



# 2017 Sustainability Report

Grupo Colombina



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For more information about our sustainability management,  
visit [www.colombina.com/sostenibilidad](http://www.colombina.com/sostenibilidad)

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# 90 years moving taste forward

**A lifetime of demonstrating that flavor is endless, with revolutionary products, exploring new markets that broke boundaries and taking the taste of Colombia to the world.**



**1935**

The most innovative candies to date were introduced to the market. Imbued with a variety of tropical fruit flavors, they became popularly known as "Colombinas."

**1918**

Hernando Caicedo began grinding sugarcane to produce panela, an unrefined, whole cane sugar product. He worked very hard until he turned his small property into a full sugar mill: the Riopaila Sugar Mill.

**1946**

Mr. Hernando Caicedo's son, Mr. Jaime Hernando Caicedo, was renowned for his entrepreneurial drive, and upon assuming the Company's leadership, he developed strategies that helped it evolve rapidly, growing in national and international markets.

**1927**

Mr. Hernando saw the chance to give the sugar he produced added value and decided to create a new company. That was the birth of Colombina S.A.





## → The 70's

The emergence of the iconic **Bon Bon Bum** revolutionized the Colombian confectioneries market and tripled sales in just one year. Being the first gum-filled lollipop in the market, it quickly became Colombina's star product and a favorite of consumers of all ages.

Around the same time, Colombina launched its **Coffee Delight** coffee candy, which rapidly became a Colombian icon, as well as the **Nucita** chocolate cream. Combining two colors and two flavors, it became Colombian kids' favorite.



In the 90's, the Company fully acquired **La Constancia** brand. That leads us to the category of sauces and preserves.

## The 90's ←

## → The 60's

Colombina's manufacturing process incorporated European techniques in a move to replace artificial flavoring and use fillings and marmalades made from the region's own rich tropical fruit assortment.

The first exports to the United States began at that time, making us the first plant in South America to compete with European candy in the world's largest confectionery market.

That same decade, construction of a plant in the township of **La Paila**, Valle del Cauca, allowed the Company to meet its growing international demand.

## → The 80's

Major international alliances were forged by joining forces with companies like the famous chocolate-filling producer Peter Paul, Japanese food manufacturer Meiji Seika Kaisha, and beverage producer and exporter General Foods.

Around the same time, Colombina formed an alliance with Seatech International for the exclusive distribution rights to **Van Camp** tuna and sardines. This alliance continues today.

Acquiring **Splendid** helped us enter the biscuits category.



# 2000 - 2017

## Major investments - transition to a food company

### → 2001

Colombina created an alliance with the Colombian Coffee Growers Federation to distribute the Café Buendía brand.

Colombina's CAPSA plant in Guatemala began operating, in partnership with Pantaleon Concepcion Group, to meet the Central American market's demands.

Colombina del Cauca factory was inaugurated.



### → 2006

Colombina purchased the Robin Hood Ice Cream company.



### → 2004

Colombina entered the ice cream category by acquiring Inalac Helados LIS.



### → 2007

Colombina entered the saltine crackers category by launching the Crakeñas brand soda crackers.

Colombina del Cauca free trade zone was inaugurated.



➔ 2013

Colombina acquired C.I. COMEXA S.A., the Amazon brand hot sauce and raw chili pepper manufacturing company.

Colombina established a historic strategic alliance with LivSmart, a leading company in healthy drinks in the Americas to develop, produce, sell and distribute drinks in Colombia.

➔ 2016

In keeping with its internationalization strategy, Colombina acquired Fiesta S.A.'s assets, one of the leading confectionery brands in Spain, seeking to build a strong presence in the European market. Colombina also acquired all of CAPSA's stock, aiming to be more competitive in the Central American market.



➔ 2015

Colombina launched Colombina 100%, an ample portfolio of over 60 products in 8 categories, free of artificial colors and flavors, with special ingredients and qualities in each product.





# Message from the CEO

(GRI 102-1, GRI 102-14, GRI 102-15)

**Colombina was born 90 years ago as a result of its founder, Hernando Caicedo's, dream.**

He created a company that only produced candy at first. As the years passed, it grew and diversified until it became a food company with a direct presence in 14 countries, and exports to over 80.

When somebody asks me what the keys to achieving this growth are, I undoubtedly point them to the words of our founder: *"Companies today can only be conceived on the basis of mutual and friendly understanding between its stakeholders"*. This philosophy has been the essence of our endeavor, understanding that in order to be sustainable, we need to create transparent, trustworthy relationships and seek mutual development with our stakeholders. That is the starting point of our commitment to each one of them, and that which we share with you year after year in this sustainability report.

2017 was filled with important activities as we continued with our goal to strengthen our presence in our strategic markets. Acquiring 100% of CAPSA's stock in Guatemala enabled us to consolidate our operation in Central America and reach sales of nearly 64 million USD. In addition, we acquired the operational bases of our distributor in the Dominican Republic, creating a new subsidiary that serves over 500 customers directly and 15,000 indirectly.

Another significant event was launching the third phase of Colombina 100% line, which continued to yield excellent results, in addition to allowing us to offer our customers and consumers more options to care for their nutrition without sacrificing the characteristic flavor of all our products.

Developing strategic allies has been a key factor of our success in meeting our goal of promoting competitiveness. I am pleased to say that in 2017, one of our Big Brother suppliers became the first to join the group of companies certified by Colombina and SGS in recognition of their quality and safety management system. This is undoubtedly a very important achievement, because in addition to placing them at a superior level in our suppliers group, this is a result of collaborative work and evidence of their growing operations.

Finally, we were included in RobecoSAM's Sustainability Yearbook for the fifth consecutive year. This achievement places us as one of the companies with best sustainability practices in the food industry, but also challenges us to continue consolidating a culture of sustainable development with our 7,800 employees who have been the driving engine of important recognitions like this one.

