Consorcio	-	18.401	-			-	-
	Scotiabank	-	6.262	9			-	-
	Santander Argentina	-	2.585	719			-	-
	Banco de Comercio de Guatemala	-	338	-			-	-
	Banco de Venezuela	-	9.175	19			-	-
Others	Fideicomiso Grupo Nutresa S.A.	401.459	500.000	35.429	IPC + 4,19% - 5,59%	Aval	-	401.459
	Bonos Perú (1)	94.834	81.677	7.513	8,84% E.A.	Aval	-	94.834
		740	-	-			740	-
	TOTAL	**$ 2.123.009**	**1.996.737**	**$ 135.541**			**450.795**	**1.672.214**
	To be paid in 2015	450.795						
	To be paid in 2016	158.255						
	To be paid after 2017	1.513.959						

Emissions of Bonds

Duly authorized by the Compañía Nacional de Chocolates S. A. Assembly of Shareholders in July 2008, a bond issue was made in Peru through a private offer with the following characteristics:

- Type of instrument: Guaranteed corporate bonds
- Characteristics: Nominative, indivisible bonds that are tradable by holders
- Country of issue: Peru
- Issue currency: New Peruvian Soles
- Amount of issue: 118.520.000
- Destination of the issue: Capitalization of Compañía Nacional de Chocolates de Perú S. A. in order to finance investment projects and debt replacement
- Interest Rate: 8,65625% EA (on New Peruvian Soles) payable semi–annually
- Type of amortization: Bullet
- Guarantor: Grupo Nacional de Chocolates S. A.
- Structuring entity: Citibank del Perú S. A.
- Term: 10 years

During 2014, $ 7.515 (2013 – $ 7.099) was posted to the Profit and Loss Statement for interest on the issuance of the aforesaid bonds.

NOTE 15 Suppliers

The balance as of December 31 included:

		2014		2013
National Suppliers	$	187.655	$	107.342
Foreign Suppliers		110.367		191.794
TOTAL	**$**	**298.022**	**$**	**299.136**

NOTE 16 Accounts payable

The balance as of December 31 included:

		2014		2013
Costs and expenses payable	$	268.446	$	232.449
Dividends payable		55.199		50.822
Withholdings and payroll contributions		29.302		27.053
Income tax		22.377		17.649
Others		18.508		11.764
TOTAL	**$**	**393.832**	**$**	**339.737**
TOTAL SHORT - TERM ACCOUNTS PAYABLE		**393.665**		**339.570**
TOTAL LONG - TERM ACCOUNTS PAYABLE	**$**	**167**	**$**	**167**

NOTE 17 Taxes, levies and rates

Liabilities for taxes, levies and rates are primarily comprised of income–tax taxation, calculated pursuant to regulations that apply in the domicile of the Parent Company and its subordinated companies, namely:

Regarding income tax, Colombian tax regulations establish that:

a. Beginning January 1, 2013, fiscal income is taxed at a rate of 25% for the concept of income tax, except for those contributors that, by express disposition, handle special rates; and 10% of income from windfall earnings.

b. The taxable base to determine income tax cannot be less than 3% of the net worth of the shareholders' equity on the last day of the immediately previous taxable fiscal period.

The Colombian companies that settled the tax based on the presumptive income in 2014 were: Grupo Nutresa S. A., Tropical Coffee Company S. A. S., Molinos Santa Marta S. A. S., Litoempaques S. A. S. y La Recetta Soluciones Gastronómicas Integradas S. A. S.

The other subordinated companies settled the tax based on the ordinary income system.

c. Beginning in tax year 2007 and only for fiscal effects, taxpayers may annually adjust the cost of the real and personal property held as fixed assets. The percentage of the adjustment will be that established by the Office of the National Director of Taxes and Customs, through a resolution.

d. Until tax year 2010, and for those taxpayers who had a legal stability contract signed until December 31, 2012, the special deduction is applicable for effective investments made in real productive fixed assets equivalent to 30% of the value of the investment and their use does not generate taxable earnings of partners or shareholders. Taxpayers who acquired depreciable fixed assets beginning on January 1, 2007 and use the deduction established herein may only depreciate those assets through the straight–line system and shall not have the right to the benefit of audit, although fulfilling the suppositions established in the tax regulations to access the benefit. Regarding the deduction taken in previous years, if the asset object of the benefit is no longer used in the income–producing activity, if it is disposed of or if it is withdrawn before the end of its useful life, it must incorporate an income recuperation proportional to the remaining useful life at the time of abandonment or sale. Law 1607 of 2012 repealed the regulation that allowed signing legal stability contracts as of fiscal year 2013.

e. As of December 31, 2014, the fiscal losses of the subordinated companies in Colombia amounted to $ 3.941 million. Pursuant to current tax regulations, the fiscal losses generated from 2003 until 2006 may be offset and/or fiscally adjusted, with the ordinary income of the following eight years, without exceeding 25% of the value of the loss annually, without prejudice to the presumptive income for the fiscal period. Losses originated as of tax year 2007 may be offset and/or fiscally adjusted, without any limit on the percentage, at any time, with ordinary income without prejudice to the presumptive income of the fiscal period. Company losses may not be transferred to the shareholders. Fiscal losses originating in revenue that is neither income nor windfall earnings, and originated in costs and deductions that have no relation of causality with the generation of taxable income may not – under any circumstance – be offset with taxpayers' net income.

f. As of December 31, 2014, the excesses of presumptive income over ordinary income of the subordinated companies in Colombia pending offset amounted to $ 444 million. Pursuant to current tax regulations, the excesses of presumptive income over ordinary income may be offset and/or fiscally readjusted with ordinary liquid income, within the following five (5) years.

The maturity of fiscal losses and the excesses of presumptive income is the following

Date of Maturity	Fiscal losses	Excess presumptive income
No maturity date	3.927	0
2018	0	444
2014	14	0
	3.941	444

g. Beginning in 2004, income tax and complementary tax–taxpayers that enter into operations with economically bound companies abroad are required to determine their ordinary and extraordinary income, their costs and deductions, their assets and liabilities, for the purpose of calculating their income tax and complementary taxes, considering the so–called market prices and profit margins that would be agreed upon with independent third parties for these operations. To date, the management and advisors of the Company and its subordinated companies have not concluded the study corresponding to 2014; nevertheless, they consider that – based on the results of the study corresponding to 2013 – no additional income tax allowances derived from the analysis of prices for 2014 will not required which affect the results of the fiscal period.

h. No new concepts for windfall earnings, additional to those already defined as of December 31, 2013, have been established.

Equity income tax – CREE

The current fiscal dispositions state that:

a) As of January 1, 2013, Law 1607 of December 2012 created the equity income tax (impuesto sobre la renta para la equidad, CREE) as a contribution with which legal entities and people and assimilated taxpayers who declare income and complementary tax benefit workers, generate employment and social investment. Non–profit entities, natural persons and companies declared as free zones at the rate of 15% are not taxpayers liable for the equity income tax (CREE).

b) The base to determine the equity income tax (CREE) may not be less than three percent (3%) of its liquid equity on the last day of the immediately preceding fiscal year.

c) The tax on the equity income tax (CREE) has a nine percent (9%) rate applied, in accordance with Law 1739 of December 2014.

d) During 2015, 2016, 2017 and 2018, Law 1729 of December 23, 2041, establishes a surcharge on the equity income tax (CREE) which is the responsibility of taxpayers of this tax, and apply to a taxable basis exceeding $800 million, at rates of 5%, 6%, 8% and 9% per year, respectively.

e) As indicated in Article 25 of Law 1607 of December 2012, as of July 1, 2013, legal entities and taxpayers of income tax and complementary taxes, corresponding to workers who earn, individually, up to ten (10) minimum monthly wages will be exempt from paying parafiscal contributions for SENA and ICBF. This exemption does not apply to those contributors who are not subject to the CREE tax.

f) The taxable base of the equity income tax (CREE) shall be established by subtracting returns, rebates and discounts from the gross income likely to increase the equity made in the tax year; from this amount, the value corresponding to non–constituent income is subtracted established in the Tax Code. From the net income thus obtained, the total of costs and deductions applicable to this tax shall be subtracted, in accordance with the provisions of Articles 107 and 108 of the Tax Code. To this, subtracting the exempted income that was exhaustively established by Article 22 of Law 1607 of 2012 will be permitted.

Wealth tax

Through Law 1739 of 2014, a wealth tax was established, whose operative fact is the possession thereof as of January 1, 2015, 2016 and 2017, by taxpayers who must pay income tax. Therefore, those taxpayers with gross patrimony minus debts, whose value exceeds $1.000 million, must determine their tax under the following conditions:

Lower Limit	Upper Limit	2015 Rate	2016 Rate	2017 Rate
>0	<2.000.000.000	(Taxable base)* 0,20%	(Taxable base)* 0,15%	(Taxable base)*0,05%
>=2.000.000.000	<3.000.000.000	(Taxable base-2.000.000.000) *0,35%+4.000.000	(Taxable base-2.000.000.000)* 0,25%+ 3.000.000	(Taxable base-2.000.000.000) *0,10%+ 1.000.000
>=3.000.000.000	<5.000.000.000	(Taxable base-3.000.000.000) *0,75%+ 7.500.000	(Taxable base-3.000.000.000) *0,50%+ 5.500.000	(Taxable base-3.000.000.000) *0,20%+ 2.000.000
>=5.000.000.000	En adelante	(Taxable base-5.000.000.000) *1,15% + 22.500.000	(Taxable base-5.000.000.000) *1,00%+ 15.500.000	(Taxable base-5.000.000.000) *0,40%+ 6.000.000

Complementary tax of tributary normalization to the wealth tax

Through Law 1739 of 2014, a complementary tax for tributary normalization was established for 2015, 2016 and 2015, which will be paid by taxpayers of the wealth tax and the voluntary declarers of this tax who have omitted assets and/or non–existent liabilities as of January 1, 2015, 2016 and 2017, respectively. The tax rate will be the following:

YEAR	RATE
2015	10,0%
2016	11,5%
2017	**13,0%**

Regarding income tax:

Tax regulations in Mexico establish that:
During the 2014 fiscal period, the Mexican income tax was 30%, which is applied on the fiscal result of the fiscal period. In addition, it established that the workers' share of the fiscal profits is ten percent (10%).

Tax regulations in Costa Rica establish that:
Income tax is calculated based on the real basis of the profit of the fiscal period, with estimated advances during the year. The allowance for income taxes posted in the Profit and Loss Statement includes, in addition to the taxable income tax for the fiscal period, the tax effect applicable to the temporary differences between the accounting items and the fiscal items used to calculate the income tax. The value of the tax on these differences is recorded in a deferred income–tax account. The income–tax rate is 30%.

Tax regulations in Panama establish that:
Income tax is determined based on the real basis of the profit of the fiscal period. The income–tax rate is 25%.

Tax regulations in Ecuador establish that:
Pursuant to the Tax Policy Law, companies incorporated in Ecuador have fiscal application incentives for the investments that are made anywhere in the national territory, which consists of the progressive reduction of percentage points on the income tax. They are subject to a tax rate of 22% in 2013 and this will continue to be valid for 2014.

Tax regulations in Chile establish that:
In Chile, the law implemented separate systems for "capital income" and "income from work." The former are taxed with a First–Category Tax, which mainly affects companies. This tax has a fixed rate of 20% for 2013 and 21% for 2014 on the tax base, which is calculated by effecting additions or reductions ordered by law. The tax paid in this manner is attributable against the Complementary Global, which taxes all income of individuals residing in the country; or the Additional Global, which taxes income generated in Chile, for natural or legal persons residing outside the country, as applicable.

The balance of taxes, levies and rates as of December 31 included:

		2014		2013
Income tax and complementary taxes	$	51.491	$	55.895
Equity income tax – CREE		12.831		25.201
Tax on sales payable		58.268		55.399
Equity tax		0		18.988
Others		6.299		4.040
TOTALS	**$**	**128.889**	**$**	**159.523**

The movement of the income–tax account during the year included the following:

		2014		2013
Allowance posted to the Profit and Loss Statement of the year	$	119.636	$	124.231
Allowance for current CREE tax		11.583		14.687
Deferred income tax		32.467		35.569
Minus: Advance payments, auto – retentions and withholdings practiced		(99.364)		(94.231)
TOTAL INCOME TAX, COMPLEMENTARY TAXES, AND CREE TAX PAYABLE	**$**	**64.322**	**$**	**80.256**

NOTE 18 Labor obligations

The balance as of December 31 included:

		2014		2013
Salaries payable	$	7.259	$	4.691
Consolidated severance pay		32.712		28.562
Consolidated vacation pay		26.236		27.547
Bonuses and interest on severance pay		49.241		62.606
Others		16.169		14.972
TOTAL	**$**	**131.617**	**$**	**138.378**
TOTAL SHORT – TERM LABOR OBLIGATIONS		**124.526**		**131.144**
TOTAL LONG – TERM LABOR OBLIGATIONS	**$**	**7.091**	**$**	**7.234**

Employees who work directly for Grupo Nutresa S. A. (Parent Company) and its subordinated companies during the fiscal period (not audited):

2014

Direct Employment	Number of Persons by Gender			Salaries	Benefits	Total
	Men	Women	Total			
Top Management	123	28	151	50.971	38.379	89.350
Middle Management	6.246	3.662	9.908	334.764	212.581	547.345
Others	8.855	3.788	12.643	193.618	103.651	297.269
TOTAL	**15.224**	**7.478**	**22.702**	**579.353**	**354.611**	**933.964**

2013(*)

Direct Employment	Number of Persons by Gender			Salaries	Benefits	Total
	Men	Women	Total			
Top Management	152	40	192	42.222	27.552	69.774
Middle Management	5.707	3.382	9.089	292.541	214.991	507.532
Others	8.686	3.765	12.451	145.358	100.337	245.695
TOTAL	**14.545**	**7.187**	**21.732**	**480.121**	**342.880**	**823.001**

(*) Does not include information from TMLUC.

NOTE 19 Estimated liabilities and allowances

The balance as of December 31 included:

		2014		2013
Labor obligations	$	8.342	$	6.855
Retirement pensions (*)		44.840		44.402
Others		4.241		2.927
TOTAL LIABILITIES AND ALLOWANCES	**$**	**57.423**	**$**	**54.184**
TOTAL SHORT – TERM LIABILITIES AND ALLOWANCES		**9.516**		**8.241**
TOTAL LONG – TERM LIABILITIES AND ALLOWANCES	**$**	**47.907**	**$**	**45.943**

(*) Retirement pensions

The allowance for retirement pensions was posted based on the actuarial calculations as of December 31.

