

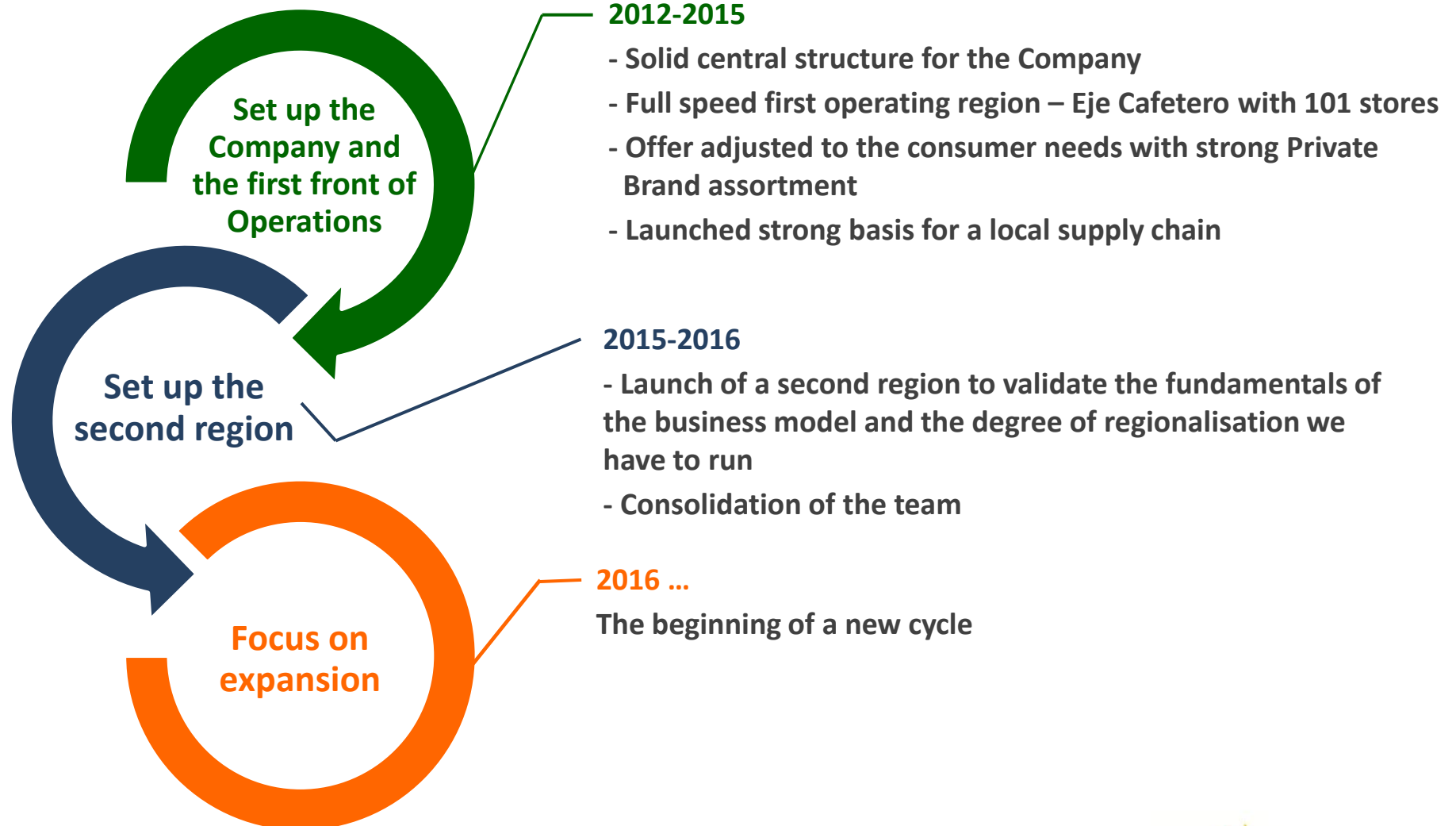
**Colombia - We have a strong
opportunity ahead of us and a solid
plan to capture it**



Barranquilla
Cartagena
-
15 & 16 MAR 2016



Colombia - We have a strong opportunity ahead of us and a solid plan to capture it



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2016 - The beginning of a new cycle

We will take with us ...

JM Way

Food Specialist

Price / Cost Focus

Strong Differentiation (private brand and overall shopping experience)

3 years of Experience in Colombia

Running a value proposition and a business model that had the time to do a lot of trials, to learn and to adjust, to be where it is today

We start having a good local supplier base willing to grow with us

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2016 - The beginning of a new cycle

We will be focused on...

- Gaining momentum on our expansion vision
- Continuously improving the value proposition to capture consumer preference
- Closely collaborating with suppliers to fuel our growth and to improve efficiency and differentiation
- Further increasing our capacity to hire and train strong teams