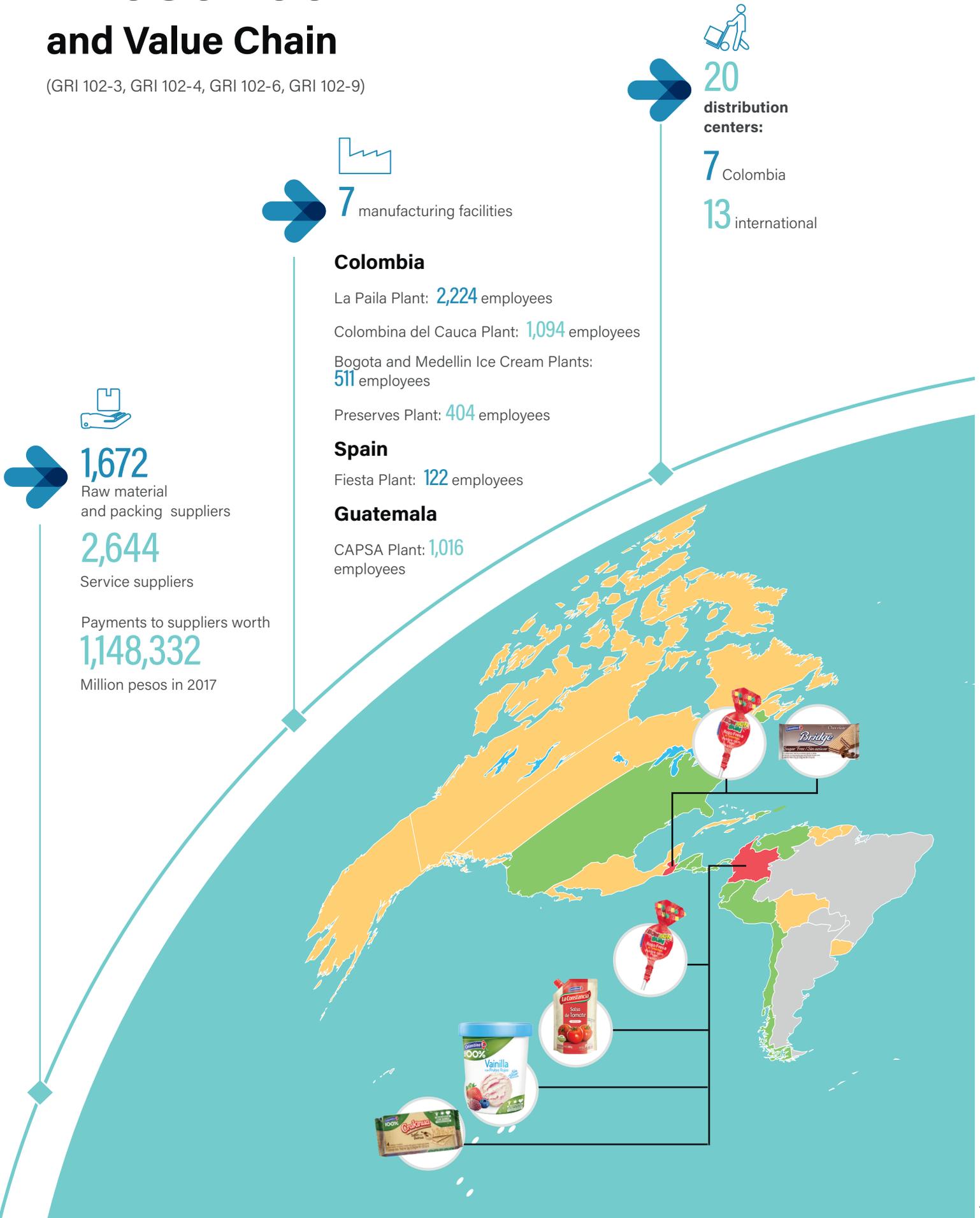


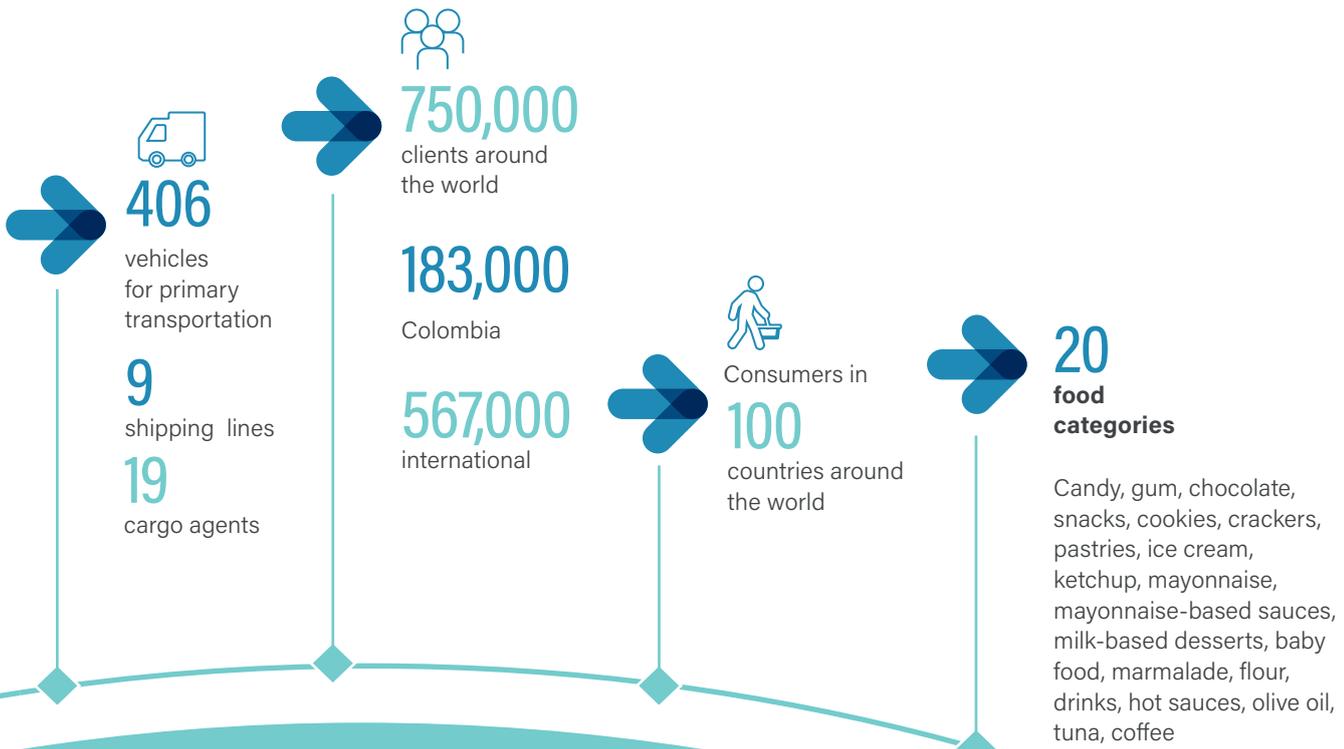
**César A. Caicedo J.**

Chief Executive Officer  
Grupo Colombina

# Global Presence and Value Chain

(GRI 102-3, GRI 102-4, GRI 102-6, GRI 102-9)





# Highlights



## For the fifth consecutive year, Colombina was recognized and included in RobecoSAM's Sustainability Yearbook,

coming in at number six on the list of food companies with best sustainability practices in the world. This *ranking* is carried out using the Dow Jones Sustainability Index methodology.



## The National Association of Industrialists of Colombia recognized César Caicedo at the ANDI Valle Sectional Affiliates Meeting

for bringing progress to different regions through his leadership in the Company. Similarly, the Valle del Cauca Departmental Assembly awarded him the Vallecaucana Order of Independence, Commander Grade, for his track record and years of community service and contributions to the region's social and economic development, and especially for his work through Colombina.



## Colombina ranked number two on the list of companies with the best "goodwill"

in September 2017, according to the annual report issued by 2WAY Goodwill Consulting firm.



## Colombina took second place in the chocolates and candies category

according to Dinero magazine's *ranking* of "The 500 biggest companies in Colombia".



## La República newspaper put Colombina in the top five

*Ranking* of the "300 top-selling companies in Valle del Cauca".



**The Valle del Cauca's Governor's Office and Departmental Assembly recognized Colombina**

as the Great Innovating Company in September 2017 as part of the Innovation Awards, which showcased the Company's impact in the region.



**SAP recognized Colombina for its innovation**

with the "Innovation of the Year" Award at the 18th ASUG Colombia (Association of SAP Users) for its project to automate sales force management indicators, which allows employees and managers to monitor sales levels and the Company's progress in real time.





# Sustainability Management

**Sustainability is in our DNA and it is the foundation of our strategy. It is part of the business definition and corporate management indicators. All of this is aligned with the goal of generating long-term value for our stakeholders.**

We have 6 sustainable management priorities, and each one has a manager responsible for designing action plans and establishing goals, which are periodically reviewed with the VP of Strategic Planning, who is in charge of coordinating the Organization's Sustainability Committee.

**In 2017, our investment in sustainability totaled**

**10**

million dollars

## **Sustainability Committee**



**César Caicedo**

Chief Executive Officer

**Carlos Andrés Ospina**

Board Member

**Juan Guillermo Salazar**

Board Member

**Pierangelo Marchetti**

Strategic Planning VP

**Eduardo Parra**

Supply Chain VP

**Ana María Rojas**

Colombina Foundation Director

**Jose Fernando Ochoa**

Corporate Marketing VP

**Luis Eugenio Cucalón**

Human Resources VP

**Ana María Vélez**

Strategic Planning Executive

**Isabella Henao**

Communications Director

# Corporate Strategy

## Our Business Definition frames our strategy

Global food company that endeavors to delight consumers with its winning combination of innovation and great-tasting products. It is supported by its strong umbrella brand and well known and highly regarded product brands that are effectively marketed so that they're accessible to all. Committed to a **sustainability** strategy that engages all stakeholders.

This definition produces the pillars of our Strategic Map, in which sustainability is the focal point.



Sustainability Strategy

We have 17 KPI tied to employee performance evaluation and variable compensation to monitor these strategic pillars:



1. ROIC
2. Sales Growth
3. Contribution Margin
4. EBITDA Margin
5. Working capital/sales



10. Cost of service/sales
11. Colombina 100% Sales
12. Transportation costs/sales
13. Work productivity
14. Global Plant Efficiency (EGP)



6. Market share Colombia (Nielsen basket)
7. Brand Recall (RAC) Colombia
8. Success in innovation
9. Perfect order rate



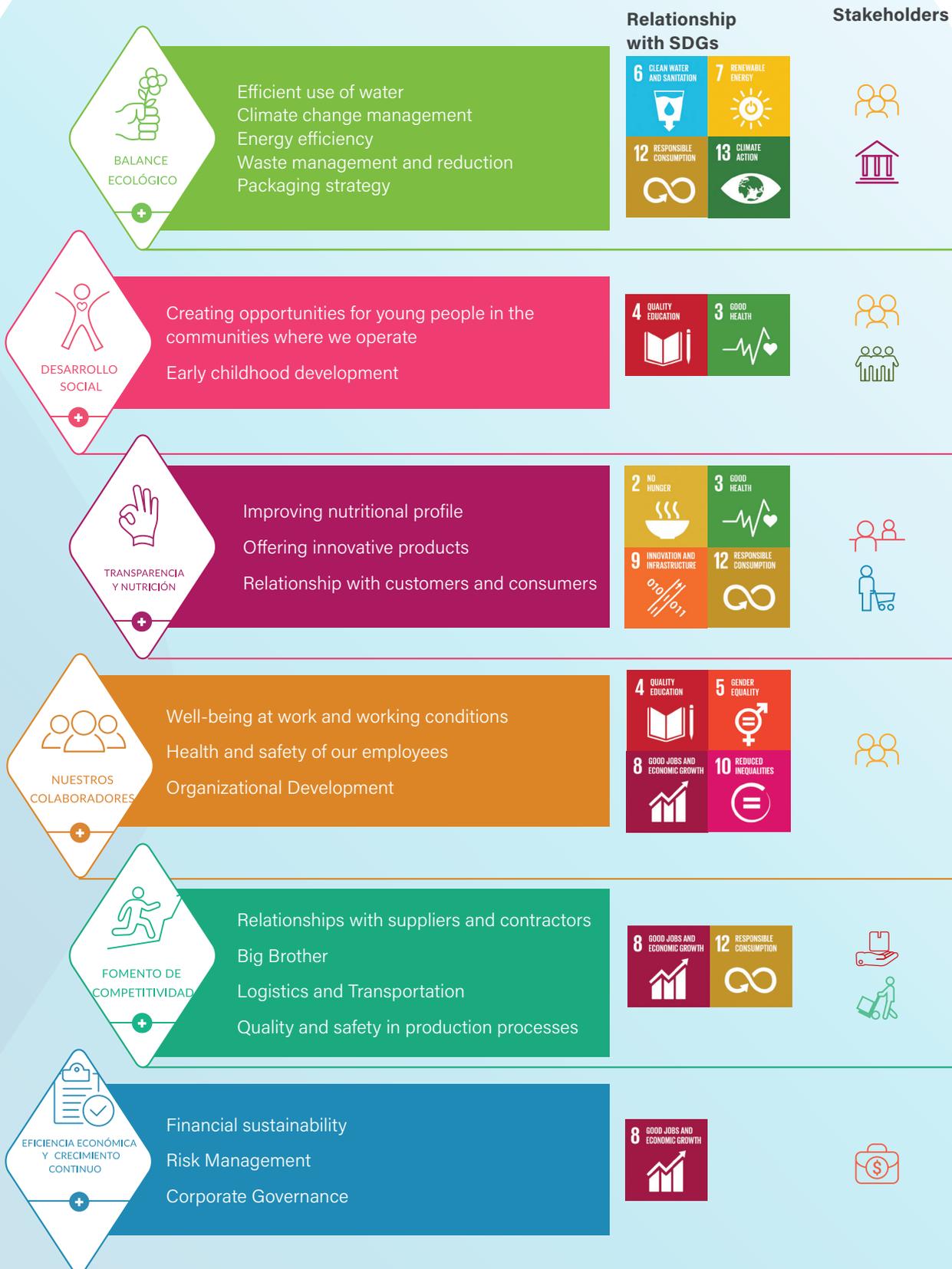
15. Organizational Climate
16. Total payroll/sales