		2014		2013
Actuarial calculation for retirement pensions	$	44.850	$	44.667
Retirement pensions to be amortized (Db)		(10)		(265)
TOTAL RETIREMENT PENSIONS	**$**	**44.840**	**$**	**44.402**
TOTAL CURRENT RETIREMENT PENSIONS		**2.815**		**2.798**
TOTAL LONG - TERM RETIREMENT PENSIONS	**$**	**42.025**	**$**	**41.604**
Due to decrease in the allowance		(465)		(469)
TOTAL		**(465)**		**(469)**

The benefits covered are monthly pensions, semester bonuses, readjustments pursuant to legal regulations, survivorship annuities and their corresponding bonuses. In addition, funeral expenses were included for the direct–hire employees of the companies.

Colombian companies use the method of current value of split income due, readjusted in accordance with the parameters established in Article 1 of Decree 2783, dated December 20, 2001. The balance of the actuarial liabilities to be amortized as of December 31, 2010 correspond to 19 years, pursuant to Decree 4565, dated December 7, 2010.

The total number of persons covered by the actuarial calculations is 309, as of December 2014 and 326 as of December 2013.

NOTE 20 Deferred liabilities and other liabilities

The balance as of December 31 included:

		2014		2013
Deferred taxes	$	71.346	$	159.573
TOTAL DEFERRED LIABILITIES	**$**	**171.346**	**$**	**159.573**
Advance payments and advanced receivable		3.309		2.959
Income receivable from third parties		128		200
Other deferred liabilities		812		0
TOTAL OTHER LIABILITIES		**4.249**		**3.159**
TOTAL	**$**	**175.595**	**$**	**162.732**
TOTAL SHORT – TERM DEFERRED LIABILITIES AND OTHER LIABILITIES		**4.249**		**3.159**
TOTAL LONG – TERM DEFERRED LIABILITIES AND OTHER LIABILITIES	**$**	**171.346**	**$**	**159.573**

NOTE 21 Reserves and equity revaluation

- **Legal Reserve**

Pursuant to Colombian commerce legislation, 10% of the net profits must be appropriated each year as a legal reserve, until the reserve balance reaches at least 50% of the subscribed capital. This reserve cannot be distributed until the Company is liquidated, but it must be used to absorb losses. The Assembly of Shareholders may freely dispose of any excess above the minimum amount required by law.

- **Reserve for Flexible Depreciation:**

Some of the subordinated companies have constituted a reserve consisting of 70% of the highest depreciation value requested for fiscal effects.

- **Reserve for Stock Buy Back**

Some of the companies have constituted the reserve for stock buy–back, through the transfer of other reserves. Pursuant to the provisions set forth in the Commerce Code, all rights inherent in stock buy–back are suspended and must be excluded when determining the intrinsic value of the issued stock. The Company must maintain a reserve equal to the cost of the buy backs of its own stock.

- **Other Reserves**

This includes the value accrued through the holding method and the dividends received from subordinated companies and other reserves that are substantially for free disposal by the Assembly of Shareholders.

The balance as of December 31 included:

		2014		2013
Mandatory reserves	$	216.508	$	212.480
Occasional reserves		1.247.527		1.070.093
TOTAL RESERVES	**$**	**1.464.035**	**$**	**1.282.573**

Equity Revaluation

The adjustments for inflation corresponding to the balances of the equity accounts, until December 31, 2006, were credited to this account and posted to the Profit and Loss Statement of the fiscal period. Pursuant to current Colombian regulations, this balance may be distributed when the Company is liquidated or capitalized. This capitalization represents an income that is neither income nor windfall earnings for shareholders. This item may be decreased with the equity tax.

NOTE 22 Valuation surplus

The balance as of December 31 included:

		2014		2013
Securities	$	3.753.385	$	3.290.708
Property, plant and equipment		1.430.318		1.318.569
Others		4.047		3.160
TOTAL VALUATIONS		**5.187.750**		**4.612.437**
Minus minority stake		(2.026)		(1.751)
TOTAL VALUATION SURPLUS	**$**	**5.185.724**	**$**	**4.610.686**

NOTE 23 Operating income

the balance as of December 31 included:

		2014		2013
Net domestic for sale of products	$	4.204.067	$	3.872.450
Exports and sales abroad		2.257.685		2.026.016
TOTAL	**$**	**6.461.752**	**$**	**5.898.466**

A breakdown of the total operating income by country, re–expressed in Dollars, is provided next:

	2014			2013		
Country	**$**	**US$ (2)**	**Share %**	**$**	**US$ (2)**	**Share %**
Colombia (1)	4.531.388	2.264.922	70,42%	4.203.261	2.249.056	71,45%
Costa Rica	249.188	124.552	3,87%	239.832	128.328	4,08%
Ecuador	70.595	35.286	1,10%	64.162	34.331	1,09%
The United States	197.467	98.700	3,07%	164.633	88.091	2,80%
Guatemala	62.661	31.320	0,97%	53.222	28.478	0,90%
Mexico	238.448	119.184	3,71%	137.919	73.797	2,34%
Nicaragua	23.630	11.811	0,37%	20.808	11.134	0,35%
Panama	99.075	49.521	1,54%	87.533	46.836	1,49%
Peru	150.860	75.405	2,34%	125.523	67.164	2,13%
Puerto Rico	0	0	0,00%	867	464	0,01%
El Salvador	23.316	11.654	0,36%	18.621	9.963	0,32%
Venezuela	162.186	67.790	2,11%	529.283	274.691	8,73%
Dominican Republic	49.507	24.745	0,77%	43.248	23.141	0,74%
Argentina	4.084	2.041	0,06%	6.161	3.297	0,10%
Chile	599.347	299.572	9,31%	203.393	108.830	3,46%
TOTAL	**6.461.752**	**3.216.503**	**100,00%**	**5.898.466**	**3.147.602**	**100.00%**

(1)Sales in Colombian companies were re–expressed at the Average Exchange Rate of $2.000,68, established by the Central Bank (Banco de la República). (2013 – $1.868,90).
(2) Figures in USD Thousands.

NOTE 24 Administration expenses

The balance as of December 31 included:

	2014	2013
Personnel expenses	$ 187.830	$ 151.771
Amortizations	84.733	53.990
Professional fees	37.439	51.922
Services	32.735	35.802
Taxes, insurance and leasing	18.821	15.604
Travel expenses	13.580	9.696
Contributions and affiliations	5.005	4.717
Depreciations	5.174	3.293
Sundry Supplies	2.521	3.420
Taxis and buses	1.951	1.798
Office supplies and stationery	1.370	1.126
Legal expenses	1.103	1.430
Adjustment for inflation	585	1.931
Supplies for computer equipment and communications	147	177
Others	15.027	10.901
TOTAL	**$ 408.021**	**$ 347.578**

NOTE 25 Sales expenses

The balance as of December 31 included:

	2014	2013
Personnel expenses	$ 468.193	$ 444.687
Services	689.416	586.348
Taxes, insurance and leasing	166.340	138.402
Publicity material	59.077	41.323
Depreciations	37.798	32.097
Comissions	34.880	21.565
Travel expenses	32.108	28.883
Professional fees	30.885	28.147
Sundry supplies	20.905	20.299
Containers and packaging	15.971	11.157
Fuel and lubricants	14.868	12.979
Commercial severance pay	10.384	8.783
Amortization	9.410	12.425
Portfolio allowance	7.049	7.261
Office supplies and stationery	4.994	3.965
Contributions and affiliations	3.670	3.925
Taxis and buses	3.669	2.757
Legal expenses	3.345	2.627
Adjustments for inflation	3.044	10.929
Casinos and restaurants	1.641	1.187
Tasting events and promotions	14	42
Others	86.173	85.378
TOTAL	**$ 1.703.834**	**$ 1.505.166**

NOTE 26 Production expenses

The balance as of December 31 included:

	2014	2013
Services	$ 47.827	$ 44.802
Personnel expenses	20.643	27.833
Taxes, insurance and leasing	15.942	18.681
Construction and building maintenance	11.356	10.325
Taxis and buses	5.538	5.745
Professional fees	4.934	4.286
Depreciations	2.640	3.115
Travel expenses	2.606	2.280
Supplies, machinery and equipment	1.550	859
Cleaning and cafeteria expenses	1.324	2.854
Office supplies and stationery	1.412	1.337
Adjustments for inflation	1.181	6.062
Contributions and affiliations	876	1.734
Amortizations	310	342
Legal expenses	292	307
Fuel and spare parts	169	148
Checks and restaurant expenses	35	67
Others	944	3.750
TOTAL	**$ 119.579**	**$ 134.527**

NOTE 27 Dividends and financial expenses

The balance as of December 31 included:

		2014		2013
From other companies (Note 10)	$	53.017	$	39.510
Exchange – rate difference		66.051		23.653
Derivative valuation profit		4.211		5.659
Interest		12.633		11.514
Other financial income		576		1.129
TOTAL DIVIDENDS AND FINANCIAL INCOME	**$**	**136.488**	**$**	**81.465**

NOTE 28 Financial expenses

The balance as of December 31 included:

		2014		2013
Interest (*)	$	135.867	$	80.206
Exchange – rate difference		37.435		16.532
Derivative valuation loss		7.255		4.047
Conditioned commercial discounts		78		48
Tax on financial movements		15.810		13.448
Others		6.190		7.408
TOTAL FINANCIAL EXPENSES	**$**	**202.635**	**$**	**121.689**

(*) Included the financial cost for the acquisition of TMLUC for a value of $70.909 (2013 – $17.550).

NOTE 29 Other net income and expenditures

The balance as of December 31 included:

		2014		2013
Recoveries	$	26.865	$	13.218
Profit in sale of property, plant and equipment, and intangible assets		3.011		16.111
Indemnifications – acknowledgements		2.859		1.478
Leasings		0		57
Services		448		29
Loss on withdrawal of assets		(3.467)		(2.377)
Donations		(10.159)		(6.827)
Extraordinary expenses		(8.331)		(15.490)
Adjustments for inflation (*)		(9.122)		(52.397)
Net others		(30.629)		(8.667)
TOTAL NET OTHER INCOME AND OUTLAYS		**($ 28.525)**		**($ 54.865)**

(*) Corresponds to the inflation adjustment in Venezuela. Inflation: 2014: 67,3% (2013: 56,20%)

NOTE 30 Depreciations

The balance as of December 31 included:

		2014		2013
Constructions and buildings	$	27.316	$	25.368
Office equipment		5.919		4.604
Transport equipment		1.580		1.222
Production equipment		95.493		81.913
GENERAL TOTAL	**$**	**130.308**	**$**	**113.107**

NOTE 31 Amortization of intangibles, deferred charges and other assets

The balance as of December 31 included:

		2014		2013
Goodwill (*)	$	78.657	$	48.907
Project Everest operation		4.954		3.707
Improvements to property of others		2.989		4.523
Intangible brands		3.160		3.354
Leasing		1.842		2.549
Distribution rights		11		337
Licenses		219		748
Software		1.750		2.505
Other projects		577		117
Building, machinery and equipment maintenance		1.406		2.158
Others		44		587
TOTAL AMORTIZATIONS	**$**	**95.609**	**$**	**69.492**

(*) Includes the amortization of goodwill originated through the acquisition of TMLUC for $46.032 (2013: $16.528).

NOTE 32 Acquisition of property, plant and equipment and other assets

During the year, the following assets were acquired:

		2014		2013
Real estate	$	133.313	$	45.850
Office equipment		2.386		3.033
Production equipment		212.916		140.606
Transport equipment		1.153		2.007
TOTAL OF PROPERTY, PLANT AND EQUIPMENT	**$**	**349.768**	**$**	**191.496**

NOTE 33 Dividends decreed and paid

In its ordinary meeting on March 28, 2014, the Parent Company General Shareholders' Assembly decreed a monthly per–share dividend of COP 36, between April 2014 and March 2015 inclusive, on 460.123.458 outstanding shares. Dividends in 2014 were decreed in the amount of COP 198.773 (2013: COP 182.617), including the minority shareholders.

During 2014, dividends in the amount of COP 194.062 (2013: COP 177.201) were paid

NOTE 34 Net profit on the sale of property, plant and equipment and investments

The balance as of December 31 included:

Income obtained in the transfer of property, plant and equipment, intangible assets and investments:

	2014	2013
Machinery and equipment	$ 656	$ 733
Real estate	27	17.368
Office equipment	11	11
Fleet and transport equipment	1.188	239
Intangible assets	3.901	0
Investments	5.350	405
Others	2.220	743
GENERAL TOTAL	**$ 13.353**	**$ 19.499**

Net profit on sale and withdrawal of property, plant and equipment, investments and intangible assets::

	2014	2013
Real estate	$ 29	$ 14.276
Machinery and equipment	(111)	998
Office equipment	863	(9)
Subtotal of the withdrawal of property, plant and equipment	**781**	**15.265**
Intangible assets	(1.100)	(3)
Investments	1.110	107
Other assets	2.220	742
Subtotal of the profit on the sale of intangible assets, investments and others	**2.230**	**846**
TOTAL OF THE PROFIT ON THE SALE OF PROPERTY, PLANT AND EQUIPMENT, INVESTMENTS AND INTANGIBLE ASSETS	**$3.011**	**$16.111**

Net withdrawal on property, plant and equipment and intangible assets

Real estate	$ 2.002	$652
Machinery and equipment	180	370
Office equipment	72	59
Subtotal of the withdrawal of property, plant and equipment	**2.254**	**1.081**
Intangible assets	308	381
Investments	0	43
Subtotal on the withdrawal on intangible assets, investments and others	**308**	**424**
TOTAL ON THE WITHDRAWAL OF PROPERTY, PLANT AND EQUIPMENT, INVEST-MENTS AND INTANGIBLE ASSETS	**2.562**	**1.505**
Net profit on sale and withdrawal of property, plant and equipment, investments, intangible assets, and other assets	**$ 449**	**$ 14.606**

(*) Corresponds to the adjustment for inflation in Venezuela: 2014 – 67,3% (2013 - 56,20%)

NOTE 35 Subsequent events

On November 27, 2014, Grupo Nutresa S. A. agreed to acquire 100% of the shares of Aldage, Inc., a company domiciled in Panama, the proprietor of the Colombian companies that make up Grupo El Corral.

Under the agreement, the amount payable of COP 743.401 million was established.

On February 3, 2015, the Office of the Superintendent of Industry and Commerce made a favorable ruling to that acquisition.

Grupo El Corral is the leader in consumer foods in Colombia, with a total of 345 points of sale, in the fast casual segments in the area of hamburgers with its El Corral brand, and in casual dining with its restaurants El Corral Gourmet, Leños y Carbón and Leños Gourmet. In addition to operating these chains, Grupo El Corral also operates leading international brands, such as Papa John's (pizza), Yogen Früz (frozen yogurt) and Krispy Kreme (doughnuts). Additionally, it operates through franchises in Panama, Ecuador, Chile and the United States.