17. **RobecoSAM's Score**

Generate long-term value

## Our Sustainability Strategy is based on 6 priorities



**Stakeholders**

-  Employees
-  Customers
-  Consumers
-  Suppliers
-  Shareholders
-  Communities
-  Regulatory agencies
-  Contractors

**for all stakeholders**



# Five year sustainability plan

**Part of the management model is to be able to forecast our short and long-term results and know what resources we need to invest to that end.**

For that reason, in 2017 we developed a Five-Year Sustainability Plan spanning from 2018 to 2022. We established annual goals for all the main indicators in each major topic. This plan is aligned with the fixed asset investments the Company will be making in coming years, as well as the Organization's strategic planning.

These are our goals for 2018 and 2022:



*\* Beginning in 2015, the minimum coverage of the main environmental indicators has been 98% of the operation (by production volume). For that reason, it is used as the reference year for the 2022 goal.*

## Environmental Performance

**By 2022, reduce water consumption by 31% compared to 2015.**



**By 2022, reduce carbon footprint scope 1 and 2, by 21% compared to 2015.**



Kg CO<sub>2</sub>/ton produced

  **By 2022, reduce energy consumption by 3% compared to 2015.**



  **By 2022, increase the percentage of recovered waste by +10 percentage points compared to 2015.**



## Promoting Competitiveness

  **Increase the number of certified suppliers** | 2022/62

  **Increase the number of Big Brother companies** | 2022/43



## Employees

  **Increase the number of employees with their own households**



  **Organizational Development**

**2018** | Provide training on human rights to 800 people (commercial and logistics department)

**2022** | Corporate University in place





## Transparency and Nutrition

➔  Increase the percentage of new product sales

 |   
2018/6.5% | 2022/15%

➔  Increase the percentage of sales from product innovations with a positive social impact

 |   
2018/6% | 2022/81%



## Economic Efficiency and Continued Growth

 Increase consolidated net sales

 **2022:1** billion dollars



Tuluá, Valle del Cauca Preserves Plant

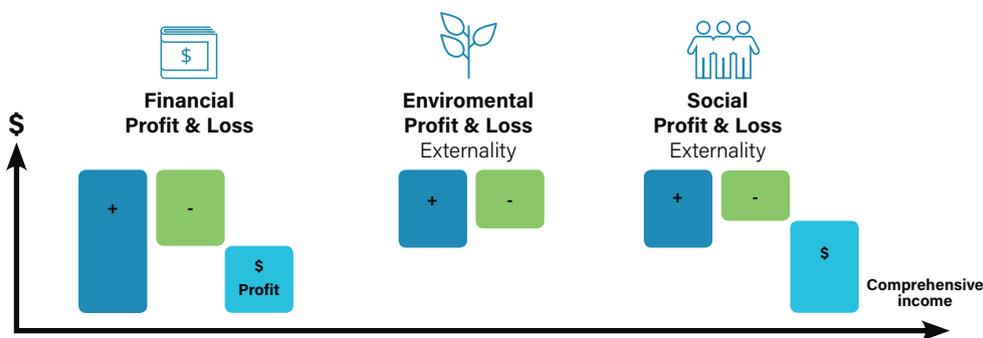
# Integral Value Generation

We understand the importance of developing a measurement that includes the economic profits (traditional financial statements) and also allows us to quantify the positive and negative impact generated by our operations on the environment and society.

## What is comprehensive income to us (SE P&L)?



Colombina Foundation beneficiaries



From an environmental perspective, we measure our carbon footprint impact, but we also take into account the favorable impact of our plans involving energy efficiency, logistics optimization, reusing waste products, water savings and river basin conservation at Bugalagrande and La Paila Rivers.

In 2017 we conducted a study to evaluate the impact of our social programs, measured as the return on investments such as the Jaime H. Caicedo Scholarship Program, TIMCCA music school, dance school, Children's Homes, and Bon Bon Bum Cup.

Although the measurements are neither precise nor definitive, they allow us to quantify the magnitude of the positive or negative impact of our operations and help us determine the route to managing it.



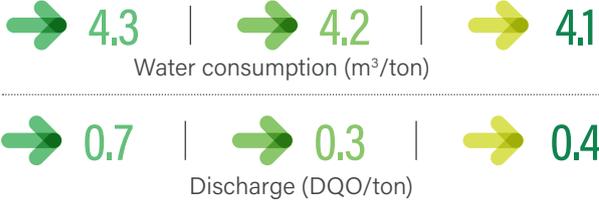
# Environmental Performance

We value our limited natural resources and make every effort to use them efficiently and responsibly, endeavoring to leave a legacy for future generations and contribute to economic development sustainably.

In this sense, we focus our environmental actions on 5 material issues:



**Efficient Use of water**



**Climate Change Management**



**Energy efficiency**



**Waste Management and Reduction**



**Packaging strategy**

*This material issue was defined in 2017; so there is no historical indicator.*



# Efficient use of water

Here we highlight some of the most significant actions that contributed to our objective of using water efficiently:



We reduced water consumption by 44,544 m<sup>3</sup> at the candy plant located at La Paila compared to the previous year. The dry cleaning of the cooling tunnels in the candy area stood out, reducing organic waste in the liquid discharges.



Maintenance and repair of the water conduction structures at the Bugalagrande River.



We installed water-saving nozzles and spray systems on all the hoses in the production, bottling, pickling, industrial pepper and UARS areas at the preserves plant, helping to improve the washing processes.



We underwent a clean technology conversion project aimed at reducing drinking water consumption and organic load discharged into the wastewater treatment plant at the cookie plant. In addition, we changed the drinking water dispensers for better precision and increased process control.



We installed water transfer pumps with intelligent control at the plant in Guatemala, which resulted in reasonable consumption control and suspension during system shut-downs.



**We were recognized by the Bogota District Department of the Environment for our ice cream plant management efforts.**



# Climate Change Management

In 2017 we worked on the following initiatives to reduce green house gas emissions per ton of production:

- 

We planted 1,600 trees upstream from La Paila River, contributing to reducing gas concentrations through carbon compensation.
- 

We conducted an air emissions study of the combustion furnace at the confectionery plant.
- 

We implemented a fleet fuel supply control program to correlate consumption and kilometers used at the ice cream plant.

# Energy Efficiency



In 2017 we developed the following actions in order to use energy more efficiently:

- 

We reduced energy consumption by 12% compared to 2016 at the confectionery plant. Notable in achieving this result was implementing the SAM system, which provides total control of compressed air generation at the plant. This system makes it possible to turn on equipment by air demand and captures information in real time.
- 

Installation of 212 LED light bulbs and pyramid-type lighting at the cookie plant.
- 

We cut down electricity consumption by 6% at the ice cream plant in Bogota, which represented 34 kWh less per ton produced.



**Total greenhouse gas emissions for 2017:**

**Scope 1**

**44,483**

**tonCO<sub>2</sub>**

**Scope 2**

**10,728**

**tonCO<sub>2</sub>**

**Scope 3**

**6,985**

**tonCO<sub>2</sub>**



# Waste Management and Reduction

In 2017 we promoted initiatives to cut down waste levels, both at the production plants and in offices and sales districts.



At the biscuit plant, we collected

# 2,000

**plastic bottles** and cut down the consumption of plastic cups per day by

# 1,200

as part of our recycling campaign



We were able to cut back **22%** of the waste generated at the confectionery plant, avoiding the disposal of 1000 tons of solid waste deposited at the landfill.



At this same plant we recovered **212** tons of product with the launch of the extruder system, which helped us recover discarded gummies and marshmallows.



We used ecological batteries for the forklifts at the cookie plant, which reduces the amount of hazardous waste. In addition, we recovered 48 tons of recyclable waste and set aside organic material to be included in the raw materials for animal products.



We cut down regular waste generation at the preserves plant, totaling nearly **11,000** kilos.



We launched a plastic recycling program in the second half of the year, which will be used as the main material in producing plastic lumber.



We also launched a program to cut printing at offices and sales districts, and managed to save 9 tons of paper.



At the ice cream plants we reduced the product cuts by **17%**

# Packaging Strategy

Our packaging strategy is managed from four perspectives:



Reducing materials: we constantly seek to cut down on packaging and to use more environmentally friendly materials.



Recycled/recyclable materials: Our Colombina 100% portfolio uses packaging materials that are manufactured by suppliers with FSC certification.



Biodegradable materials: we ventured into using Earth Pact material, which is made from sugar cane bagasse. These fibers are 100% recyclable and have no bleaching chemicals. The packages made from this ecological material are printed with messages promoting environmental protection and commitment.



Package recovery system:

With the Recovering program, we managed to reuse over 800,000 corrugated cardboards per year, maintaining the specified quality standards.

In 2017 we collected over 600,000 candy wrappers from boys and girls who participated in the Bon Bon Bum Cup. The children compete to see who collects the most in order to enter the tournament.

We implemented the use of biodegradable bags to reduce plastic bag use by 50% and began selling reusable cloth bags with ecological messages at our 61 stores.



4



Social  
Development

Our social development strategy is primarily materialized through Colombina Foundation's educational, cultural and sports programs, which are recognized as major drivers of social progress.

In order to better focus our social development priority, we have divided Colombina Foundation actions into two material issues:

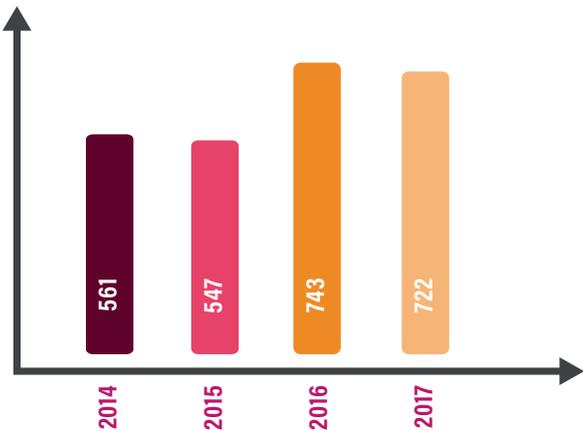


Creating opportunities for young people in the communities where we operate



Early childhood development

### Active program beneficiaries



\*In 2017 we included 49 employees who received an economic benefit from the Colombina Foundation to repair their homes.

In 2017, social development investment totaled

**\$4,243**  
million pesos



60% of the beneficiaries are children of the plant employees and the remaining 40% are community members.

We directly impacted over 2,900 people, all members of beneficiary families.



# Creating opportunities for young people in the communities where we operate

In this issue, we will refer to program developments regarding culture, education and sports.

## Culture

### TIMCCA, a comprehensive workshop on Colombian music

Being aware that musical sensitivity not only helps to learn how to play an instrument, but also contributes to developing multiple cognitive skills and learning about values, TIMCCA came about as a pedagogical formula to teach how to play musical instruments used in traditional music from the department of Cauca and around the country. This initiative has imbued its participants with respect, discipline and socialization, and helped them overcome fears and manage their leisure time, as well as fostered personal growth, friendships and family ties.

**160**  **5 and 20**  
beneficiaries between years

### Sonidos de Paz - San Antonio District

This is a band made up of boys and girls from the town of San Antonio in Santander de Quilichao.

**29**  **7 and 20**  
beneficiaries between years

### Painting workshop

The painting workshop fosters creativity in young participants and opens their minds to new ways of looking at life through art.

**42**  **5 and 20**  
Participants between years

### Dance groups

Group participants work with the cultural components Valle del Cauca and Colombia's folklore, as well as with their cultural identities.

**36**  **15**  
beneficiaries under years



**14 scholarships were granted in 2017 and 11 students continued to receive assistance, for a total of 25 beneficiaries.**



## Education

### Jaime H. Caicedo Scholarships

Individual scholarships help the employees' children who want to continue their higher education in technical, technological or professional fields, giving them the possibility to enroll in renowned institutions and finish with excellent academic levels, which enhances their future employability.

### Reading Club

Reading and writing helps boys and girls strengthen their communication and interaction skills. This fosters personal growth and increases their levels of culture.

**24**  
**beneficiaries** between  **7 and 16**  
**years**

## Sports

### Jaime H. Caicedo Sports Club

Aiming at promoting habits for a healthy life and helping to reduce situations related to the various psychosocial problems that currently affect children and youth in La Paila, Zarzal and neighboring areas of influence, the Colombina Foundation supports the Jaime H. Caicedo Sports Club.

**213**  
**direct participants** between  **5 and 15**  
**years**

### Bon Bon Bum Cup

The Bon Bon Bum Cup continues to be the largest children and youth soccer tournament in the country, expanding to more regions and looking to become a world-class sporting event in the medium-term. In this way, Colombina will be able to benefit more children and youth by creating spaces for recreation and sports in vulnerable regions.

In 2017:

**15**  
departments  
in qualifying rounds

**700**  
games

**1,400**  
teams  
nationwide

**2,000**  
goals

**30,000**  
participants

FC Porto agents were present at various games during the final rounds, scouting for talent among the young players to select only the best, who will go on to become part of the FC Porto soccer team in Bogota. Some players have already been picked to show off their talent in front of the Portuguese team.

# Early Childhood Development

## Children's Homes

These centers provide comprehensive care for employees' children or other parties related to the Organization, promoting family integration and basic values.

In 2017, the homes provided services to 73 children in La Paila and 71 children in Santander de Quilichao. Participants ranged in 2 to 5 year olds.



Over 600 thousand wrappers collected at the 8th Bon Bon Bum Cup.





# Promoting Competitiveness

**Establishing a reliable and highly competitive supply network is one of our major achievements, since we know that it translates into creating progress in the regions of influence.**

**In order to manage this priority, we have defined 4 material issues that reflect our dealings with raw materials, packaging and transportation suppliers, relations with contractors, and quality assurance in every production process:**

-  **Relationship with suppliers and contractors**
-  **Big Brother**
-  **Logistics and Transportation**
-  **Quality and safety in production processes**





# Relationship with Suppliers and Contractors

## Supplier Certification Program

With this program we conduct yearly evaluations and certify a growing number of suppliers for complying with standardized processes and ensuring the quality of the products and services provided.

In 2017, 2 transportation, 1 packaging and 3 raw materials suppliers joined the group of certified companies.

11

re-certified companies that have been complying with the indicators and goals stipulated in the program for 3, 6 and 9 consecutive years.



We reached a total of

43

certified suppliers

that began the 15-month process in 2016



The certified suppliers' quality indicator was 99.6%. This result significantly contributed to the corporate indicator of perfect orders.



The first Big Brother supplier was certified as a result of its commitment and continued improvement.



The certification is given with a shared Colombina/SGS seal. SGS is an agency that specializes in quality management and safety systems.



Between 2016 and 2017, 16 companies had their quality management systems audited.

## Supplier evaluation

Given the importance of ensuring sustainability not only in our operation but also throughout the entire chain, for the last 4 years we have evaluated our suppliers on environmental, social and governance issues, which allows us to identify strengths and weaknesses and establish mandatory action plans.

**339** companies evaluated for sustainability

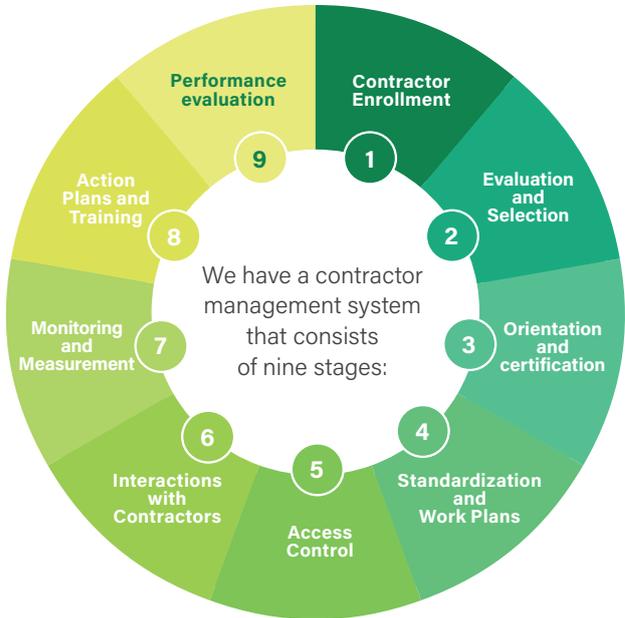
**4** companies recognized for obtaining excellent scores in social sustainability evaluations.

 This evaluation represents an important part of deciding between two or more raw materials suppliers with similar quality and price conditions.

**In 2017 we trained 2,120 contractors from 542 firms at the confectionery and cookie plants.**

### Relations with Contractors

In order to ensure adequate management of this cycle we created a Contractors Committee in which these areas come into play: industrial safety, quality, environment, procurement and administrative management. It works on managing high-risk tasks, conducting inspections and internal audits, implementing prevention using tools such as the ATS and requiring contractors to have SISO staff.



### Agricultural Raw Materials

In seeking to integrate the various links of the supply chain, production and distribution, Colombina has been working on developing good agricultural practices (clean crop handling) that contributes to mitigating or offsetting environmental impacts derived from our own operation, or that of third parties related to agricultural production. For that reason, in 2017 we developed activities that involved farmers from Valle del Cauca who grow the most important agricultural raw material for Colombina: the chili pepper.

Colombina exports 95% of the hot sauces produced in its preserves plant in Valle del Cauca to over 28 countries, and the remaining 5% is sold in Colombia. Due to the growing demand for this type of product in food production, Colombina has directly assisted local farmers in several fields:





Specialized agricultural division that provides technical advice to the growers.



Training for farmers on how to handle the crops, focused on good agricultural practices, clean handling and efficient water use through drip irrigation techniques.

In addition, we control weeds and diseases with mechanical techniques to reduce the use of chemical substances such as herbicides and pesticides. This prevents soil contamination and erosion.



Monitoring visits by Colombina to ensure that recommendations and good practices are adopted.

In 2017 two of our pepper farmers obtained the BPA certification from the Colombian Agricultural Institute (ICA).



# Big Brother



We have contributed to strengthening the region's business and social fabric for the past 8 years with the Big Brother program.

The program consists of sponsoring small companies in order to support them in terms of their administrative and financial growth, providing them with the tools to increase their competitiveness and become export companies.