NOTE 36 Consolidated financial ratios (not audited)

	2014	2013
Liquidity ratio (Current assets / Current liabilities)	1,55	1,50
Indicates the Company's capability to attend its short–term obligations, using current assets as endorsement.		
Debt ratio (Total liabilities / Total assets)	28,69%	29,78%
Indicates the part of the Company's assets that are financed with third–party resources.		
Asset turnover ratio (Operating income / Total assets)	0,56	0,56
Profit margin ratio (Net profit / Operating income)	5,84%	6,45%
Profitability ratio		
(Net profit / Equity)	4,61%	5,13%
(Net profit (Total assets)	3,28%	3,59%
Consolidated EBITDA, adjusted		
Operating profit	638.340	650.227
Depreciations	130.308	113.107
Amortizations and other adjustments	95.609	69.492
TOTAL CONSOLIDATED EBITDA, ADJUSTED	**$ 864.257**	**$ 832.827**
EBITDA over total equity	**10,54%**	**11,23%**
Multi–national indicators		
Share of assets abroad		
(Assets abroad / Total assets)	26,5%	26,86%
Share of sales abroad		
(Sales abroad / Total sales)	29,87%	34,34%
Number of direct employees abroad / Total number of direct employees	41,79%	41,35%

NOTE 37 Financial information by country (not audited)

Below is a breakdown of the operations by country, expressed in COP, converted at an average TRM of COP 2.000,68 (2013: COP 1.868,90):

	Sales		Total assets		Net profit		Administration Expenses		Sales Expenses		Production Expenses	
Country	**2014**	**2013**	**2014**	**2013**	**2014**	**2013**	**2014**	**2013**	**2014**	**2013**	**2014**	**2013**
Colombia	4.531.385	4.203.261	8.469.746	7.738.643	315.638	320.559	263.847	252.097	1.254.002	1.173.492	84.614	74.681
Costa Rica	249.188	239.832	454.013	351.716	33.431	36.766	13.039	11.192	85.074	74.220	10.033	9.776
Ecuador	70.595	64.162	36.771	24.886	1.616	1.182	0	0	16.187	14.090	0	0
El Salvador	23.316	18.621	8.954	5.073	(354)	(548)	0	0	5.940	4.840	0	0
The United States	197.467	164.633	159.513	79.266	13.837	9.279	4.178	3.567	24.433	20.306	2.951	3.102
Guatemala	62.661	53.222	28.828	20.519	1.277	(871)	1.429	1.166	16.332	18.854	0	0
Mexico	238.449	137.919	243.882	137.097	827	9.600	15.936	15.598	71.129	21.942	3.151	2.934
Nicaragua	23.631	20.808	7.326	6.209	(1.377)	(2.075)	0	0	5.765	5.159	0	0
Panama	99.075	87.533	113.522	94.956	8.268	(5.735)	4.544	4.270	21.371	18.692	1.088	2.125
Peru	150.861	125.523	214.776	179.911	2.598	4.107	9.014	8.979	29.677	26.235	5.411	5.207
Puerto Rico	0	867	4.881	704	(421)	(334)	0	0	453	498	0	0
Venezuela	162.186	529.283	149.792	345.780	15.877	2.328	3.932	14.524	18.308	73.311	9.894	34.914
Dominican Republic	49.507	43.248	27.823	21.462	1.983	1.576	3.890	3.775	15.338	14.255	268	236
Argentina	4.084	6.161	2.942	10.884	(12.419)	(1.776)	1.345	2.134	1.392	912	0	0
Chile	599.347	203.393	1.608.123	1.563.392	(3.210)	6.177	86.867	30.276	138.433	38.360	2.169	1.552
TOTAL	**6.461.751**	**5.898.466**	**11.530.892**	**10.580.498**	**377.571**	**380.235**	**408.021**	**347.578**	**1.703.834**	**1.505.166**	**119.579**	**134.527**

NOTE 38 Balances and transactions among related parties

Operations of Grupo Nutresa S. A. (Parent Company) or its subordinated companies with companies in which the members of the Board of Directors, Legal Representatives, Chief Officers or Shareholders of Grupo Nutresa S. A. own more than a 10% share.

COMPANY	Value of Operations 2014	Value of Operations 2013
BANCOLOMBIA S.A.		
Commissions	$ 397	$ 0
Professional fees	84	173
Purchase of services	148	3.142
Interest paid	54.765	17.921
Interest received	4.116	1.686
Sale of goods	823	255
Sale of services	545	664
Commissions	403	0
Balance receivable	416	240
Balance payable	4.235	4.911
CONSULTORÍA EN GESTIÓN DE RIESGOS SURAMERICANA S.A.		
Professional fees	106	97
Other expenses	38	0
Balance payable	19	0
EPS MEDICINA PREPAGADA SURAMERICANA S.A.		
Sale of goods	5	3
Sale of services	11	7
Balance receivable	11	18
GRUPO DE INVERSIONES SURAMERICANA S. A.		
Dividends received	28.194	19.672
Dividends paid	68.444	62.555
INVERSIONES ARGOS S. A.		
Dividends received	24.380	17.996
Dividends paid	16.180	14.801
Sale of services	55	63
Sale of goods	64	13
Balance receivable	45	180
Sale of services	55	63
Sale of goods	64	13
Balance receivable	45	180

COMPANY	Value of Operations 2014	Value of Operations 2013
SERVICIOS DE SALUD IPS SURAMERICANA S. A.		
Purchase of goods	370	0
Purchase of services	0	2
Professional fees	0	6
Sale of services	3	0
Sale of goods	10	8
Balance receivable	17	3
Balance payable	50	48
PROTECCIÓN S. A.		
Sale of goods	52	47
Sale of services	46	68
Balance receivable	45	5
Balance payable	402	0
SEGUROS DE VIDA SURAMERICANA S. A.		
Purchase of insurance	3.052	1.077
Purchase of services	23	2.331
Sale of services	70	35
Balance payable	3.019	2.577
Balance receivable	52	15
SODEXHO PASS DE COLOMBIA S. A.		
Commissions	40	30
Purchase of services	4.667	2.249
Balance receivable	3	13
Balance payable	648	0
SODEXO COLOMBIA S. A.		
Purchase of services	31.960	29
Commissions	0	7
Professional fees	3	3
Leases paid	38	0
Other expenses	164	0
Sale of goods	8.153	6
Sale of services	0	2
Balance receivable	1.388	2.325
Balance payable	3.166	0
SURAMERICANA SEGUROS S. A.		
Purchase of insurance	2.340	6.477
Purchase of services	81	83
Sale of goods	92	62
Sale of services	151	27
Balance receivable	529	0
Professional fees	0	1
Balance payable	1.208	873

COMPANY	Value of Operations 2014	Value of Operations 2013
COMPUREDES S.A.		
Purchase of services	54	20
Professional fees	567	522
Balance payable	63	0
SURATEP S.A.		
Sale of services	11	7
Sale of goods	36	23
Balance receivable	19	10
CELSIA S.A. E.S.P		
Sale of services	5	0
Sale of goods	15	0
Balance receivable	1	0
BRINKS DE COLOMBIA S.A.		
Purchase of services	662	509
Balance payable	105	0
DINÁMICA IPS S.A.		
Purchase of services	158	0
Sale of services	1	2
Sale of goods	4	0
Balance receivable	4	2
SURAMERICANA S.A.		
Sale of services	8	9
Balance receivable	4	10
SERVICIOS GENERALES SURAMERICANA S.A.S.		
Sale of goods	42	47
Balance receivable	0	2
Balance payable	0	3

Note: All of the above operations were executed at normal market prices under normal market conditions.

Fiscal auditor's report

Grupo Nutresa S. A.
Shareholders' Assembly
February 26, 2015

I have audited the Balance Sheets of Grupo Nutresa S. A. as of December 31, 2014, and the corresponding Statements of Profits and Losses, Changes in Shareholders' Equity, Changes in the Financial Situation, and Cash Flows for the years ended on this date and the summary of the principal accounting policies indicated in Note 2 and other explanatory notes. The Grupo Nutresa S. A. financial statements as of December 31, 2013, were audited by another public accountant, employed by PricewaterhouseCoopers, who, in his report on February 28, 2014, expressed an unqualified opinion thereon.

Management is responsible for the proper preparation and presentation of these financial statements pursuant to the accounting principles generally accepted in Colombia and provisions issued by the Colombian Financial Superintendent. This responsibility includes designing, implementing and maintaining relevant internal control so that these financial statements are free of relatively important errors due to fraud or error; selecting and applying appropriate accounting policies, as well as establishing the accounting estimates that are reasonable in the circumstances.

My responsibility consists of expressing an opinion on these financial statements based on my audits. I have obtained the information necessary to perform my fiscal–auditing duties and I conducted my work in accordance with the accounting principles generally accepted in Colombia. These principles require that I plan and conduct an audit to obtain reasonable certainty that the financial statements are free of relatively important errors.

The financial–statement audit includes, among other things, conducting procedures to obtain auditing evidence on the values and disclosures in the financial statements. The procedures selected depend on the auditor's discretion, including the assessment of the risk of relatively important errors in the financial statements. In assessing these risks, the fiscal auditor considers the entity's relevant internal control to prepare and reasonably present the financial statements, in order to design auditing procedures that are appropriate under the circumstances. An audit also includes assessing the appropriateness of the accounting policies used and of the accounting estimations made by the entity's management, as well as assessing the presentation of the financial statements as a whole. I consider that the auditing evidence that I have obtained provides a reasonable basis for me to support the opinion that I state below.

In my opinion, the above–mentioned financial statements that I have audited, which were faithfully taken from the ledgers, reasonably present, in all significant aspects, the financial situation of Grupo Nutresa S. A. as of December 31, 2014, and its operating results, the changes in its financial situation and its cash flows for the year ended on this date, pursuant to accounting principles generally accepted in Colombia and the provisions issued by the Financial Superintendent, which were applied on a uniform basis with that of the previous year.

Based on the results of my auditing tests, in my opinion:

a) The Company accounting has been conducted pursuant to legal standards and the accounting technique.
b) The operations recorded in the books and the actions of management meet the Bylaws and the decisions of the Assembly.
c) The correspondence, accounting vouchers and Books of Minutes and Share Registration are kept and preserved properly.
d) There are adequate internal–control measures for the conservation and custody of the assets of the Company and those of third parties that are in its power.
e) The regulations established in External Circular 062 of 2007, through which the Financial Superintendent established the obligation to implement mechanisms to prevent and control money laundering and the financing of terrorism from illicit activities through the market, have been met.
f) There is agreement between the financial statements that accompany this opinion and the management report prepared by the administrators. The administrators provided evidence in this management report that they did not hinder the free circulation of the invoices issued by vendors or suppliers.
g) The information contained in the statements of liquidation of the contributions to the Comprehensive Social Security System, in particular concerning the affiliates and their income as a contribution base, has been taken from the accounting records and supports. The Company is not in arrears for the concept of contributions to the Comprehensive Social Security System.

Bibiana Moreno Vásquez
Fiscal Auditor
Professional Card No. 167200–T
Member of PricewaterhouseCoopers Ltda.

Certification of the Financial Statements

The undersigned Legal Representative and the General Accountant of the Grupo Nutresa S. A.

HEREBY CERTIFY:

February 26, 2015

That we have previously verified the statements contained in the financial statements of the company, as of December 31, 2014 and 2013, pursuant to regulations, and they have been faithfully taken from the financial statements of the Parent Company and its duly certified and audited subsidiary companies.

In accordance with the above, regarding the aforementioned financial statements, we state the following:

1. The assets and liabilities of Grupo Nutresa S.A. do exist and the transactions recorded were made during the corresponding years.

2. All economic transactions performed have been acknowledged.

3. The assets represent the rights and the liabilities obtained by, or under the responsibility of, the Companies.

4. All elements have been acknowledged in the appropriate amounts, in accordance with generally accepted accounting principles.

5. The economic transactions that affect the companies have been correctly classified, described and disclosed.

6. The financial statements and their notes do not contain defects, errors or material inaccuracies that affect the financial situation, shareholders' equity and operations of the Company. Likewise, adequate procedures and financial information disclosure and control systems have been established and maintained, for the adequate presentation to third–party users of such information.

Carlos Ignacio Gallego Palacio
CEO

Jaime León Montoya Vásquez
General Accountant - Professional Card 45056-T

Certification of the Financial Statements Law 964 of 2005

Shareholders
Grupo Nutresa S. A.
Medellín

The undersigned Legal Representative of Grupo Nutresa S. A.

CERTIFIES:

February 26, 2015

That the consolidated financial statements and operations of the Company as of December 31, 2014 and 2013 do not contain defects, inaccuracies or errors that prevent knowing their true financial situation.

This is stated to comply with Article 46 of Law 964 of 2005.

In witness whereof signed on the 26th day of the month of February, 2015.

Carlos Ignacio Gallego Palacio
CEO

Balance sheet

On December 31
(Values expressed in millions of Colombian pesos)

	NOTES	2014		2013	
ASSETS					
Current assets					
Cash and cash equivalents	(3)	$	70	$	58
Debtor accounts	(4)		24.498		17.798
Expenses paid in advance			42		60
Total current assets		**$**	**24.610**	**$**	**17.916**
Non-current assets					
Net permanent investments	(5)		4.453.792		4.126.523
Debtor accounts	(4)		391		393
Intangibles			4.204		4.434
Other assets			118		118
Valuations	(5)		3.802.056		3.357.714
Total non-current assets		**$**	**8.260.561**	**$**	**7.489.182**
TOTAL ASSETS		**$**	**8.285.171**	**$**	**7.507.098**
LIABILTIES					
Current liabilities					
Accounts payable	(7)	$	69.037	$	70.544
Taxes, levies and rates	(8)		918		2.299
Labor obligations			1.164		932
Deferred revenue	(9)		0		9.622
Total current liabilities		**$**	**71.119**	**$**	**83.397**
Non-current liabilities					
Accounts payable	(7)		157		157
Total non-current liability			**157**		**157**
Total liabilities		$	71.276	$	83.554
EQUITY					
Company stock	(10)		2.301		2.301
Capital surplus			1.710.134		1.542.805
Reserve	(11)		1.671.478		1.490.355
Equity revaluation	(12)		650.473		650.473
Fiscal period results			377.453		379.896
Valuation surplus			3.802.056		3.357.714
Total equity	(5)	**$**	**8.213.895**	**$**	**7.423.544**
TOTAL LIABILITIES AND EQUITY		**$**	**8.285.171**	**$**	**7.507.098**
Memorandum accounts	(6)				
Debtor memorandum accounts		$	(4.709.126)	$	(3.995.132)
Credit memorandum accounts			1.711.526		1.929.579

The notes are an integral part of the financial statements

Jaime León Montoya Vásquez
General Accountant - Professional Card No. 45056-T
(See attached certification)

Carlos Ignacio Gallego Palacio
President
(See attached certification)

Bibiana Moreno Vásquez
Fiscal Auditor - Professional Card No. 167200-T
Member of PricewaterhouseCoopers Ltda.

Profit and loss statement

From January 1 to December 31
(Values expressed in millions of Colombian pesos)

	NOTAS	2014	2013
Income equity method (1)	(5)	**$ 323.884**	**$ 344.939**
Food equity method		508.615	466.608
Financial expenses interest		(135.867)	(80.206)
Goodwill amortization		(78.657)	(48.737)
Exchange difference		28.616	7.121
Investment costs		1.110	69
Dividends		67	84
Profit (loss) on investments	(14)	**640**	**(176)**
Investment costs		1.081	88
Third party investment costs		(441)	(264)
Dividends	(5)	**52.950**	**39.426**
Other operating income		**17.097**	**14.465**
Administration operating expenses		**(18.583)**	**(13.551)**
Administration expenses	(13)	(18.583)	(13.551)
Operating profit		**375.988**	**385.103**
Other income and expenses		1.686	(2.771)
Total non-operating income and expenses		1.686	**(2.771)**
Income before provision for income tax		**377.674**	**382.332**
Provision for income tax and CREE	(8)		
Current		(169)	(1.632)
CREE		(52)	(804)
Net profit		**$ 377.453**	**$ 379.896**
Net profit per share (2)		**820,33**	**825,64**

(1) The items that make up the income from equity method are included in the financial statements of the companies where the Grupo Nutresa S.A. registers the participation method.
(2) Expressed in Colombian pesos.

The notes are an integral part of the financial statements.

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Grupo nutresa

Statement of changes in shareholders' equity

From January 1 to December 31
(Values expressed in millions of Colombian pesos)

	Notes	Capital	Stock-Placing Bonus	Equity method surplus	RESERVES							Revaluation of Equity	Profit for fiscal period	Surplus for valu-ations	Total equity
					Legal	For legal provision	For share buybacks	Available to the highest company body	Future investments	Other reserves	Total reserves				
Balances as of December 31, 2012	Notas	**2.301**	**546.831**	**816.261**	**2.711**	**1.076**	**82.400**	**158.457**	**862.332**	**220.104**	**1.327.080**	**650.473**	**345.484**	**2.733.696**	**7.422.126**
Dividends decreed	(15)												(182.209)		(182.209)
Transfer to profits and reserves									383.203	(219.928)	163.275		(163.275)		0
Adjustment for valuation and other concepts														(375.982)	(375.982)
Application of equity method	(5)			179.713											179.713
Net profit in 2013													379.896		379.896
Balances as of December 31, 2013		**2.301**	**546.831**	**995.974**	**2.711**	**1.076**	**82.400**	**158.457**	**1.245.535**	**176**	**1.490.355**	**650.473**	**379.896**	**3.357.714**	**7.423.544**
Dividends decreed	(15)												(198.773)		(198.773)
Transfer to profits and reserves									181.123		181.123		(181.123)		0
Adjustment for valuation and other concepts														444.342	444.342
Application of equity method	(5)			167.329											167.329
Net profit in 2014													377.453		377.453
Balances as of December 31, 2014		**2.301**	**546.831**	**1.163.303**	**2.711**	**1.076**	**82.400**	**158.457**	**1.426.658**	**176**	**1.671.478**	**650.473**	**377.453**	**3.802.056**	**8.213.895**

The notes are an integral part of the financial statements

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Statement of changes in the Financial Statement

From January 1 to December 31
(Values expressed in millions of Colombian pesos)

	NOTES	2014	2013
FINANCIAL RESOURCES PROVIDED FROM:			
NET PROFIT		**$ 377.453**	**$ 379.896**
Plus (minus) debits (credits) to operations that do not affect the working capital:			
Amortization of goodwill		230	170
Recuperation of the investment and other assets allowance		(17)	(34)
Profits from applying the equity method	(5)	(323.884)	(344.632)
Recuperation of allowance from applying the equity method	(5)	0	(307)
FINANCIAL RESOURCES PROVIDED FROM OPERATIONS		**53.782**	**35.093**
Plus:			
Dividends from branches and subsidiaries	(5)	167.204	158.476
Decrease in long-term debtors		2	0
RESOURCES DIFFERENT FROM OPERATION		**167.206**	**158.476**
TOTAL FINANCIAL RESOURCES PROVIDED FROM		**$ 220.988**	**$ 193.569**
FINANCIAL RESOURCES USED FOR:			
Dividends declared	(15)	198.773	182.209
Increase on long-term debtors		0	393
Decrease in tax payable		0	168
Acquisition of investments in shares and other investments		3.243	11.968
Increase in goodwill		0	4.604
TOTAL FINANCIAL RESOURCES USED		**$ 202.016**	**$ 199.342**
Increase (decrease) in working capital		**$ 18.972**	**$ (5.773)**
Analysis of Changes in Working Capital			
INCREASE (DECREASE) IN CURRENT ASSETS			
Cash and cash equivalents		$ 12	$ (17)
Debtor accounts		6.700	2.876
Expenses paid in advance		(18)	60
TOTAL INCREASE IN CURRENT ASSET		**$ 6.694**	**$ 2.919**
(INCREASE) DECREASE IN CURRENT LIABILITIES			
Financial obligations		0	7
Accounts payable		1.507	(5.619)
Taxes, levies and rates		1.381	(1.810)
Labor obligations		(232)	(451)
Deferred income		9.622	(819)
TOTAL DECREASE (INCREASE) IN CURRENT LIABILITIES		**$ 12.278**	**$ (8.692)**
INCREASE (REDUCTION) IN WORKING CAPITAL		**$ 18.972**	**$ (5.773)**

The notes are an integral part of the financial statements

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Cash flow statement

From January 1 to December 31
(Values expressed in millions of Colombian pesos)

	NOTAS	2014	2013
CASH FLOW PROVIDED FROM OPERATIONS			
NET PROFIT		**$ 377.453**	**$ 379.896**
Plus (minus) debits (credits) for operations that do not affect the cash:			
Amortization of goodwill		230	170
Recovery of allowance from other assets		(17)	(34)
Profits from applying the equity method	(5)	(323.884)	(344.632)
Recuperation of allowance from applying the equity method	(5)	0	(307)
Changes in operating assets and liabilities:			
Dividends received from affiliates and subsidiaries	(5)	167.204	158.476
Debtor accounts		(6.698)	(3.269)
Expenses paid in advance		18	(60)
Account payable		(6.218)	548
Taxes, levies and rates		(1.213)	1.810
Equity tax payment		(168)	(168)
Labor obligations		232	451
Deferred liabilities		(9.622)	819
NET CASH PROVIDED FROM OPERATIONS		**$ 197.317**	**$ 193.700**
CASH FLOWS PROVIDED FROM INVESTMENT ACTIVITIES			
Acquisition of investments in shares and other investments		(3.243)	(11.968)
Acquisition of goodwill		0	(4.604)
NET CASH USED IN INVESTMENT ACTIVITIES		**$ (3.243)**	**$ (16.572)**
CASH FLOW FROM FINANCING ACTIVITIES:			
Payment of dividends	(15)	(194.062)	(177.138)
Paid financial obligations		0	(7)
NET CASH USED IN FINANCING ACTIVITIES		**$ (194.062)**	**$ (177.145)**
Increase (decrease) in cash and cash equivalents		12	(17)
Cash and cash equivalents at year opening		58	75
CASH AND CASH EQUIVALENTS AT YEAR CLOSE		**$ 70**	**$ 58**

The notes are an integral part of the financial statements

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Carlos Ignacio Gallego Palacio
President
(See attached certification)

Bibiana Moreno Vásquez
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Financial Statements Notes

Years ended December 31, 2014 and 2013
(Amounts expressed in millions of Colombian pesos, except the values in US dollars, exchange rate and number of shares).

NOTE 1 Economic entity

Grupo Nutresa S. A. Parent Company
Grupo Nutresa S. A. is a Colombian stock company (Sociedad Anónima, S. A.) incorporated on April 12, 1920, with its main domicile in the city of Medellín; its term expires on April 12, 2050.

The Parent Company's corporate purpose consists of investing in or applying resources or funds to companies organized in any form provided by law, either at home or abroad, and whose business purpose is aimed at the exploitation of any legal economic activity, or in tangible or intangible assets for the purpose of safeguarding its capital.

In 2014 no new companies were acquired.

ACQUISITIONS 2013

Tresmontes Lucchetti
On July 18, 2013, Grupo Nutresa S. A. signed an agreement to acquire 100% of the shares in the Chilean company Tresmontes Lucchetti S. A. In accordance with the agreement, the value to be paid for the company was set at USD 758 million, equivalent to 12.6 times the 2012 EBITDA.

After the agreed – upon adjustments, the product of the confirming due diligence, the Enterprise Value (EV) reached was USD 739.3 million, which equals an EV/EBITDA of 12.3. After discounting the TMLUC financial debt of USD 126 million, the amount paid was USD 605.3 million, subject to the final adjustments for the working capital and the financial debt after the close.

Tresmontes Lucchetti is a Chilean food company with 120 years of tradition. In Chile, it participates in the categories of cold instant beverages, tea, juices, coffee, pastas, snacks, edible oils, soups and desserts. Additionally, its cold instant beverage business has significant international presence in Mexico, the United States, Central America and South America.

In Chile, Tresmontes Lucchetti is the leader in the cold instant beverage category with the brands Zuko and Livean. It is second in the pasta category (Lucchetti and Talliani) and coffee (Gold and Monterrey), and an important player in snacks (Kryzpo), edible oils (Miraflores), juices (Yuz and Livean), soups (Naturezza), desserts (Livean) and tea (Zuko and Livean).

Its presence throughout the Mexican territory is highlighted, where it has a wide distribution network, which has positioned it as the second player in the category of cold instant beverages.

The transaction included the following companies:

1. Tresmontes Lucchetti S. A.
2. Tresmontes Lucchetti Agroindustrial S. A.
3. Tresmontes Lucchetti Internacional S. A.
4. Tresmontes Lucchetti Servicios S. A.
5. Tresmontes S. A.
6. Deshidratados S. A.
7. Inmobiliaria Tresmontes Lucchetti S. A.
8. Inversiones Agroindustrial Ltda.
9. Inversiones y Servicios Tresmontes Ltda.
10. Lucchetti Chile S. A.
11. Sociedad Colectiva Civil Inmobiliaria y Rentas Tresmontes Lucchetti
12. Envasadora de Aceites S. A.
13. Novaceites S. A.
14. Comercializadora TMLUC S. A. de C. V.
15. Servicios Tresmontes Lucchetti S. A. de C. V.
16. Tresmontes Lucchetti México S. A. de C. V.
17. TMLUC Perú S. A. C.
18. Promociones y Publicidad Las Américas S. A.
19. TMLUC Argentina S. A.

Dan Kaffe (Malaysia) Sdn. Bhd.
On December 11, 2012, Grupo Nutresa S. A., through its subsidiary industry Colombiana de Café S. A. S. (Colcafé), entered into an agreement by which it acquired a 44% stake of the Malaysian company Dan Kaffe (Malaysia) Sdn. Bhd. ("DKM"). The other shareholders of this company are: Mitsubishi Corporation, the Japanese multinational company and one of the largest and most recognized conglomerates of said country, with a 30% stake; and Takasago International Corporation, one of the world leaders in flavors and aromas, with a 26% stake.

Founded in 1994, DKM is one of the largest Malaysian companies dedicated to the production of instant coffee and coffee extracts. Its plant is located in Johor Bahru, 25 kilometers from the port of Singapore, the business hub of Southeast Asia. This country is an important platform to do business in as it has access to competitive raw materials, good international business logistics chains, qualified labor, political stability and an attractive legal system to do business.

The agreement was completed on February 15, 2013, when the payment of USD 14.4 million and the respective transfer of shares were made.

NOTE 2 Basis of presentation and summary of significant accounting policies and practices

For the preparation of the financial statements and the accounting records, the Company observes generally accepted accounting principles, which are prescribed by law and by the Financial Superintent of Colombia.

The following describes the main accounting policies and practices implemented in the Company in accordance with the above:

2.1 CONSOLIDATION

Companies in Colombia must prepare basic general purpose financial statements, which are presented to the Shareholders' Assembly and serve as the basis for distribution of dividends and other appropriations. Additionally, the Code of Commerce requires the preparation of general purpose consolidated financial statements, which are also submitted to the Shareholders' Meeting for approval, but they are not used as basis for the distribution and appropriation of profits. The accompanying financial statements do not consolidate the assets, liabilities, equity or results of the subsidiary companies. The investment in these companies is recorded by the equity method, as shown below.

2.2 FOREIGN CURRENCY ACCOUNTS

Transactions in foreign currency are recorded at the rates of exchange in effect on the respective dates. For the conversion from US dollars to Colombian pesos, at the end of each accounting period the accounts receivable or payable are adjusted to fit the representative exchange rate published by the official market entity in charge of certifying said information. With regard to accounts receivable in other currencies (in terms of functional currency) the exchange differences are expensed as financial income. Only exchange differences that are not attributable to asset acquisition costs are included in the results for accounts payable. Exchange differences that occurred while the assets are under construction or being installed and until they are ready for use, are charged to the cost of acquiring assets.

In accordance with Regulatory Decree 4918 of December 26, 2007, the exchange difference from equity investments in foreign subsidiaries must be restated into the functional currency using the current exchange rate certified by the Financial Superintendency of Colombia and must be recorded in the surplus equity method account with a higher or lower equity value, as appropriate.

When the investment has been properly carried out, the adjustments for exchange differences that were recorded in equity will affect earnings.

The rights and obligations in financial derivatives conducted for purposes of hedging assets or liabilities in foreign currencies are shown in balance sheet accounts and conform to the representative market rate credited or charged to income. The premiums or discounts on options and futures contracts are charged or credited to the fiscal year results, as applicable.

2.3 NEGOCIABLE AND PERMANENT INVESTMENTS

The provisions of the Colombian Financial Superintendency, according to External Circular Letter No. 11 of 1998, requires that all investments held by the Company be classified according to the intention of their implementation by management as tradable investments, if it intends to keep them for less than three (3) years, and permanent investments, if it intends to keep them for more than three (3) years. They are also classified in accordance with the returns they generate in fixed–income investments and variable–income investments. Once classified, the investments are recorded and they appreciate as follows:

Fixed–income investments (debt rights), regardless of their classification as tradable or permanent, are initially recorded at their acquisition cost and are appreciated monthly at their realization value. The resulting adjustment is reflected in the Profit and Loss Statement.

Variable–income investments in shares or capital holdings, in entities that are not controlled by the Company, are recorded at cost and appreciate at their realization value. For permanent investments, the resulting adjustment, whether it is positive or negative, is recorded in the item valuation in the assets account with a credit or debit to the valuation surplus in Changes in the Shareholders' Equity Statement, as the case may be. For tradable investments, the resulting adjustment, whether it is positive or negative, affects the last cost recorded for the investment; the income or expense generated is registered in the Profit and Loss Statement. For shares listed in the stock market, the market value is determined thus: for high marketability shares, based on the average of the last ten (10) days of quotations; for average marketability shares, based on the average of the last ninety (90) days of quotations; and for low marketability shares or shares that are not listed in the stock market, on their intrinsic value.