## In 2017

**5** new companies joined the program

**18** companies have benefited

Transfer the model from Big Brother beneficiaries to small suppliers:

**7** Little Brother companies

In total we have generated

**76** direct jobs

**60** indirect jobs



In order to achieve these results during the 15-month cycle, we conducted the following activities:



**Over 350 hours of corporate volunteer work** providing consultancy by Colombina employees.

Colombina joined the **Score Program** to benefit 4 Big Brother companies by implementing their methodology, specifically the workplace cooperation and cleaner production modules.



Each received a total of **60 hours of training** and technical assistance, with an average of **25% productivity improvement**.

# Logistics and Transportation

In 2017 we carried out the measurement of carbon footprint scope 3 for the main plants' primary transportation (84% of production).

Among other initiatives to control and reduce the impact of the logistics operation on the environment, we have:



**8** electric vehicles, which led to the reduction of **11.3 tons** of CO<sub>2</sub>.



**8%** Reduce fuel consumption for the ice cream fleet, equivalent to **22,892 gallons** of Diesel.



**19.8 tons** A reduction of CO<sub>2</sub> emissions on primary transportation due to a change from trucks to high cubic ton vehicles.



**2,799 unharvested trees** Continued with the Eco-logistics Program (return packing and packaging material to the supplier) by reusing corrugated cardboard. In 2017, the savings generated by this initiative were equivalent to keeping **2,799 trees** from being cut down.



**330 trips** Implementation of type 2s3 and 3s3 high cubic vehicles. This reduced the equivalent of 330 trips in standard vehicles.



# 70,633

kilometers traveled with electric vehicles



# Quality and Safety in Production Processes



Quality and safety in production processes are imperative for Colombina, so we have established strict quality management, safety and food safety systems.

## Certifications

100% of our production is manufactured in plants with safety certifications that comply with quality standards.

**Safety**

 BPM	 HACCP	 ISO 22000	 BRC GRADE AA
 FSMA	 FSSC22000	 BRC	

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<b>Quality</b>	<b>Environment</b>	<b>Control and safety</b>
 ISO 9001:2008	 ISO 14001:2008	 OEA-BASC

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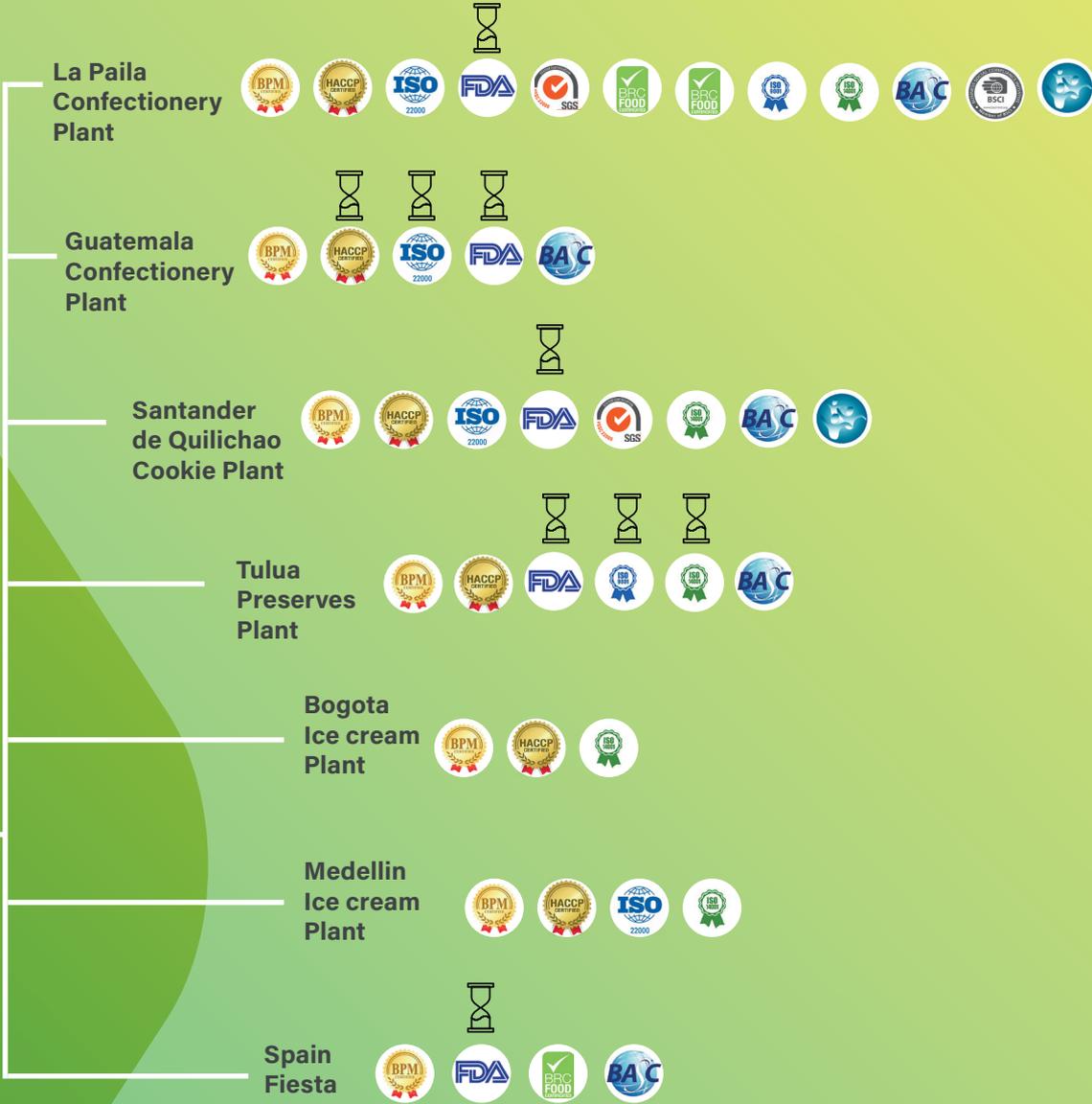
**Corporate Social Responsibility**

 BSCI	 WPCA
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# Quality certifications by plant

 Certification underway



## TIER TREE Rating for Colombina Candy

Colombina Candy received the TIER TREE certification from the C-TPAT, the highest given by the program to reliable companies with high safety levels and standards.

Experts validated the facilities, processes and plant safety, and granted the recertification for another four years.

The executive summary of the certification states that "the Company has shown effective safety in its own organization, as well as a dedication to work with business partners to deal with any safety vulnerabilities that may exist in the supply chain."

**FSMA International Implementation:** We complied with the FSMA requirements and have Company members who are certified with the FDA to meet the requirements for companies that export to the United States.

**Creation of the corporate safety and quality synergy table:** To align issues of corporate quality and safety, we created the corporate safety and quality synergy table, in which all plants in Colombia participated.



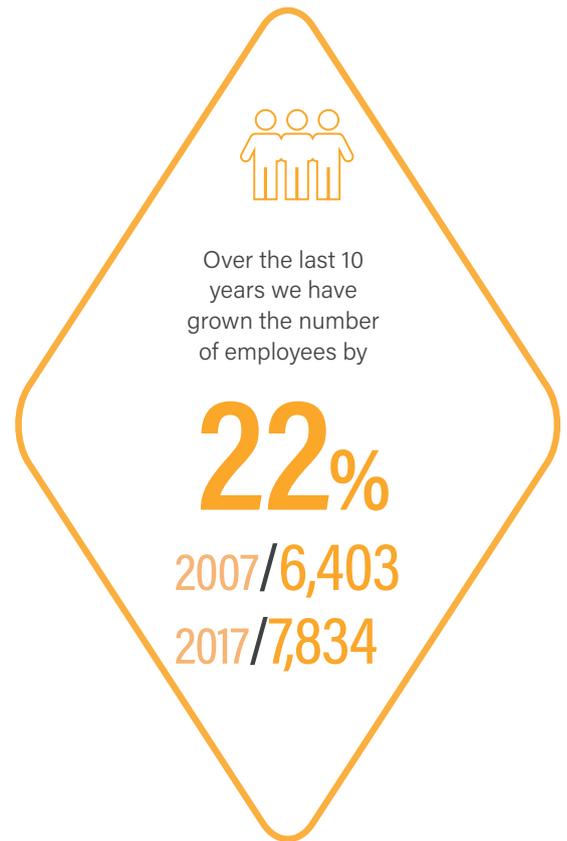
# Our Employees

(GRI 102-7, GRI 102-8)

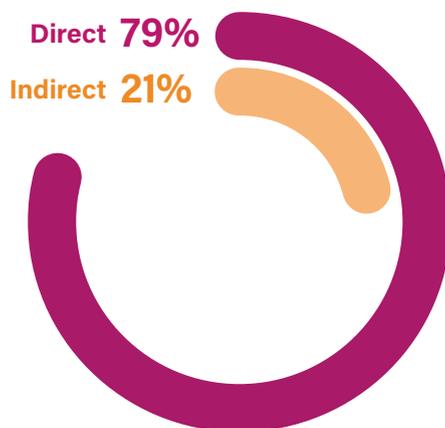
Our employees are undoubtedly our greatest strength and most important asset. For that reason, we are convinced that one of the main contributions to building progress is job creation, allowing those who work with us to improve their life quality and obtain greater stability.

To develop our actions, we have three material issues in this priority:

- 
**Well-being at work and working conditions**
- 
**Health and safety of our employees**
- 
**Organizational Development**



**Employee participation by contract type**



**Turnover rate**





# Well-being at work and working conditions



Our wager has been to grow with people and guarantee that all employees have decent work with benefits that also cover their families.

## Social Mega

This program constitutes a set of benefits aimed at improving the life quality of those who work with the Company, offering solutions for housing, health and sports.

## Housing for All

The Human Resources Department provides employees with assistance and financial consultation to purchase their houses, present housing projects within their reach, visit projects of interest, documentation processes to obtain subsidies with the compensation funds and/or the government, loans processes with financial institutions and assistance with the home delivery to finish any pending refurbishments.