Pursuant to Joint Circulars 006 and 11 of 2005, issued by the Colombian Superintendent of Societies and the Financial Superintendent, respectively, investments in subsidiary companies in which more than 50% of the capital belongs to the Parent Company, either directly or through an intermediary or with the assistance of its subsidiary companies, among other criteria, are posted using the equity holding method applied forward as of January 1, 1994. Using this method, investments are initially recorded at cost and later adjusted, with a credit or debit to the Profit and Loss Statement, as the case may be, to acknowledge the holdings in the profits or losses in the subsidiary companies as of January 1, 1994, after eliminating unrealized profits between the subsidiary companies and the Parent Company. The cash distribution of the profits of these companies, obtained before December 31, 1993, is recorded as income and, after that date, it is recorded as a lesser value of the investment. In addition to the above, the proportional holdings are also recorded as a greater or lesser value of the investments posted in variations in other equity accounts of the subsidiary companies other than the Profit and Loss Statement of the fiscal period, with a credit or debit to the surplus account through the holding method in the equity.

2.4 INTANGIBLE ASSETS

Commercial Credits

Intangibles include commercial credits generated by the acquisition of permanent investments. These costs are amortized in the lesser period of time between the estimated time of their exploitation and the duration of their legal or contractual term.

2.5 TAXES, FEES AND CHARGES

Covers the value of general compulsory levies in favor of the State which is charged to the company, by way of private payments that are calculated on the tax bases of the fiscal period.

Income tax is determined based on estimates.

2.6 RECOGNITION OF REVENUES, COSTS AND EXPENSES

Income from the equity method is recognized quarterly, based on the results of the subsidiary companies.

Overall, the revenues, costs and expenses are expensed by the accrual system..

2.7 LABOR OBLIGATIONS

Labor obligations are adjusted at the end of each fiscal year, based on the work contracts and on current legal regulations.

2.8 DEBTOR AND CREDIT ACCOUNTS

2.8.1 DEBTOR MEMORANDUM ACCOUNTS

Facts or circumstances which may create rights affecting the financial structure of the company, and accounts for the purposes of internal control of assets are registered in debt accounts. Accounts used to reconcile differences between the accounting records of active nature and tax returns are also included.

2.8.2 CREDITORS

Commitments or contracts that relate to possible obligations that may affect the financial structure of the Company are recorded in credit account. Accounts used for internal control purposes of liabilities and equity, and to reconcile the differences between the credit accounting records and tax returns are also included.

2.9 NET PROFIT PER SHARE

The net profit per share is calculated on 460.123.458 outstanding shares.

2.10 CASH AND CASH EQUIVALENTS

In preparing the cash flow statement, simultaneous operations (funding), as they have a maturity of less than three months are considered cash equivalents.

2.11 RELATIVE IMPORTANCE OR MATERIALITY

The financial statements and notes reveal comprehensively the economic events in the years ended December 31, 2014 and 2013 that affected the financial position of the Company, its results and cash flows, as well as changes in the financial position and equity of its shareholders. There are no undisclosed events of this nature that would alter the economic decisions of users of said information.

The relative importance for purposes of revelations was determined on the basis of 5% of current and non-current assets, current and non-current liabilities, assets, results of fiscal year operations and each account at a generally higher level considered individually.

2.12 CONVERGENCE WITH INTERNATIONAL STANDARDS OF FINANCIAL INFORMATION-IFRS:

In accordance with the provisions of Law 1314, 2009 and the regulatory decrees 3023 and 2784 of December 2012, Grupo Nutresa S.A., is forced to converge from the generally accepted accounting principles in Colombia to the International Financial Reporting Standards (IFRS or IFRS for its acronym in English) as issued by the board of International Accounting Standards.

The Technical Board of Public Accountancy (agency for technical standardization of accounting standards, financial reporting and assurance of information) classified the companies in Colombia classified into three groups to make the transition. Groupo Nutresa S.A., belonging to Group 1, with a mandatory transition period began on January 1, 2014, the issuing of the first comparative Financial Statements under IFRS will be at the close on December 31, 2015.

In 2014 the Company presented to the Financial Superintendency in accordance with the External Circulars 038 of December 2013 and June 14, 2014, the Statement of Financial Position of Opening at January 1, 2014, a summary of major policy proposals for the development of the statement of financial position at the open, the exceptions and exemptions in implementing the regulatory technical framework, prior approval of the Finance, Audit and Risk committee and the Board itself.

For all legal purposes, the preparation of the Financial Statements at December 31, 2014 and 2013 will be last financial statements in conformity with the decrees 2649 and 2650 of 1993 and the applicable accounting standards in Colombia to this date.

2.13 COMPARABILITY

Certain reclassifications have been incorporated in the financial statements of 2013 to facilitate comparison with the 2014 financial statements.

NOTE 3 Cash and equivalents available

The balance at December 31 included:

	2014	2013
Cash	$ 37	$ 10
Banks and savings accounts	33	47
Others	0	1
TOTAL	**$ 70**	**$ 58**

There are no restrictions on these values for their availability.

The balance of these operations, except for cash, was placed at an average rate of 3,34%E. A. in 2014 and 2,99% E. A. in 2013.

NOTE 4 Debtor Accounts

The balance as of December 31 included:

		2014	2013
Economically bound companies (Note 19)	$	8.834	$ 3.850
Dividends receivable (1)		10.738	9.622
Advances and advanced payments		2	34
Net advances of tax payments (2)		4.805	4.204
Accounts receivable from employees		119	88
TOTAL DEBT (SHORT TERM)	**$**	**24.498**	**$ 17.798**
Advances and advanced payments		45	45
Accounts receivable from employees		346	348
TOTAL DEBT (LONG TERM)	**$**	**391**	**$ 393**

(1) Corresponds to the outstanding dividends declared receivable from investments in companies unsubordinated to December 31, 2014 and 2013, maturing between January 2015 and March 2014 respectively.
(2) Includes credit balance of income tax and CREE worth $ 4.645 (2013 - $ 3.176). See Note 8.

NOTE 5 Total permanent investments

The balance as of December 31 included:

	Costs 2014	Costs 2013	Valuations 2014
Investments in associated companies	$ 4.084.726	$ 3.760.458	$ 76.262
Investments in other companies	368.342	365.365	3.725.794
Fiduciary rights (*)	943	936	0
Other investments	520	520	0
Provision for investments	(739)	(756)	0
TOTAL PERMANENT INVESTMENTS	**$ 4.453.792**	**$ 4.126.523**	**$ 3.802.056**

(*) Corresponds to the Grupo Nutresa fiduciary trust

Duly authorized by the Colombian Financial Superintendency, in August 2009 through the fiduciary trust Grupo Nutresa S. A., issued 500.000.000 ordinary bonds at a par value of ONE THOUSAND PESOS ($ 1.000) per bond, which were placed in their entirety on the market and have a “AAA” (Triple A) rating by Fitch Ratings Colombia S. A., reaffirmed in 2014 and 2013. The bonds are endorsed 100% by the Company.

As of December 31, 2014 the bonds are distributed as follows:

Series	Capital	CPI RATE +	FORM
C7	131.815	4,96%	T.V
C10	135.482	5,33%	T.V
C12	134.162	5,59%	T.V
TOTAL	**401.459**		

Investment in Economically bound companies

COMPANY	Number of ordinary shares	Stake %	Cost 2014	Cost 2013	Valuation 2014	Dividends received 2014
Compañía Nacional de Chocolates S.A.S.	496.886	100%	856.306	777.968	11.405	18.385
Compañía de Galletas Noel S.A.S.	119.000.000	100%	989.321	928.982	430	34.034
Tropical Coffee Company S.A.S.	1.000.000	100%	24.821	27.298	0	0
Industria de Alimentos Zenú S.A.S.	2.496.089	100%	256.956	295.231	0	31.650
Industria Colombiana de Café S.A.S.	2.947.415	100%	584.205	551.814	0	24.257
Litoempaques S.A.S.	400.000	100%	23.823	22.532	8	0
Molino Santa Marta S.A.S.	30.316.584	100%	70.169	62.071	20.869	0
Novaventa S.A.S.	1.479.701.695	92,50%	86.625	52.315	0	0
Pastas Comarrico S.A.S.	400.000	100%	25.022	22.634	3.559	0
Productos Alimenticios Doria S.A.S.	68.634.332	100%	143.370	127.793	6.594	0
Alimentos Cárnicos S.A.S.	4.736.893.458	100%	529.653	453.442	0	33.158
Meals Mercadeo de Alimentos de Colombia S.A.S.	227.000.000	100%	313.633	274.324	5.115	20.884
Compañía Nacional de Chocolates de Perú S.A.	6.870	0,00%	6	5	1	0
La Recetta Soluciones Gastrónomicas Integradas S.A.S.	350.000	70%	1.279	1.246	929	0
Servicios Nutresa S.A.S.	10.000	100%	1.604	1.201	94	0
Setas Colombianas S.A.	1.133.798.248	94,00%	42.436	40.116	14.181	4.819
Alimentos Cárnicos Zona Franca S.A.S.	10.000	100%	263	206	5.294	0
Gestion Cargo Zona Franca S.A.S.	5.000	100%	35.053	26.705	0	0
Comercial Nutresa S.A.S.	2.724.624	100%	42.797	43.564	0	0
Industrias Aliadas S.A.S.	2.225.850	83,33%	56.680	51.011	7.783	17
Opperar Colombia S.A.S.	1.000.000	100%	704	0	0	0
TOTAL INVESTMENTS			**$ 4.084.726**	**$ 3.760.458**	**$ 76.262**	**$ 167.204**

A summary of the effect of applying the holding method in the structure of the Grupo Nutresa S. A. financial statements appears below:

	2014	2013
Increase in assets:		
Investments		
Participation method	$ 491.213	$ 524.652
Dividends received	(167.204)	(158.476)
Movement in investments	324.009	366.176
Valuation	(19.225)	2.353
TOTAL INCREASE IN ASSETS	**$ 304.784**	**$ 368.529**
Increase in equity		
Results	$ 323.884	$ 344.939
Profit participation method	323.884	344.632
Net investment allowance recovery	0	307
Surplus capital	167.329	179.713
Surplus for revaluation	(19.225)	2.353
TOTAL INCREASE IN EQUITY	**$ 471.988**	**$ 527.005**

The corporate purpose of the subsidiary copanies is as follows:

Industria Colombiana de Café S. A. S. (Colcafé)
This Colombian company was incorporated on June 1, 1950, as a stock company (Sociedad Anónima) and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company (Sociedad por Acciones Simplificada, S. A. S.) on March 18, 2009. It has an indefinite term and its main domicile is in Medellín, Antioquia.

Its corporate purpose is to assemble and exploit coffee industry and food industry activities in general, and those of directly related businesses, as well as conduct any other legal economic activity.

Compañía Nacional de Chocolates S. A. S.
This Colombian company was incorporated on October 8, 2002, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 18, 2009. It has an indefinite term and its main domicile in in Medellín, Antioquia.

Its corporate purpose is to exploit food industry activities in general, and, in particular, to produce chocolate and its derivatives, as well as to conduct business related to these industries; to distribute, sell and market the products described above, produced by the company and by other manufacturers, and the raw materials, materials or supplies utilized in the food production industry and in the production of popular consumption foods susceptible to being distributed through the same channels. The business purpose also includes investing in or applying resources or having holdings under any associative form authorized by law, and carrying out any other legal activity.

Tropical Coffee Company S. A. S.
This Colombian company was incorporated on March 31, 1950, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 18, 2009. It has an indefinite term and its main domicile is in Medellín, Antioquia.

Its corporate purpose is to assemble and exploit coffee industry and food industry activities in general, and to conduct directly related business activities. In addition, it can conduct any other legal economic activity.

Productos Alimenticios Doria S. A. S.
This Colombian company was incorporated on November 18, 1966, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 13, 2009. It has an indefinite term and its main domicile is in Mosquera, Cundinamarca.

Its corporate purpose is to exploit food industry activities in general and, in particular, flours and prepared foods made from cereals and their derivatives, pastas among others, and conduct businesses directly related to this industry. It may also distribute and, in general, market food products, raw materials and elements used in the food industry and the manufacture of flours and preparations made from cereals and their derivatives. It may also invest in or apply resources or have holdings under any legal associative form, and conduct any other legal economic activity.

Industria de Alimentos Zenú S. A. S.
This Colombian company was incorporated on August 20, 2002, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 17, 2009. It has an indefinite term and its main domicile is in Medellín, Antioquia.

Its corporate purpose is to conduct food industry activities in general, as well as for those substances used as ingredients in foods and, in particular, meat, including the processing and utilization of by–products from beef, pork, sheep, fish and other animal species; the slaughter and preparation of large or small livestock and the purchase, sale, transport, distribution, import and export of meat. It may also process meat and prepare sausages, soups, extracts, fats, canned meat, spices, condiments, dairy products, cottage cheese, eggs and food substances for animals; the distribution, sale, importation, exportation and marketing in general of the elements mentioned above in their natural state or industrially prepared by the company or by others. In addition, it may distribute, sell and trade in general products for popular consumption susceptible to being distributed through the same channels. It may also invest in or apply resources or have holdings under any associative forms authorized by law and conduct any other legal economic activity.

Compañía de Galletas Noel S. A. S.
This Colombian company was incorporated on August 13, 1998, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock

Company on March 17, 2009. It has an indefinite term and its main domicile is in Medellín, Antioquia.

Its corporate purpose is to exploit food industry activities in general and, in particular, the production or manufacture of those foods for human consumption and the substances used as ingredients in food, such as prepared cereals, flours, starches, tea, coffee, sago, chocolate, sugar, salt, honey, bakery products, cookie and cracker products and pastry products. It may also distribute, sell and trade in general the products mentioned in the previous sentence produced by the company or other manufacturers, and the raw materials, materials or supplies used in the food production industry, as well as distribute, sell and trade in general products for popular consumption susceptible to being distributed through the same channels. It may also invest in or apply resources or have holdings under any associative forms authorized by law and conduct any other legal economic activity.

Comercial Nutresa S. A. S.
This Colombian company was incorporated through a private document on February 12, 2010; it was registered in the Medellín Chamber of Commerce on February 17, 2010. It has an indefinite term and its main domicile is in Medellín, Antioquia.

Its corporate purpose is to conduct any legal activity.

On March 31, 2011, the memorandum, in which the name of the company was changed from Cordialsa Colombia S. A. S. to Comercial Nutresa S. A. S., was registered in the Medellín Chamber of Commerce.

Gestión Cargo Zona Franca S. A. S.
This Colombian company was incorporated on October 10, 2008, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 16, 2009. It has an indefinite term and its main domicile is in Cartagena, Bolívar.

The company is an industrial user of free–trade zone goods and services; its business purpose is, principally, to develop the following activities in the free–trade zone: provide management services to purchase, import and export food products and raw materials used in the food industry in general, for third parties. Likewise, it may reprocess, repack, assemble, label, pack, assemble for third parties, classify, control quality, inspect, reclassify, clean, freeze and thaw the mentioned articles. It may also provide coordination and logistics control services of imported products and raw materials for third parties, classify food and raw material products, control inventories and customs processes, along with loading, unloading and picking the products and raw materials indicated. It may do laboratory tests and analyses on food products and raw materials for food, as well as interpret said results.

Alimentos Cárnicos Zona Franca Santafé S. A. S.
This Colombian company was incorporated on October 10, 2008, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock

Company on March 16, 2009. It has an indefinite term and its main domicile is in Cota, Cundinamarca.

The company is an industrial user of free–trade zone goods and services; its business purpose is, principally, to develop the following activities in the free–trade zone: the processing, manufacture, purchase and sale of food products and the sale of by–products and waste derived from the manufacturing processes; to provide manufacturing services of food products to third parties; to provide management services to purchase supplies and raw materials used in the food manufacturing industry; to provide services to reprocess, repack, assemble, label, pack, assemble for third parties, classify, control quality, inspect, reclassify, clean, freeze and thaw the mentioned articles. It may also execute coordination and logistics control services of food product inventories and raw materials for third parties, classify food products and raw materials, load, unload and pick the products and raw materials indicated. It may contract third–party transportation services for itself and for others, as well as provide invoicing and food–product dispatch services, and conduct any other legal economic activity.

Alimentos Cárnicos S. A. S.
This Colombian company was incorporated on August 20, 1968, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 17, 2009. It has an indefinite term and its main domicile is in Yumbo, Valle del Cauca.

Its business purpose is to exploit the food industry in general and/or the substances used as ingredients for food and, in particular, meat and/or farm livestock and produce, including the processing and utilization of animal and agricultural by–products to prepare food; to exploit farm produce and large and small livestock and the businesses directly related to these activities, particularly by cattle breeding, raising, fattening up and their later slaughtering or live disposal; the purchase, sale, transport, distribution, import, export and trade in general of its own food and that of other manufacturers. In addition, it may invest in or apply resources or have holdings under any associative form authorized by law, the purpose of which is the exploitation of any legal economic activity, even if it is not directly related to food production or marketing, and to conduct any other legal economic activity in Colombia and abroad.

Molinos Santa Marta S. A. S.
This Colombian company was incorporated on April 18, 1980, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 18, 2009. It has an indefinite term and its main domicile is in Medellín, Antioquia.

Its business purpose is to mill grain, as well as develop the businesses and activities that are directly related to the milling industry and conduct any other legal economic activity.

Litoempaques S. A. S.
This Colombian company was incorporated on March 16, 1995, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 18, 2009. It has an indefinite term and its main domicile is in Medellín, Antioquia.

Its business purpose is to exploit the metallurgical and packing industry activities in general and, in particular, to produce or manufacture and/or assemble, and/or market bottles, lids and packaging made of any material and for any use. It may also do lithography work in metal or in any other material for all kinds of industries; to sell, distribute, import, export and trade all of the above elements in general, whether produced by the company or by other manufacturers, as well as the raw materials or supplies used in the metallurgical industry and packing industry. It may also conduct any other legal economic activity.

Pastas Comarrico S. A. S.
This Colombian company was incorporated on November 30, 2004, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 18, 2009. It has an indefinite term and its main domicile is in Barranquilla, Atlántico.

Its business purpose is to conduct food industry activities in general and, in particular, to manufacture and/or commercialize flours, pastas, prepared food made from cereals and their derivatives, as well as conduct business activities directly related to this industry; and to conduct any other legal economic activity.

Novaventa S. A. S.
This Colombian company was incorporated on October 3, 2000, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 17, 2009. It has an indefinite term and its main domicile is in Medellín, Antioquia.

Its business purpose is to commercialize and distribute food products, raw materials and elements used in the food industries and manage specialized channels to commercialize these products and other articles that are susceptible to being distributed through the same channels. It may also provide maintenance services for equipment used to commercialize the items mentioned above, and conduct any other legal economic activity.

Meals Mercadeo de Alimentos de Colombia S. A. S.
This Colombian company was incorporated on January 29, 1964, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 17, 2009. It has an indefinite term and its main domicile is in Bogotá, Cundinamarca.

Its business purpose is to exploit the food industry in general and, in particular, ice cream, dairy beverages, desserts, yoghurts, juices, refreshments, and fruit–based prepared food; to conduct business activities directly related to this industry.

In general, it may distribute, sell and trade the products mentioned above, produced by the company or by other manufacturers, as well as the raw materials, materials or supplies used in the industry to produce food, as well as distribute, sell and trade in general popular products that are susceptible to being distributed through the same channels. It may also invest in or apply resources or have holdings under any of the associative forms authorized by law, and conduct any other legal economic activity.

Servicios Nutresa S. A. S.
This Colombian company was incorporated on April 21, 2006, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 17, 2009. It has an indefinite term and its main domicile is in Medellín, Antioquia.

Its business purpose is to provide in Colombia and/or abroad specialized business services in areas such as risk management and insurance; legal, auditing and control assistance, accounting, taxes, negotiation in purchases, financial planning, human–resource support and development processes, administrative services, informational technology, treasury matters and any other service that can create value for its clients. In addition, it may invest in or apply resources or have holdings under any of the associative forms authorized by law, and conduct any other legal economic activity.

On April 1, 2011, the statutory reform, in which the name of the company was changed from Servicios Nacional de Chocolates S. A. S. to Servicios Nutresa S. A. S., was registered in the Medellín Chamber of Commerce.

La Recetta Soluciones Gastronómicas Integradas S. A. S.
This Colombian company was incorporated on April 11, 2008, as a stock company and unanimously transformed by the Assembly of Shareholders into a Simplified Joint Stock Company on March 25, 2010. The company term will expire on December 31, 2050, and its main domicile is in Cota, Cundinamarca.

Its business purpose is to distribute products of any nature through the institutional channel on its own behalf or for third parties; these products include mass–consumption foods and products, with its own brands or with third–party brands, as well as packaging and packing the products.

Compañía Nacional de Chocolates de Perú S. A.
This Peruvian company was incorporated on November 13, 2006; it has an indefinite term. Its main domicile is in Lima, Peru.

The business purpose of the company is the industrial and agricultural activity to manufacture and market all kinds of beverages and foods, as well as all kinds of farm exploitation. It may also engage in selling, marketing, distributing, exporting and importing activities for goods in general. It is especially dedicated to the industry of biscuits, chocolates and other sweets.

On December 1, 2010, the short fusion was effected whereby Compañía Nacional de Chocolates de Perú S. A. absorbed Compañía de Cacao del Perú S. A. C.

Industrias Aliadas S. A. S.
This Colombian company was incorporated on September 21, 1988, through Public Deed Number 4349, registered in the Office of the Second Notary Public of Ibagué. Its term is until September 21, 2038, and its main domicile is in Ibagué, Tolima.

On April 28, 2011, Memorandum Number 29, whereby the company was transformed in a Simplified Joint Stock Company, was registered in the Ibagué Chamber of Commerce.

Its business purpose is to purchase, sell, dry, sort and export coffee. In general, the company conducts all activities related to the coffee industry.

Setas Colombianas S. A.
This Colombian company was incorporated on December 16, 1991. Its term is until December 16, 2041, and its main domicile is in Medellín, Antioquia.

Its business purpose is to exploit, cultivate, produce, process, distribute and commercialize mushrooms and, in general, food industry products for human consumption and food for animals, and conduct business activities directly related to the food industry. It may also invest in livestock, farming and industrial units or businesses to process, exploit or distribute products for human consumption and food for animals.

Opperar Colombia S.A.S.
Colombian company established in Medellín, incorporated on June 18, 2014, with indefinite duration.

Its object is the provision of freight, in any form, to proprietary or third party equipment, both nationally and internationally, and performing general logistics operations and related activities.

The figures presented below have been taken from the financial statements of the subsidiary companies as of December 31; they have been certified and audited subject to the prescribed legal norms:

2014								
COMPANY	**Social Capital**	**Capital Surplus**	**Reserves**	**Equity Reval.**	**Profit (Loss)**	**Previous Yr. Loss**	**Valuation Surplus**	**Total Equity**
Industria Colombiana de Café S.A.S.	22	151.547	141.915	3.135	61.913	0	225.489	584.021
Compañía Nacional de Chocolates S.A.S.	25	234.813	295.783	11.020	38.128	0	295.727	875.496
Compañía de Galletas Noel S.A.S.	119.000	313.872	218.961	0	93.806	0	244.111	989.750
Industria de Alimentos Zenú S.A.S.	250	(14.946)	67.407	64.726	13.394	(2.877)	128.544	256.498
Productos Alimenticios Doria S.A.S.	6.853	0	36.382	24.668	12.695	0	69.366	149.964
Molino Santa Marta S.A.S.	30	6.721	29.192	18.911	1.840	0	34.343	91.037
Alimentos Cárnicos S.A.S.	47.376	84.862	258.153	0	49.459	0	89.843	529.693
Tropical Coffee Company S.A.S.	4.891	0	3.398	21	(828)	0	17.340	24.822
Litoempaques S.A.S.	4.000	0	2.291	6.141	1.081	(73)	10.392	23.832
Pastas Comarrico S.A.S.	400	6.951	5.600	0	1.931	0	13.699	28.581
Novaventa S.A.S.	1.600	3.588	23.027	6.576	23.759	0	35.100	93.650
Compañía Nacional de Chocolates del Perú S.A.	187.959	0	6.624	0	7.520	107.143	0	309.246
La Recetta Soluciones Gastronómicas Integradas S.A.S.	500	1.820	1.327	0	49	(1.568)	1.025	3.153
Meals Mercadeo de Alimentos de Colombia S.A.S.	22.700	127.597	44.931	0	17.130	0	106.390	318.748
Servicios Nutresa S.A.S.	100	0	1.152	2	402	0	42	1.697
Setas Colombianas S.A.	7.237	3.800	6.457	31.656	4.522	(29.906)	36.917	60.681
Alimentos Cárnicos Zona Franca Santafé S.A.S.	10	795	0	0	57	(1.363)	6.058	5.557
Gestión Cargo Zona Franca S.A.S.	5	0	26.700	0	8.344	0	4	35.053
Comercial Nutresa S.A.S.	2.725	23.785	16.689	0	(707)	0	343	42.835
Industrias Aliadas S.A.S.	13.959	1.362	17.109	6.506	5.061	3.743	29.616	77.356
Opperar Colombia S.A.S.	10	690	0	0	4	0	0	704

					2013			
COMPANY	**Social Capital**	**Capital Surplus**	**Reserves**	**Equity Reval.**	**Profit (Loss)**	**Previous Yr. Loss**	**Valuation Surplus**	**Total Equity**
Industria Colombiana de Café S.A.S.	22	135.844	104.048	3.135	62.124	0	246.616	551.789
Compañía Nacional de Chocolates S.A.S.	25	203.442	247.467	11.020	66.701	0	266.425	795.080
Compañía de Galletas Noel S.A.S.	119.000	318.087	182.963	0	70.032	0	260.853	950.935
Industria de Alimentos Zenú S.A.S.	250	1.105	99.058	64.726	(2.877)	0	132.387	294.649
Productos Alimenticios Doria S.A.S.	6.853	0	23.449	24.668	12.933	0	66.468	134.371
Molino Santa Marta S.A.S.	30	6.721	23.353	18.911	5.839	0	28.030	82.884
Alimentos Cárnicos S.A.S.	47.376	32.956	222.333	0	68.978	0	81.797	453.441
Tropical Coffee Company S.A.S.	4.891	0	3.363	21	208	(173)	19.483	27.792
Litoempaques S.A.S.	4.000	0	2.291	6.141	(73)	0	10.179	22.538
Pastas Comarrico S.A.S.	400	6.951	4.244	0	1.356	0	13.243	26.194
Novaventa S.A.S.	1.600	3.588	12.215	6.576	10.812	0	21.776	56.567
Compañía Nacional de Chocolates del Perú S.A.	161.879	4.136	0	0	7.476	85.492	0	258.983
La Recetta Soluciones Gastronómicas Integradas S.A.S.	500	1.820	1.327	0	(1.568)	0	1.149	3.229
Meals Mercadeo de Alimentos de Colombia S.A.S.	22.700	127.597	42.230	0	23.584	0	63.341	279.452
Servicios Nutresa S.A.S.	100	0	666	2	486	0	42	1.295
Setas Colombianas S.A.	7.237	3.800	6.433	31.656	5.150	(29.906)	32.622	56.990
Alimentos Cárnicos Zona Franca Santa Fé S.A.S.	10	795	0	0	(594)	(769)	6.058	5.500
Gestion Cargo Zona Franca S.A.S.	5	0	17.989	0	8.711	0	0	26.705
Comercial Nutresa S.A.S.	2.725	23.785	10.710	0	5.979	0	364	43.564
Industrias Aliadas S.A.S.	13.959	1.362	7.901	6.506	9.228	3.743	27.855	70.554

Economically bound companies in which Grupo Nutresa S.A. has no direct participation.

COMPANY SHARE-HOLDER / ISSUER COMPANY	Compañía Nacional de Chocolates S.A.S.	Compañía de Galletas Noel S.A.S.	Colcafé S.A.S.	Compañía Nacional de Chocolates DCR S.A.	Industria de Alimentos Zenu S.A.S.	Compañía de Galletas Pozuelo DCR S.A.	Compañía Nacional de Chocolates de Perú S.A.	Alimentos Cárnicos S.A.S.	Alimentos Carnicos Panamá S.A.	ECONOMIC ACTIVITY
Alimentos Cárnicos de Panamá S.A.					100,00%					Producer
Cordialsa Noel Venezuela S.A.						85,73%			14,27%	Merchandising
Industrias Alimenticias Hermo de Venezuela						85,77%			14,23%	Producer
Corp. Distrib. de Alimentos S.A. (Cordialsa)	50,00%	50,00%								Merchandising
Cordialsa Boricua Empaque, Inc.		100,00%								Merchandising
Cordialsa USA, Inc.	10,28%	74,66%	15,06%							Merchandising
Compañía Nacional de Chocolates DCR, S.A.	100,00%									Exploitation of the food industry
Comercial Pozuelo Guatemala S.A.				0,0004%		99,9996%				Merchandising
Comercial Pozuelo El Salvador S.A. de C.V.				0,003%		99,997%				Merchandising
Compañía de Galletas Pozuelo DCR S.A.	26,65%	72,30%			1,05%					Exploitation of the food industry
Compañía de Galletas Pozuelo de Panamá S.A.						100,00%				Producer
Comercial Pozuelo Nicaragua S.A.				0,03%		99,97%				Merchandising
Nutresa S.A. de C.V.	10,22%		40,13%		14,00%		35,65%			Producer
Serer S.A. de C.V.			44,70%		15,59%		39,71%			Producer
Abimar Foods Inc.		100,00%								Producer
Compañía de Galletas Pozuelo de Republica Dominicana S.A.						100,00%				Merchandising
Helados Bon								81,18%		Producer

Economically bound companies in which Grupo Nutresa S.A. has no direct participation.