**Between 2013 and 2017:**

more than

**COP 5,400**

million have been delivered for household loans.

**842**

people have acquired housing through Company-driven initiatives.

150 acquired them in 2017.



The Colombina Foundation has donated over

**COP275**

million

to housing program beneficiaries, for their home repairs.

**254**

beneficiaries

## Health and Sports

In 2017 we carried out over 107 activities aimed at health and sports that included employees' families.

## Corporate Benefits

In order to offer a full package of benefits to our employees and their families, we work together with family compensation funds, SENA, EPS, ARL and others.

Similarly, we have over 30 agreements with different institutions aimed at providing health, educational, financial and automotive services, etc.

Every year we host 30 Colombiferias: well-being fairs to show our employees the benefits and agreements they can obtain through the Company.



 In 2017 we invested **COP1,800 million** in well-being activities

These include special celebrations (five-year anniversaries, Mother's and Father's Day, Salesperson Day, Transporter Day, etc.), recognition programs, cafeteria subsidies, recreational activities, health sessions with specialists and gifts for employees' children.

## PAyS Program: Pension, Support and Insurance

This program seeks to make employees feel supported by the Company in building their future pension, sustained by regulations and creating a savings culture to maintain their life quality and have a new option for a competitive life.

### What motivates us?

 It is one way to recognize employees for their contribution to the Company's development.

 We are convinced that a company's progress is not measured merely by its economic results or by the quality of its products, but also by the life quality of those who work there, and that of their families.



In 2017 we impacted **1,341 people** by providing **pension counseling, work history reviews, etc.**

## Human Rights

As co-signers of the Global Compact, our commitment to human rights has been a fundamental principle in the development of our business since 2009.

## Code of Responsible Conduct

The guarantee of human rights is an important chapter in this document, and is reflected through the "Labor Relations and Non-discrimination" policy, which defines the guidelines for employee selection, hiring, promotion and development, as well as control and monitoring measures thereof.

## Reporting mechanisms



**Work Environment Committee:** It is in charge of preventing and dealing with cases of human rights violations, especially harassment. In 2017, 15 meetings were conducted to deal with 4 cases, all of which were resolved.



**Ethics hotline:** The Colombina Ethics Hotline can be used by employees to report cases related to discrimination and harassment, corruption and violation of the Code of Responsible Conduct. In 2017 we resolved 100% of the cases submitted for review.



## Freedom of Association

Colombina has been recognized by the ILO and National Trade Union School for maintaining good labor relations with its employees, highlighting social dialogue and collective bargaining.

A Collective Agreement was held in 2017 with the Sintracolombina Trade Union in La Paila, which has been around for 58 years. The Company has maintained relations with this trade union that are characterized by active listening and constructive dialog. In addition, we held the first Collective Agreement with the Sintracolombina Regional Board this year at the preserves plant, which increased the Organization's number of employees affiliated with a trade union.

Finally, we also conducted negotiations with the Trade Union at the Fiesta plant in Spain.



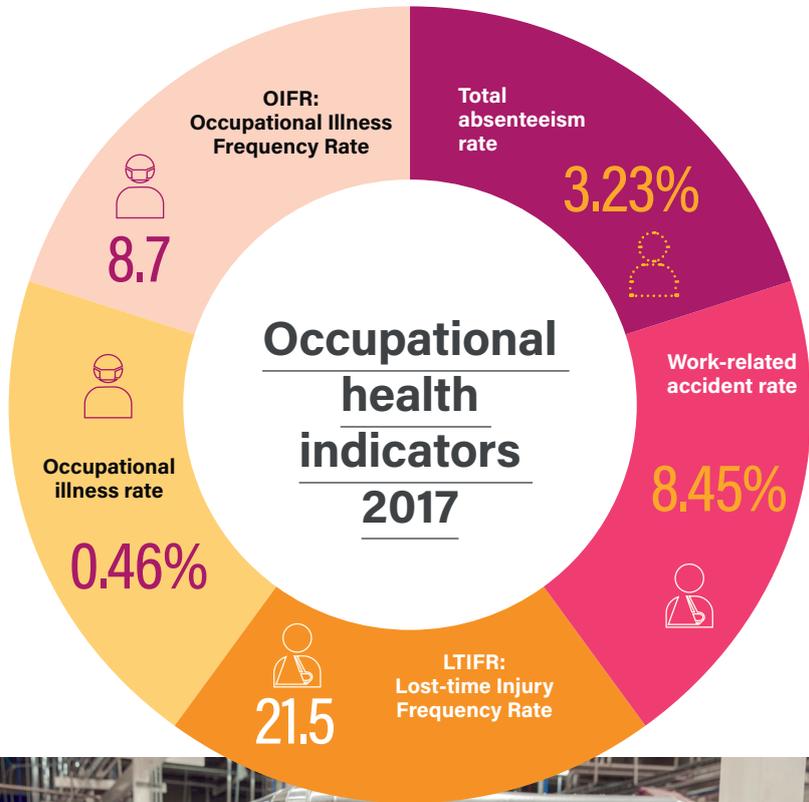
### Number of employees in trade unions





# Health and Safety of our employees

For Colombina, it is a priority to maintain an adequate work environment in which employees can perform their tasks efficiently and effectively, under optimum conditions of health and safety. For that reason, we manage this material issue from a criteria of prevention in all our processes.



## Occupational Safety and Health Management System (OSHMS)

We have an Occupational Safety and Health Management System whose objective is to improve work conditions and environment at each site, in addition to the health of our employees, promoting their physical, mental and social well-being.

In 2017 we can highlight the following:

Implementing the Management System Promoters Program, which is comprised of 87 employees from our sales and logistics districts who are tasked with being facilitators in creating a self-care culture, and in turn, proactively identifying risk conditions.

Launching the OSHMS virtual academy:

introduction module to  
**4,429**  
people

Sura modules  
**1,535**  
people

Setting up a breastfeeding room in our main office.

Applying the psychosocial risk survey to 4,141 employees in order to identify aspects of managing the work and its social and organizational context, that could trigger somatic or psychic damage to the employee.

66 health sessions.



In 2017 we invested over COP 1,760 million in employee training, of which COP 659 million was awarded as educational assistance.

**7,434**  
People trained

## Organizational Development

We seek to empower our employees' knowledge, work methodologies and practices in such a way that they are reflected during times of interaction with customers and consumers, while consolidating their leadership skills and developing their potential in the Organization.



**Average training hours every year per employee and gender, and broken down by employee category**

Direct employees		
Female	Male	
4.8	11.9	*Management positions
8.1	11.3	*Administrative positions
6.1	12.1	*Operational positions
Temporary employees		
Female	Male	
1.4	3.2	*Administrative
10.4	11.3	*Operational

**In 2017 we evaluated 4,298 employees through the Performance Alignment Program.**

**Performance Alignment Program**

A fundamental factor in complying with the corporate strategy is to measure the individual performance of our employees through indicators related to the corporate KPIs.

**2017/4,298**

Employees evaluated



## Colombina, World Class

Being a World Class company is a challenge we launched in 2013, implementing a philosophy of empowering all employees at our confectionery and cookie production plants, aimed at adopting world-class best practices in operational excellence.

At this time, the program has also reached the ice cream, preserves and confectionery and cookie plants in Guatemala, with the following results to show for 2017:

 **60,000** hours of training

 **2,109** people trained

**COP4,645** million  
in benefits from reductions in cutbacks, down times, discharges, waste and retention

Similarly, we began to replicate the model in administrative areas to imbue our processes with world-class practices that enable us to be more efficient and have a more strategic focus.

In 2017 the first teams to start with CCM Administrative Excellence were from supply chain, with a total of 70 training hours for 35 participants.



**The program has been implemented in Colombia at the confectionery, cookies, preserves and ice cream plants, and in Guatemala at the candy and biscuit plant.**





**Transparency  
and Nutrition**

In order to offer the best taste experience, we have identified the most significant motivations and concerns that drive consumers. This gives us a clear direction for a product innovation strategy and to define food platforms.

Similarly, our packages provide the necessary information for them to make their purchasing decisions in a responsible manner. We focus this sustainable priority in three material issues:



**Improving the nutritional profile**



**Offering innovative products**



**Relationship with customers and consumers**





## Improving nutritional profile

We are a company that has always been on the cutting edge of the market, with a track record of indulgent and delicious products, and now with a new offer for those who pay special attention to their well-being.

In 2017 we continued adjusting the nutritional profile with 90 references that have a positive social impact (free from, added with, etc.), which generated 6.5% of sales in Colombia. It is estimated that by 2022, these products will generate 81% of sales.

Moreover, 519 references contain the Guideline Daily Amounts (GDA) seal, which represent 44% of sales in Colombia.

## Colombina 100%

In 2017 we launched the third phase of our Colombina 100% line, an ample portfolio that enhances the different daily events of our consumers with products in quinoa, cookies, ice creams, cereal bars, children's food, preserves, confectionery and snacks categories.

All the products under Colombina 100% umbrella brand are free from artificial colors and flavors, and each one has nutritional benefits. With this new launch, the 100% portfolio reaches a total of 61 line references, offering a great variety of nutritional products.



**Starting in 2018,  
Colombina 100%  
launches must include  
packaging with at least  
one environmentally  
friendly characteristic.**



# Offering innovative products

We highlight the following from among 2017 launches:



RED MEXICAN SAUCE



GREEN MEXICAN SAUCE



CHOCOBREAK MINI BAR STD



BON BON BUM CLEAR2



MUUU CREMADA MAX



SWEET CHILI SAUCE



OATMEAL AND GRANOLA COOKIES



GRISSLY COLLAGEN



PONKY MINI BROWNIE



GREEK YOGURT SANDWICH CRACKER



POPSICLE WITH NATURAL PINEAPPLE CHUNKS



CRAKEÑAS FIBER AND HONEY



BRIDGE SELECTA HAZELNUT



PIAZZA ORANGE GIRAFFE



PONKY MINI VANILLA CAKE



BRIDGE SELECTA CAPPUCCINO

In 2017, the new products generated 5.7% of sales.