COMPANY SHARE-HOLDER / ISSUER COMPANY	Compañía Nacional de Chocolates S.A.S.	Compañía de Galletas Noel S.A.S.	Colcafe S.A.S.	Compañía Nacional de Chocolates DCR S.A.	Industria de Alimentos Zenú S.A.S.	Compañía de Galletas Pozuelo DCR S.A.	Compañía Nacional de Chocolates DE PERÚ S.A.	Alimentos Cárnicos S.A.S.	American Franchising Corp. (AFC)	Nutresa Chile S.A.	ECONOMIC ACTIVITY
American Franchising Corp. (AFC)								100%			Investments
Industrias Lácteas de Costa Rica S.A.									100%		Producer
Cía Americana de Helados S.A.									100%		Merchandising
Fransouno S.A.									100%		Merchandising
Helados H.D. S.A.									100%		Merchandising
Americana de Alimentos Ameral S.A.									100%		Merchandising
Inmobiliaria Nevada S.A.									100%		Real estate
Heladera Guatemalteca S.A.									100%		Producer
Distribuidora POPS S.A.									100%		Merchandising
Nevada Guatemalteca S.A.									100%		Real estate
Guate-Pops S.A.									100%		Producer
Industrias Lácteas Nicaragua S.A.									100%		Merchandising
Americana de Alimentos S.A. de C.V.									100%		Merchandising
POPS One LLC									98%		Merchandising
POPS Two LLC									98%		Merchandising
Costa Rica´s Creamery LLC.									100%		Merchandising
Tresmontes Lucchetti S.A.								0,01%		99,99%	Services
Nutresa Chile S.A.	15,30%	18,50%	15,30%					50,90%			Investments
Tresmontes Lucchetti Agroindustrial S.A.								0,000%		100,0%	Producer

COMPANY SHARE-HOLDER / ISSUER COMPANY	Nutresa Chile S.A.	Tresmontes Luchetti S.A.	Tresmontes Luchetti I nternacional S.A.	Tresmontes S.A.	Inmobiliaria Tresmontes Luchetti S.A.	Luchetti Chile S.A.	Tresmontes Luchetti Mexico S.A. de C.V.	Promociones y Publicidad Las Americas S.A.	Servicios Tresmontes Luchetti S.A. de C.V.	Alimentos Cárnicos S.A.S.	ECONOMIC ACTIVITY
Tresmontes Lucchetti Internacional S.A.	0,002%	99,998%									Merchandising
Tresmontes Lucchetti Servicios S.A.	0,002%			99,998%							Services
Tresmontes S.A.	99,999%									0,0014%	Producer
Inmobiliaria Tresmontes Lucchetti S.A.	99,999%									0,001%	Investments
Lucchetti Chile S.A.	99,999%									0,001%	Producer
Novaceites S.A.		50,00%									Merchandising
Comercializadora TMLUC S.A. de C.V.			0,000%				100,000%				Merchandising
Servicios Tresmontes Lucchetti S.A. de C.V.	0,002%							99,998%			Services
Tresmontes Luchetti México S.A. de C.V.			100,000%	0,000%							Producer
TMLUC Perú S.A.	0,003%		99,997%								Merchandising
Promociones y Publicidad Las Américas S.A.			99,00%	1,00%							Services
TMLUC Argentina S.A.	0,83%			99,17%							Producer
Inmobiliaria y Rentas Tresmontes Lucchetti			4,452%		26,753%	68,794%					Real estate
TMLUC Servicios Industriales, S.A. de C.V.								99,998%	0,002%		Services

INVESTMENTS IN OTHER COMPANIES

The balance as of December 31 Included:

2014									
COMPANY	**Number of Common Stock**	**Number of Outstading Shares**	**Intrinsic Value or Market Value per Share**	**Valuation date**	**Percentage stake**	**Cost**	**Allowance**	**Valuation / Devaluation**	**Dividends Received**
Grupo de Inversiones Suramericana S.A.	59.387.803	575.372.223	40.000,00	12/30/2014	10,32%	161.433	0	2.214.078	28.194
Grupo Argos S.A.	79.804.628	793.115.568	20.500,00	12/30/2014	10,06%	148.703	0	1.487.292	24.381
Bimbo de Colombia S.A.	2.324.630	5.811.576	33.121,00	11/30/2014	40,00%	52.986	(45)	24.053	0
Fondo Ganadero de Antioquia S.A. (2)	52.526	60.926.639	2.123,95	11/30/2014	2,54%	88	0	23	0
Sociedad Central Ganadera S.A.	50.267	279.859	46.713,85	11/30/2014	17,96%	1.155	0	1.193	375
Estrella Andina S.A.S. (1)	1.277.700	4.259.000	2.450,00	11/30/2014	30,00%	3.977	0	(845)	0
TOTAL NET PERMANENT INVESTMENTS						**368.342**	**(45)**	**3.725.794**	**52.950**

(1) In 2014, 278.700 shares in Estrella Andina S. A. S. were acquired.
(2) The Antioquia Livestock Fund (Fondo Ganadero de Antioquia) was in liquidation at the close of December 2014.

2013									
COMPANY	**Number of Common Stock**	**Number of Outstading Shares**	**Intrinsic Value or Market Value per Share**	**Valuation date**	**Percentage stake**	**Cost**	**Allowance**	**Valuation / Devaluation**	**Dividends Received**
Grupo de Inversiones Suramericana S.A.	59.387.803	575.372,223	33.700,00	12/30/2013	10,32%	161.433	0	1.839.935	19.672
Grupo Argos S.A.	79.804.628	785.813.601	19.440,00	12/30/2013	10,16%	148.703	0	1.402.699	17.996
Bimbo de Colombia S.A.	2.324.630	5.811.576	30.822,69	11/30/2013	40,00%	52.986	(45)	18.710	1.279
Fondo Ganadero de Antioquia S.A.	52.526	43.321.254	1.596,86	9/30/2013	0,12%	88	0	(4)	0
Sociedad Central Ganadera S.A.	50.267	279.859	40.501,87	11/30/2013	17,96%	1.155	0	881	479
Estrella Andina S.A.S. (1)	999.000	3.330.000	1.006,00	11/30/2013	30,00%	999	0	6	0
Promotora de Proyectos S.A. (2)	0	0	0		0,00%	1	(1)	0	
TOTAL NET PERMANENT INVESTMENTS						**365.365**	**(46)**	**3.262.227**	**39.426**

(1)In 2013. 999.000 shares in Estrella Andina S. A. S. were acquired.
(2)The total of the shares in Promotora de Proyectos S.A. were sold

NOTE 6 Memorandum accounts

The balance as of December 31 included:

		2014		2013
Debtor Memorandum Accounts:				
Contingent Rights				
Assets and securities pledged as collateral	$	518.400	$	433.350
Subtotal		**$ 518.400**		**$ 433.350**
Fiscal Debtor Memorandum Accounts				
Investments		$ (5.800.313)	$	(5.031.189)
Intangible assets		(4.138)		(4.358)
Debtor Memorandum Accounts		(10.738)		0
Other assets		37		37
Expenses		(3.414)		(11.656)
Fiscal losses to be compensated		82		8
Fiscal losses compensated		0		8.666
Excess presumptive revenue		101		0
Subtotal	**$**	**(5.818.383)**	**$**	**(5.038.492)**
Other Control Debtor Memorandum Accounts				
Assets and securities in trust		$ (21.290)	$	(2.136)
PP&E completely depreciated		168		168
Adjustment for inflation of assets		611.979		611.978
Subtotal		**590.857**		**610.010**
TOTAL DEBTOR MEMORANDUM ACCOUNTS	**$**	**(4.709.126)**	**$**	**(3.995.132)**
Creditor Memorandum Accounts:				
Contingent Responsibilities				
Assets and securities received as collateral	$	(607)	$	(607)
Litigations and/or lawsuits		78		0
Credits		1.287.171		1.507.508
Labor		945		1.020
Other contingent responsibilities		723		723
Subtotal		**1.288.310**		**1.508.644**
Fiscal Creditor Memorandum Accounts				
Operating income	$	(380.586)	$	(382.867)
Control Creditor Memorandum Accounts				
Equity inflation adjustments	$	803.802	$	803.802
TOTAL CREDITOR MEMORANDUM ACCOUNTS	**$**	**1.711.526**	**$**	**1.929.579**

NOTE 7 Accounts payable

The balance as of December 31 included:

		2014		2013
Economically bound companies (Note 19)	$	13.192	$	19.111
Costs and expenses payable		309		312
Dividends payable		55.162		50.451
Payroll withholdings		57		52
Withholdings at the source		306		606
Others		11		12
TOTAL ACCOUNTS PAYABLE (SHORT TERM)	**$**	**69.037**	**$**	**70.544**
Others(*)		157		157
TOTAL ACCOUNTS PAYABLE (LONG TERM)	**$**	**157**	**$**	**157**

(1) The balance is expected to be paid in 2021.

NOTE 8 Taxes, levies and rates

As of December 31, the taxes, levies and rates included:

	2014	2013
Equity income tax — CREE	0	739
Sales tax payable	918	1.392
Equity tax	0	168
	918	**2.299**

INCOME TAX AND COMPLEMENTARY WINDFALL TAXES

The current tax regulations applicable to Grupo Nutresa S.A. stipulate that:

a) Beginning on January 1, 2013, fiscal income is taxed at a rate of 25% for the concept of income tax and complementary tax, except for those contributors that, by express disposition, handle special rates and at 10% for income from windfalls.

b) The taxable base to determine income tax cannot be less than 3% of their net worth of the shareholders' equity on the last day of the immediately previous taxable fiscal period.

c) As of tax year 2007 and solely for tax purposes, taxpayers may annually adjust the cost of real estate and personal property that have the nature of fixed assets. The Colombian National Tax and Customs Directorate will set the adjustment percentage through a resolution.

d) Up to tax year 2010, and for those taxpayers who had a legal stability contract signed until December 31, 2012, the special deduction for investments made in productive real fixed assets equal to 30% of the value of the investment was applicable; its use did not generate income taxes taxed on partners or shareholders. Taxpayers who had acquired depreciable fixed assets beginning on January 1, 2007, and who used the deduction established here, could only depreciate those assets through the straight – line system and would have no right to the benefit of audit, even fulfilling the budgets established in the tax regulations to access it. Regarding the deduction taken in previous years, if the property object of the benefit is no longer used in the income–producing activity or if it is disposed of or withdrawn before the end of its useful life, it must incorporate an income through proportional recovery of the useful life remaining at the time of its abandonment or sale. Law 1607 of 2012 repealed the rule that allowed the signing of the legal stability contracts, as of the 2013 tax year.

e) As of December 31, 2014, the Company presented fiscal losses, which originated during 2008, to be compensated in the amount of $82 million. Pursuant to current tax regulations, the fiscal losses generated from 2003 to 2006 may be offset and/or fiscally adjusted, with the ordinary income of the following eight years, without exceeding 25% of the value of the loss annually, without prejudice to the presumptive income for the fiscal period. Losses originated as of tax year 2007 may be offset and/or fiscally adjusted, without any limit on the percentage, at any time, with ordinary income without prejudice to the presumptive income of the fiscal period. Company losses may not be transferred to the shareholders. Fiscal losses originating in revenue that do not constitute income or windfall earnings, and originated in costs and deductions that have no relation of causality with the generation of taxable income may not–under any circumstance–be offset with taxpayers' net income.

As of December 31, 2014 the Company has excess presumptive income on ordinary income of $101 million generated during 2013. According to current tax regulations, excess presumptive income over ordinary income can be offset against ordinary net income, within five years, adjusted for tax purposes.

f) It is important to mention that the compensation of tax losses or excess presumptive income may only be applied to the basic income tax and not to the equity income tax "CREE," as established in Tax Reform, Law 1607 of December 2012.

The maturity of the fiscal losses and the excess presumptive income is as follows:

Date of Maturity	Fiscal losses	Excess presumptive income
No maturity date	68	0
2018	0	101
2014	14	0
	82	101

g) No new additional concepts of windfall earnings have been established in addition to those already defined as of December 31, 2013.

Below is the breakdown of the reconciliation between before–tax profits and remittance and the taxable income for the years ended on December 31:

		2014		2013
Profit before allowance for Income tax	**$**	**377.674**	$	382.332
Plus:				
Non-deductible expenses for taxes		1.132		978
Non-deductible expenses for various		310		242
Costs and expenses from previous fiscal periods		14		2.931
Dividends received from affiliates and subsidiaries		**167.204**		158.476
Levy on financial movements		2		3
Cost of sale of investments		161		264
TOTAL ITEMS THAT INCREASE THE NET TAXABLE INCOME	**$**	**168.823**	**$**	**162.894**
Minus:				
Untaxed income		1.640		25
Repayment of allowances		16		50
Income using holding method		323.884		344.939
Dividends that do not constitute income		209.399		191.438
Non-payable dividends		10.738		0
Investment sales cost		562		88
TOTAL ITEMS THAT DECREASE THE NET TAXABLE INCOME	**$**	**546.239**	**$**	**536.540**
Net income		**258**		8.686
(-) Compensation for presumptive income losses and excesses		**0**		8.686
Presumptive income		574		6.526
Net taxable income (The greatest)		574		6.526
Tax rate		25%		25%
Allowance for tax on current income (1)	$	143	$	1.632
Income for windfall earnings		562		88
Costs and expenses for windfall earnings		304		88
Taxable windfall earnings		$258		0
Tax rate		10%		10%
Allowance for tax on windfall earning (2)		26		0
TOTAL ALLOWANCE FOR TAX ON INCOME AND WINDFALL EARNINGS (1+2)	**$**	**169**	**$**	**1.632**

RECONCILIATION BETWEEN ACCOUNTING NET WORTH AND FISCAL NET WORTH

Below is the reconciliation between the accounting net worth and the fiscal net worth for the years ending as of December 31:

		2014		2013
Accounting net worth	$	8.213.895	$	7.423.544
Allowance to protect investments and other assets		775		793
Fiduciary rights		(677)		(693)
Other investments		(376)		0
Pending goodwill amortization		(4.138)		(4.358)
Valuation of investments		(3.802.056)		(3.357.714)
Fiscal cost of investments		(1.997.943)		(1.673.538)
Income to cover dividends		(10.738)		0
FISCAL NET WORTH	**$**	**2.398.742**	**$**	**2.388.034**

The tax returns for income taxes and complementary taxes for the 2008, 2009, 2010, 2011 and 2013 tax years are subject to review and acceptance by the tax authorities. The Company Administrators and its legal advisors consider that the amounts posted as liabilities for tax payable are sufficient to attend any requirement that may be set forth regarding those years. The income and complementary tax declaration for the 2012 tax year is closed to revision, since the Company received the audit benefit dealt with in Article 689 – 1 of the Tributary Statute. The income and complementary tax declaration for tax year 2008, is subject to review due to the special requirement notification in 2014.