# Relationship with customers and consumers

## Digital platforms

In 2017 we made significant progress in our relations with our consumers through our digital platforms:



More than **325,000** users

We increased by **40%** the content offered to consumers

We increased visits to our digital portals in **18%**

Campaign reach through influencers is **11.5 million** users

We are the Colombian food company with the second-largest following on Instagram.

## Customers

Sustainability applied to our customers relations invites us to understand changing business needs and to work on making everything that strengthens the relation of trust, generates value and sustainable growth for both parties.

In 2016 we implemented the SIGMA project, which consists of segmenting all our customers in order to develop differentiated and specialized value propositions for each one.

Since its implementation, SIGMA has allowed us to focus on other sources beyond transactions, such as:

-  Delivering clear, timely information.
-  Offering services and advice to improve productivity and profitability.
-  Strengthening the capacity for innovation and differentiation.
-  Developing new business opportunities.



Some of the most significant progress made in 2017 includes:

-  Consultancy in managing categories for 21 independent supermarkets and regional chains, and 3 drugstore chains, attaining improvements in the assortment and linear displays, and consequently, increased sales.
-  Consolidation of the new point of sale execution model (merchandisers and executives points of sale), improving the assortment service, implementation of activities and team productivity.

## Ice Cream Academy

We continued training our ice cream channel clients in all of Colombia on techniques to manage points of sale, image and new recipes. The objective is to generate profitable and sustainable businesses over time.

 **1,000** customers trained



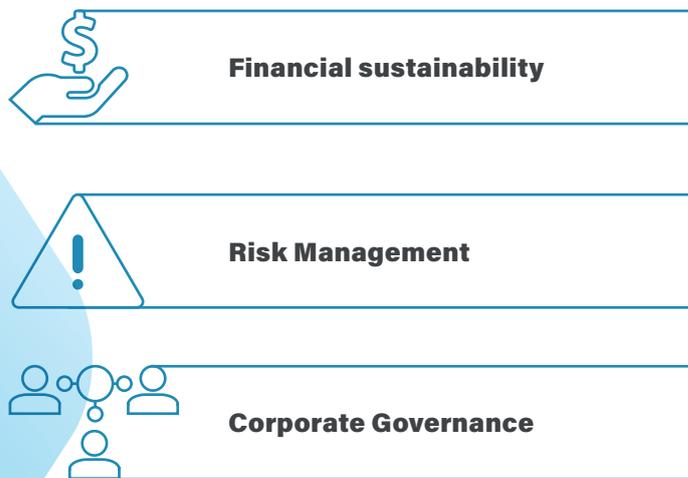
**This training effort allows our customers to grow and be job creators in their areas of influence at the same time.**



# Economic Efficiency and Continued Growth

Achieving economic efficiency and sustained growth is the foundation of our corporate strategy. We have the clear objective of maximizing profitability, but above all, conducting business ethically and managing internal and external risks to consolidate opportunities.

In this chapter we define three relevant issues:



The Company's financial sustainability is reflected in the

**AAA** rating awarded by **FitchRatings**

According to the firm:

**“Colombina shows a robustly competitive position supported by its diversified line of food products and outstanding market position that benefits from the strength of its brands and distribution logistics”.**

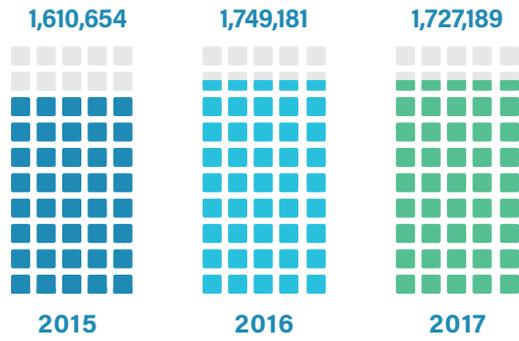




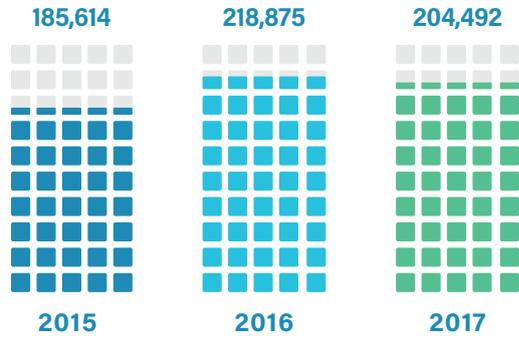
# Financial Sustainability



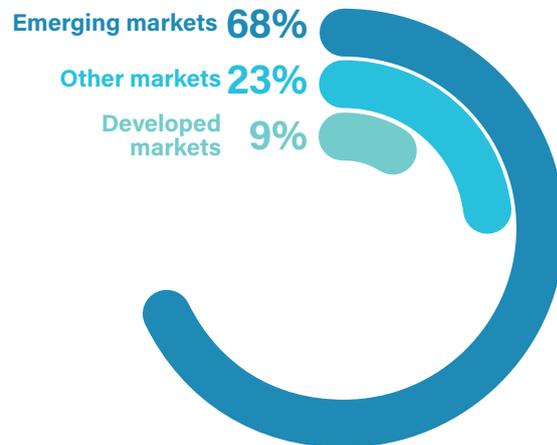
## Net sales COP MM



## EBITDA COP MM



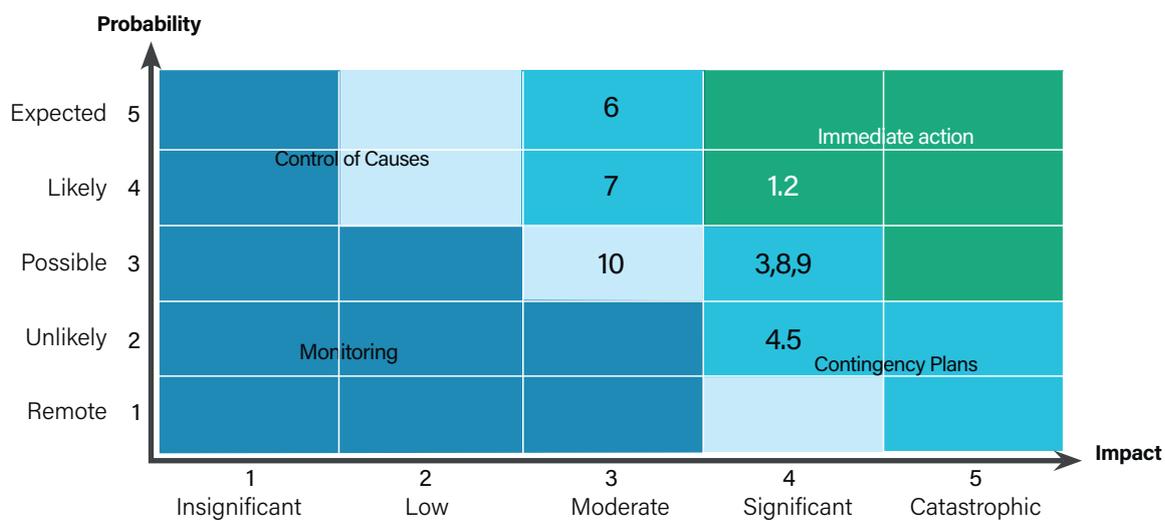
## Sales by markets



# Risk Management



Under the coordination of the Strategic Planning VP, we manage risks and identify opportunities inherent to internal and external factors of the Organization. This is how we define our Corporate Risk Map, which is reviewed every year with all the Company VPs.



Risk	Responsible
1. Instability in the regulatory framework for labeling and nutritional profiles	Legal and Corporate Affairs VP
2. Financial risk due to volatility in commodity prices and exchange rates	Administration and Finance VP
3. Non-compliance of regulatory framework	Corporate Marketing VP
4. Failure in food safety control	Supply Chain VP
5. Supply chain disruption	Supply Chain VP
6. Highly competitive environment	Corp Marketing VP/Supply Chain VP
7. Effects of climate change	Supply Chain VP
8. Changes in consumption trends	Corporate Marketing VP
9. Impact on sales growth generated by changes in the dynamics and structure of distribution channels	Sales VP's
10. Difficulty achieving key talent	Human Resources VP



# Corporate Governance

The Board of Directors is comprised of 9 principal and independent members and 9 alternates.

## Principal members

- Hernando Caicedo T.  
(Chairman)
- Juan Manuel Caicedo C.
- Belisario Caicedo C.
- Jacobo Tovar D.
- Arturo Gómez G.
- Marco A. Caicedo J.
- Carlos Andrés Ospina C.
- Eduardo Salazar V.
- Sebastián Álvarez C.

## Alternate members

- Hernando Caicedo R.
- Mauricio Caicedo A.
- Jorge A. Ogliastri M.
- Jacobo Tovar C.
- Juliana Gómez C.
- María Elvira Domínguez L.
- Juan Ramón Guzmán S.
- Juan Guillermo Salazar V.
- Ernesto De Lima B.

In 2017, average attendance to Board Meetings was 89%.



# Financial statements

## COLOMBINA S.A. AND SUBSIDIARIES

STATEMENT OF FINANCIAL POSITION  
As at December 31, 2017 and 2016  
(Figures in million pesos)

	<u>2017</u>	<u>2016</u>
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents (Note 4)	39,447	20,841
Trade receivables and other receivables (Note 5)	195,173	186,520
Inventories (Note 9)	195,173	236,058
Tax assets (Note 6)	46,412	56,045
Other financial assets (Note 7)	1,676	1,753
<b>Total current assets</b>	<b><u>501,290</u></b>	<b><u>501,217</u></b>
<b>NON-CURRENT ASSETS</b>		
Investments in related parties (Note 9)	158	297
Property, plant and equipment (Note 10)	696,197	735,143
Investment properties (Note 11)	42,726	30,993
Goodwill (Note 12)	9,953	9,953
Other intangible assets (Note 13)	74,667	60,577
Deferred tax assets (Note 20)	3,079	6,528
Other financial assets (Note 7)	90,183	7,608
<b>Total non-current assets</b>	<b><u>916,963</u></b>	<b><u>915,099</u></b>
<b>TOTAL ASSETS</b>	<b>COP <u>1,427,253</u></b>	<b>COP <u>1,416,316</u></b>

Alfredo Fernández  
De Soto S.  
General Manager

Luis Fernando Calle M.  
Statutory Auditor  
T.P. No. 11.002-T  
See my report dated  
February 14, 2018

Carlos A. Jurado B.  
Accountant  
T.P. No. 3713-T

**COLOMBINA S.A. AND SUBSIDIARIES**

## STATEMENT OF FINANCIAL POSITION

As at December 31, 2017 and 2016

(Figures in million pesos)

	<u>2017</u>	<u>2016</u>
<b>LIABILITIES AND EQUITY</b>		
<b>CURRENT LIABILITY</b>		
Financial Obligations (Note 15)	117,918	144,121
Trade payables and other payables (Note 16)	297,794	280,633
Accounts payable to related parties (Note 17)	13,987	13,256
Liabilities for employee benefits and others (Note 18)	18,973	17,324
Tax liabilities (Note 19)	32,454	22,152
Other financial liabilities (Note 21)	15,755	51,641
<b>Total current liabilities</b>	<b>496,881</b>	<b>529,127</b>
<b>NON-CURRENT LIABILITY</b>		
Financial Obligations (Note 15)	690,752	608,558
Trade payables and other non-current payables	0	0
Accounts payable to related parties (Note 21)	0	0
Liabilities for employee benefits and others (Note 18)	10,537	11,136
Deferred tax liability (Note 20)	19,634	29,243
Other financial liabilities (Note 21)	753	1,700
<b>Total non-current liabilities</b>	<b>721,676</b>	<b>650,637</b>
<b>TOTAL LIABILITIES</b>	<b>1,218,557</b>	<b>1,179,764</b>
<b>EQUITY</b>		
Capital	18,705	18,705
Issue premium	0	0
Profit for the period	33,196	57,214
Retained earnings (Note 22)	65,304	71,438
Other equity interests (Note 23)	87,844	85,513
<b>Equity attributable to owners of the parent company</b>	<b>205,049</b>	<b>232,870</b>
<b>Non-controlling interests (Note 9)</b>	<b>3,647</b>	<b>3,682</b>
<b>Total equity</b>	<b>208,696</b>	<b>236,552</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>COP 1,427,253</b>	<b>COP 1,416,316</b>

Alfredo Fernández  
De Soto S.  
CEO

Luis Fernando Calle M.  
Statutory Auditor  
T.P. No. 11.002-T  
See my report dated  
February 14 2018

Carlos A. Jurado B.  
Accountant  
T.P. No. 3713-T

**COLOMBINA S.A. AND AFFILIATES**

## INCOME STATEMENT

For the years ended as at December 31, 2017 and 2016  
(Figures in million pesos)

	<b>2017</b>	<b>2016</b>
Income from ordinary activities (Note 24)	1,727,189	1,749,181
Cost of Sales	1,124,077	1,160,993
<b>Gross profits</b>	<b>603,112</b>	<b>588,188</b>
Sales expenses (Note 25)	(444,032)	(426,705)
Administration expenses (Note 26)	(66,947)	(67,232)
Other revenue and operation expenses - net (Note 27)	31,842	58,908
<b>Operating profit</b>	<b>123,975</b>	<b>153,159</b>
Financial expenses (Note 28)	(76,934)	(78,061)
Financial income (Note 30)	736	2,167
(Loss) gain from non-operational exchange rate differences (Note 29)	(174)	5,223
(Loss) from net monetary position (Note 29)	(771)	(818)
<b>Pretax profits</b>	<b>46,832</b>	<b>81,670</b>
Expenses from current income tax (Note 20)	(22,384)	(18,598)
Income (expenses) from deferred income tax (Note 20)	8,798	(5,824)
<b>Total (expenses) income tax</b>	<b>(13,586)</b>	<b>(24,422)</b>
<b>NET PROFIT FOR THE PERIOD</b>	<b>33,246</b>	<b>57,248</b>
<b>Profit attributable to owners of the parent company</b>	<b>33,196</b>	<b>57,214</b>
<b>Profit attributable to non-controlling interests</b>	<b>50</b>	<b>34</b>
<b>NET PROFIT FOR THE PERIOD</b>	<b>COP 33,246</b>	<b>COP 57,248</b>

Alfredo Fernández  
De Soto S.  
CEO

Luis Fernando Calle M.  
M. Statutory Auditor  
T.P. No. 11.002-T  
See my report dated  
February 14 2018

Carlos A. Jurado B.  
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## **INDEPENDENT AUDITORS' REPORT**

To COLOMBINA S.A. shareholders

### **REPORT ON THE FINANCIAL STATEMENTS**

We have audited the attached consolidated financial statements of COLOMBINA S.A. and subsidiaries, which include the statement of financial position as at December 31, 2017, the statements of income and other comprehensive income, the statement of changes in net equity and the cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory information.

#### **Management's Responsibility Regarding the Financial Statements**

Management is responsible for preparing and correctly presenting these consolidated financial statements in accordance with Colombia's Generally Accepted Accounting and Financial Reporting Principles, and for the internal controls that management deems relevant for the preparation and correct presentation of financial statements that are free from material misstatement, either by fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable under the circumstances.

#### **Responsibility of the External Auditor**

Our responsibility is to express an opinion on said consolidated financial statements based on our audit. We have carried out our audit in accordance with the International Standards on Auditing accepted in Colombia. Such standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance as to whether the consolidated financial statements are free from material misstatement. An audit consists in carrying out procedures to obtain audit evidence on the amounts and disclosures of the financial statements. The audit procedures selected depend on the auditor's professional judgment, including an assessment of the risk of material misstatement in the financial statements. In the risk assessment, the auditor considers the internal control relevant to the Company's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate under the circumstances. An audit also includes evaluating the accounting policies used and the material accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence obtained provides a reasonable basis for the opinion we express below.

**Opinion**

In our opinion, the attached consolidated financial statements, taken from the accounting books, fairly present, in all material aspects, the financial position of COLOMBINA S.A. and subsidiaries, as at December 31, 2017 and the results of its operations and cash flows for the year then ended, in accordance with Colombia's Generally Accepted Accounting and Financial Reporting Principles.

DELOITTE & TOUCHE LTDA.

Juan Carlos Gutiérrez G.  
Partner

March 16, 2018

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DELOITTE & TOUCHE LTDA.



Juan Carlos Gutiérrez G.  
Socio

16 de marzo de 2018.



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**Independent review report**

Independent review of the 2017 Sustainability Report of the Colombina Corporate Group (Colombina)

**Scope of our work**

We completed the review of the compliance of the 2017 Sustainability Report contents with the Global Reporting Initiative (GRI) Sustainability Reporting Guidelines under the GRI Standard version

**Standards and Procedures for Assurance**

We have conducted our work in accordance with ISAE 3000 - *International Standard on Assurance Engagements Other than Audits or Reviews of Historical Financial Information* issued by the *International Auditing and Assurance Standard Board (IAASB)* of the *International Federation of Accountants (IFAC)*.

Our review work consisted of posing questions to Management and the various areas of Colombina that participated in preparing the Sustainability Report, and also included the application of certain analytical procedures and review tests via sampling, as described below:

- Interviews with Colombina in order to understand the management principles, systems and approaches used in preparing the report.
- Analysis of how the content, structure and indicators of the report are defined, based on the materiality assessments as per the provisions of the GRI Standard methodology.
- Analysis of the processes for collecting and validating the data presented in the report.
- Verification, achieved through review tests based on the selection of a sample of quantitative and qualitative information corresponding to GRI and their own indicators included in the sustainability report and its adequate compilation based on data provided by Colombina information sources.

**Confirmation that the Integrated Report has been prepared in accordance with the GRI Standard methodology in its “Essential” version.**

General aspects

We have confirmed that the report aligns with the requirements of the essential option of the general aspects of the GRI Standard version

Specific aspects

We reviewed the management approach (103-1, 103-2 and 103-3) and GRI indicators and Material Issues indicators.

**Responsibilities of both Colombina and Deloitte's Management**

- ☒ Preparing the 2017 Sustainability Report and its content is the organization's responsibility, which is also responsible for defining, adapting and maintaining the management and internal control systems from which it obtains the information.
- ☒ Our responsibility is to issue an independent report based on the procedures applied in our review.

This report has been prepared exclusively for the organization in accordance with the terms of our service proposition. We assume no liability to third parties other than the Company's Management.

We have performed our work in accordance with the independence standards required by the Ethics Code of the International Federation of Accountants (IFAC).

The scope of a limited review is substantially less than that of an audit.

- ☒ Therefore we are not issuing an audit opinion on the Sustainability Report.

DELOITTE & TOUCHE LTDA.  
 Jorge Enrique Múnera D.  
 Partner

Cali, March 2018





MEMBER OF THE 2018  
SUSTAINABILITY YEARBOOK

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