EQUITY INCOME TAX - CREE

The current fiscal provisions applicable to Grupo Nutresa S. A. stipulate that:

a) As of January 1, 2013, Law 1607 of December 2012 creates the equity income tax (impuesto sobre la renta para la equidad, CREE) as the contribution with which assimilated companies, legal entities and taxpayers reporting income and complementary tax to benefit workers, employment generation and social investment. Non – profit entities, individuals and companies declared as free-trade zones at the rate of 15% are not subject to the liabilities of the equity income tax – CREE.

b) The base to determine the equity income tax – CREE may not be less than 3% of the liquid assets on the last day of the immediately anterior taxable fiscal period.

c) In accordance with Law 1739 of December 2014, the equity income tax "CREE" has a 9% rate applicable.

d) During 2015, 2016, 2017 and 2018, a surtax on equity income tax - CREE, which is the responsibility of the taxpayers of this tax and will apply to a tax base of over COP 800million, with the rates of 5%, 6%, 8% and 9% per year, respectively.

e) As indicated in Article 25 of Law 1607 of December 2012, as of July 1, 2013, legal entities and taxpayers of income tax and complementary taxes, corresponding to workers who earn, individually, up to ten (10) minimum monthly wages will be exempt from paying extra-legal contributions for SENA and ICBF. This exemption does not apply to those contributors who are not subject to the CREE tax.

f) The tax base of the equity income tax CREE will be established by subtracting from the gross income susceptible to increasing the equity made in the tax year, the returns, rebates and discounts and from the result obtained everything corresponding to revenue that does not constitute income in the Tributary Statute is subtracted. From the net revenues thus obtained, the total of the costs and deductions applicable to this tax will be deducted, in accordance with the provisions of Articles 107 and 108 of the Tributary Statutes. Exempt income which was exhaustively established by Article 22 of Law 1607 of 2012 is allowed to be subtracted from the previous amount.

g) From 2015 in accordance with the provisions of the Law 1739 of December 2014, the tax losses and excesses of the minimum base may be offset against future earnings on the equity income tax CREE, considering the same rules provided for income and complementary tax.

Below is the reconciliation between the profit before the equity income tax – CREE and the taxable income for the years ending as of December 31st:

	2014	2013
Profit before allowance for Income tax	**$ 377.674**	**$ 382.332**
Plus:		
Non-deductible expenses for taxes	1.132	978
Non-deductible expenses for various	310	242
Costs and expenses from previous fiscal periods	14	2.931
Dividends received due to holding method	167.204	158.436
Levy on financial movements	2	3
Cost of sale of investments	161	264
Special deductions (Donations)	174	249
Contributions to mutual investment funds	3	3
TOTAL ITEMS THAT INCREASE THE NET TAXABLE INCOME	**$ 169.000**	**$ 163.146**
Minus:		
Untaxed income	1.640	25
Repayment of allowances	16	50
Income using holding method	323.884	344.939
Dividends that do not constitute income	209.399	191.438
Non – callable dividends	10.738	0
Sale of investments	562	88
TOTAL ITEMS THAT DECREASE THE NET TAXABLE INCOME	**$ 546.239**	**$ 536.540**
Net income	435	8.938
Presumptive income	574	6.526
Net taxable income	574	8.938
Tax rate	9%	9%
ALLOWANCE FOR TAX ON EQUITY INCOME	**$ 52**	**$ 804**

Composition of the expenditure and liabilities (credit balance) of the income and complementary windfall earnings tax and equity income tax – CREE as of December 31.

The income and complementary tax charge and the equity income tax – CREE include:

	2014	2013
Allowance for current Income and windfall earnings tax	169	1.632
Allowance for current CREE tax	52	804
ALLOWANCE FOR TAX ON INCOME AND CREE	**221**	**2.436**

The balance payable (credit) of tax on income and complementary windfall earnings and CREE as of December 31, was determined in the following manner:

	2014	2013
Allowance for current Income and windfall earnings tax	169	1.632
Allowance for current CREE tax	52	804
Minus:		
INCOME withholding tax	1.884	2.884
CREE auto — retentions	139	66
Credit balance without compensation	2.843	2.662
CREDIT BALANCE INCOME AND CREE TAX (SEE NOTE 4)	**(4.645)**	**(3.176)**

WEALTH TAX

Law 1739 of 2014 estbalished a wealth tax whose operative event is on January 1st of 2015, 2016 and 2017, and paid by taxpayers income. Therefore, taxpayers with gross assets minus the debts whose value exceeds $ 1.000 million, should determine their tax category under the following conditions:

Lower limit	Top limit	2015 Rate	2016 Rate	2017 Rate
>0	<2.000.000.000	(Taxable Base)* 0,20%	(Taxable Base)* 0,15%	(Taxable Base)*0,05%
>=2.000.000.000	<3.000.000.000	(Taxable Base - 2.000.000.000) *0,35%+4.000.000	(Taxable Base - 2.000.000.000)* 0.25%+ 3.000.000	(Taxable Base - 2.000.000.000) *0,10%+ 1.000.000
>=3.000.000.000	<5.000.000.000	(Taxable Base - 3.000.000.000) *0,75%+ 7.500.000	(Taxable Base - 3.000.000.000) *0,50%+ 5.500.000	(Taxable Base - 3.000.000.000) *0,20%+ 2.000.000
>=5.000.000.000	Onward	(Taxable Base - 5.000.000.000) *1,15% + 22.500.000	(Taxable Base- 5.000.000.000) *1,00%+ 15.500.000	(Taxable Base - 5.000.000.000) *0,40%+ 6.000.000

ADDITIONAL TAX IMPOSED ON THE WEALTH TAX

Through Law 1739 of 2014, the complementary tax for tributary normalization was established for the years 2015, 2016 and 2017 that will be paid by taxpayer of the wealth and volunteer declarers of said tax, who have assets omitted and/or nonexistent equity to January 1, 2015, 2016 and 2017, respectively. The tax rate is as follows:

YEAR	RATE
2015	10,0%
2016	11,5%
2017	**13,0%**

NOTE 9 Deferred Revenue

This corresponds to the value of the unenforceable dividends decreed by companies in which the Company is not the controlling shareholder.

The balance as of December 31, 2013 included:

Names		2013
Grupo Argos S. A.	$	4.589
Grupo de Inversiones Suramericana S. A.		5.033
TOTAL	**$**	**9.622**

NOTE 10 Capital stock

The balance as of December 31, 2014 and 2013 included:

Authorized capital 480.000.000 of shares, with a nominal value of COP 5 each.	$	2.400
Unissued shares 19.876.542		(99)
SUBSCRIBED AND PAID CAPITAL	**$**	**2.301**

NOTE 11 Reserves

Legal reserve

Pursuant to Colombian commerce legislation, 10% of the net profits must be appropriated each year as a legal reserve, until the reserve balance reaches at least 50% of the subscribed capital. In accordance with its bylaws, the Company keeps its legal reserve at 100% of the subscribed capital. This reserve cannot be distributed until the Company is liquidated, but it must be used to absorb losses. The Assembly of Shareholders may freely dispose of any excess above the minimum amount required by law.

Reserve for Stock Buy Back

Pursuant to the provisions set forth in the Commerce Code, all rights inherent in stock buyback are suspended and must be excluded when determining the intrinsic value of the issued stock. The Company must maintain a reserve equal to the cost of the buy backs of its own stock.

Other reserves

This includes other reserves that are substantially for free disposal by the Assembly of Shareholders.

NOTE 12 Equity RevaluationT

Adjustments for inflation on the balances of the equity accounts made from January 1, 1992 until December 31, 2006, were credited to this account and charged to the Profit and Loss Statement of the fiscal period, except for the valuation surplus. This item is decreased with the equity tax and may not be distributed as a profit until the Company is liquidated or capitalized, pursuant to legal provisions.

NOTE 13 Administration Operating Expenses

The balance as of December 31 included:

	2014	2013
Personnel expenses	$ 11.365	$ 5.734
Taxes	1.220	1.137
Travel expenses	1.427	1.928
Professional fees	1.851	924
Contributions and affiliations	1.017	1.009
Services	574	537
Miscellaneous and other expenses	1.129	2.282
TOTAL	**$ 18.583**	**$ 13.551**

NOTE 14 Net Profit on Sale and Liquidation of Investments

2014			
Name	**Cost**	**Sale price or value received**	**Profit**
Sale of investments			
Setas Colombianas S. A.	441	1.081	640
TOTAL	**$ 441**	**1.081**	**640**

2013			
Name	**Cost**	**Sale price or value received**	**Loss**
Sale of investments			
Promotora de Proyectos S. A.	264	88	(176)
TOTAL	**$ 264**	**88**	**(176)**

NOTE 15 Dividends Decreed

In the ordinary Assembly of Shareholders held on March 28, 2014, a monthly per–share dividend of COP 36 was decreed, between April 2014 and March 2015 inclusive, on 460.123.458 outstanding shares. Dividends were decreed for 2014 for the amount of $ 198.773 (2013:$ 182.209).

During 2014, dividends were paid for an amount of $ 194.062 (2013: $ 177.138).

NOTE 16 Administration of Stocks and Dividends

The Company entered into a contract with Deceval, by virtue of which the latter is in charge of providing comprehensive deposit and administration services for Company stock, beginning on June 1, 2011.

The main contractual commitments are as follows:

- Custody of and update the Shareholders' Registry Ledger
- Make notations in the trading account and custody
- Update and correct data
- Oversee assemblies
- Serve shareholders
- Serve third parties
- Attend off–exchange operations
- Administer subscriptions
- Administer risks
- Liquidate and control dividends
- Maintain documents/files
- Provide reports and consultations
- Provide legal support
- Provide other services

NOTE 17 Subsequent Events

On November 27, 2014, Grupo Nutresa SA agreed to acquire 100% shares of Aldage, Inc., a company domiciled in Panama, which owns Colombian companies that make up the Grupo El Corral (El Corral Group).

Under the agreement, an amount payable of COP 743.401 million was established.

On February 3, 2015, the Superintendency of Industry and Commerce made a ruling favorable to said acquisition.

The El Corral Group is the FMCG food leader in Colombia, with a total of 345 outlets in the fast casual segment in the area of burgers with its brand El Corral, and casual dining with its restaurants El Corral Gourmet, Leños y Carbón and Leños Gourmet. In addition to operating these chains, the El Corral Group also operates international brands like Papa John's (pizza), Yogen Früz (frozen yogurt), and Krispy Kreme (doughnuts). Additionally, it operates through franchises in Panama, Ecuador, Chile and the United States.

NOTE 18 Financial Ratios (Not audited)

	2014	2013
Liquidity Ratio (Current assets / Current liabilities)	0,35 veces	0,21 veces
Indicates the capability that the Company has to attend its short-term obligations, using current assets as endorsement.		
Debt Ratio (Total Liabilities / Total Assets)		
Indicates the part of the Company's assets that are financed with third-party resources.	0,86%	1,11%
Profitability Ratio:		
• (Net profit / Net worth)	4,60%	5,12%
Percentage of net worth that represents the net profit.		
• (Net profit / Total assets)	4,56%	5,06%
Percentage of the total assets that represents the net profit.		

Percentage of the total assets that represents the net profit.

Stock Information	2014	2013
Number of outstanding shares	460.123.458	460.123.458
Nominal value (*)	5	5
Commercial value (*)	28.600	26.440
Intrinsic Value (*)	17.852	16.134
Number of shareholders	15.093	15.093
Average price in the stock market (*)	27.048	26.055
Maximum price in the stock market (*)	29.500	28.500
Minimum price in the stock market (*)	23.400	22.900

(*) Values expressed in Colombian Pesos (COP)

NOTE 19 Balances and Transactions Among Economically Bound Companies

(Articles 29 and 47 of Law 222 of 1995, and Circular Letter 002 of 1998 from the Colombian Financial Superintendency).

COMPANY	2014	2013	Effect on results 2014	% of share in Income (Operating Expenses) 2014
COMPAÑÍA DE GALLETAS NOEL S.A.S.				
Fees and services	3.239	2.945	3.239	0,82%
Dividends received	34.034	29.512		
Agency service	1.209	0	(1.209)	0,31%
Balance receivable	1.708	691		
INDUSTRIAS ALIMENTICIAS ZENU S.A.S.				
Dividends received	31.650	28.550		
Sale of property, plant, and equipment	1.082	0	1.082	0,27%
COMPAÑÍA NACIONAL DE CHOCOLATES S.A.S.				
Fees and services	3.068	2.667	3.068	0,78%
Dividends received	18.385	37.068		
Agency service	1.346	0	(1.346)	0,34%
Balance receivable	2.060	840		
Balance payable	(5)	(5)		
PRODUCTOS ALIMENTICIOS DORIA S.A.S.				
Fees and services	704	468	704	0,18%
Agency service	267	0	(267)	0,07%
Balance receivable	107	42		
ALIMENTOS CARNICOS S.A.S.				
Fees and services	5.526	5.215	5.526	1,40%
Dividends received	33.158	29.653		
Agency service	2.074	0	(2.074)	0,53%
Balance receivable	3.238	1.641		
INDUSTRIA COLOMBIANA DE CAFÉ S.A.S.				
Fees and services	2.720	2.328	2.720	0,69%
Dividends received	24.257	19.692		
Agency service	1.014	0	(1.014)	0,26%
Balance receivable	1.434	560		
MEALS DE COLOMBIA S.A.S.				
Fees and services	1.833	842	1.833	0,46%
Dividends received	20.884	0		
Agency service	592	0	(592)	0,15%
Balance receivable	288	76		
SERVICIOS NUTRESA S.A.S.				
Fees and services	12	12	12	0,003%
Balance payable	(13.187)	(19.073)		

COMPANY	2014	2013	Effect on results 2014	% of share in Income (Operating Expenses) 2014
NOVAVENTA S.A.S.				
Dividends received	0	4.927		
SETAS COLOMBIANAS S.A.				
Dividends received	4.819	7.431		
LA RECETTA SOLUCIONES GASTRONÓMICAS				
INTEGRADAS S.A.S.				
Dividends received	0	1.626		
INDUSTRIAS ALIADAS S.A.S				
Dividends received	17	17		
LITOEMPAQUES S.A.S.				
Investment purchase	0	999		
Paid services	2	3	(2)	0,013%
Balance payable	0	(33)		

Operations with companies in which members of the Grupo Nutresa S. A. Board of Directors, its legal representatives and chief officers have a share greater than 10%:

	Operating value 2014	Operating value 2013	Effect on results 2014	% of share in Income (Operating Expenses) 2014
Grupo de Inversiones Suramericana S.A.				
Dividends received	28.194	19.672	28.194	7,15%
Dividends paid	68.444	62.554		
Grupo Argos S.A.				
Dividends received	24.381	17.996	24.381	6,18%
Dividends paid	16.178	14.801		