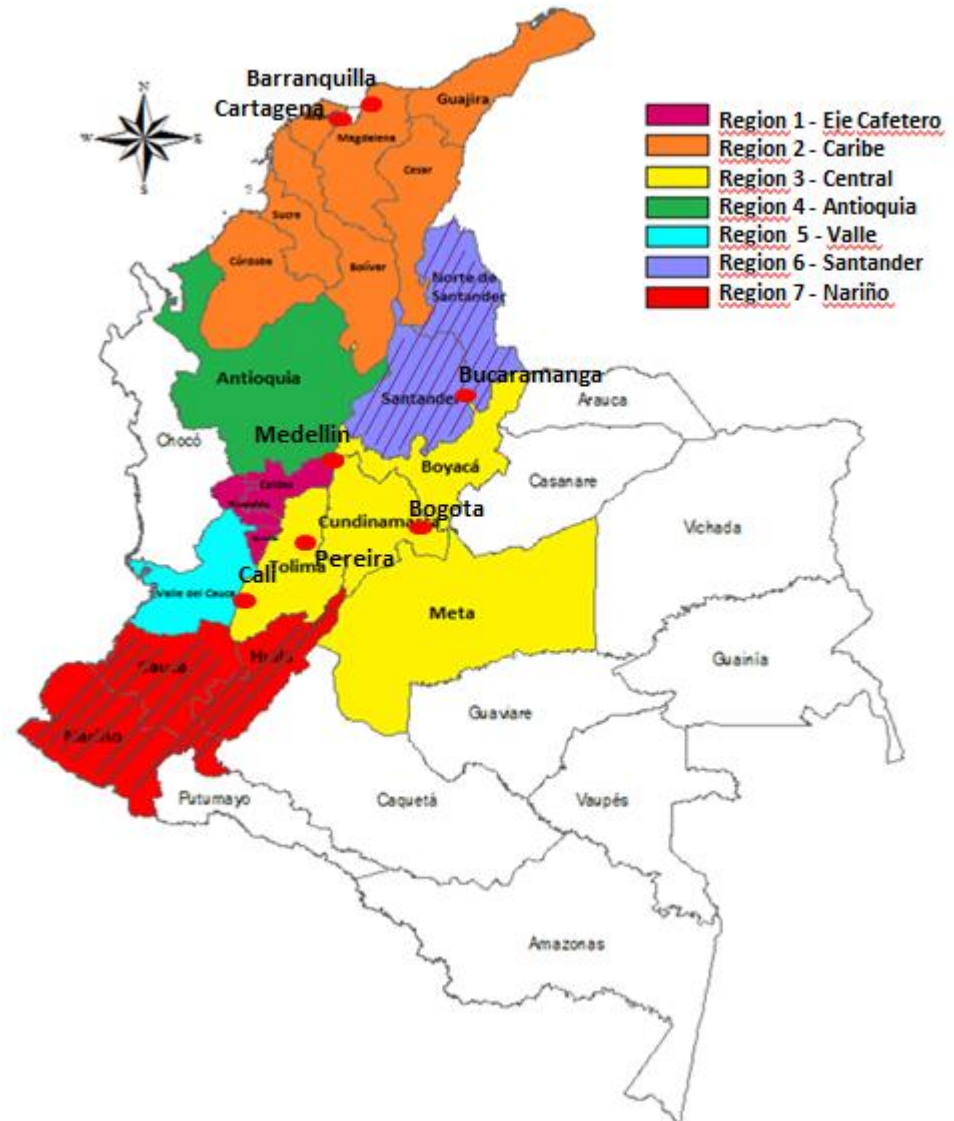
Focus on
expansion

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Our Vision for Expansion

Our Regional perspective of the market

- We have divided Colombia in 7 Markets/Regions
- Such distribution accounts for 95.2% of the total population (96.1% Urban)
- Remaining area of the country is isolated by the jungle
- Enter in a new market-region implies expansion effort but also efficient accommodation of the local dietary habits and preferences
- We see the smaller stores to be the most suitable to the 'barrios' and the bigger ones to better adapt to city centre locations



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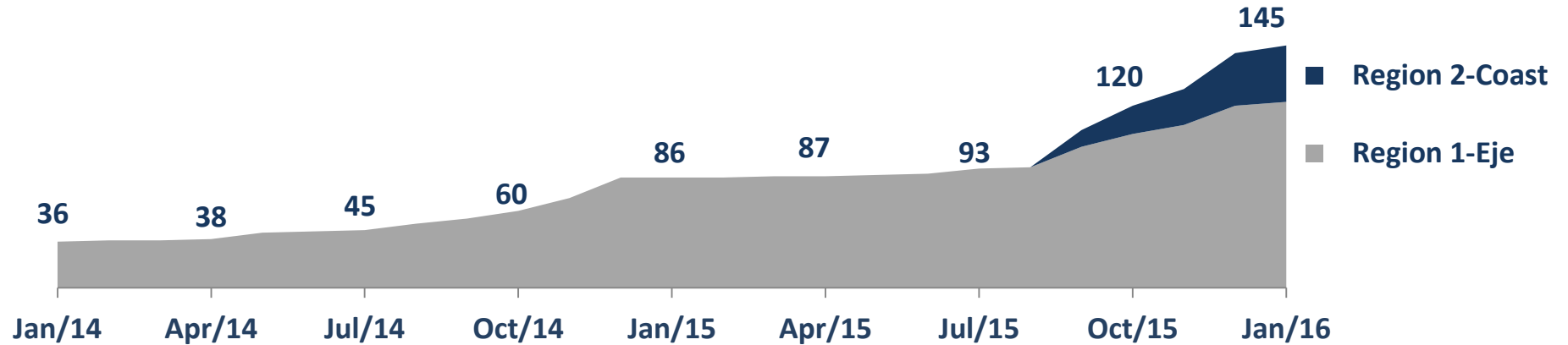
2020 Ambition

- **Our ambition** is to approach **1,000 stores by the end of 2020** having initiated presence in 5 regions
 - ✓ In 2016 a third region is on its way to be opened - we will enter in the Central Region (in the surroundings of Bogotá)
 - ✓ In 2016 70-100 stores should be opened
- At least 1 distribution centre per year should be opened until 2020
- Positive EBITDA not expected before 2018
- Capex programme planned to be in the range 500-600 million euros over the 5Y period (constant currency)

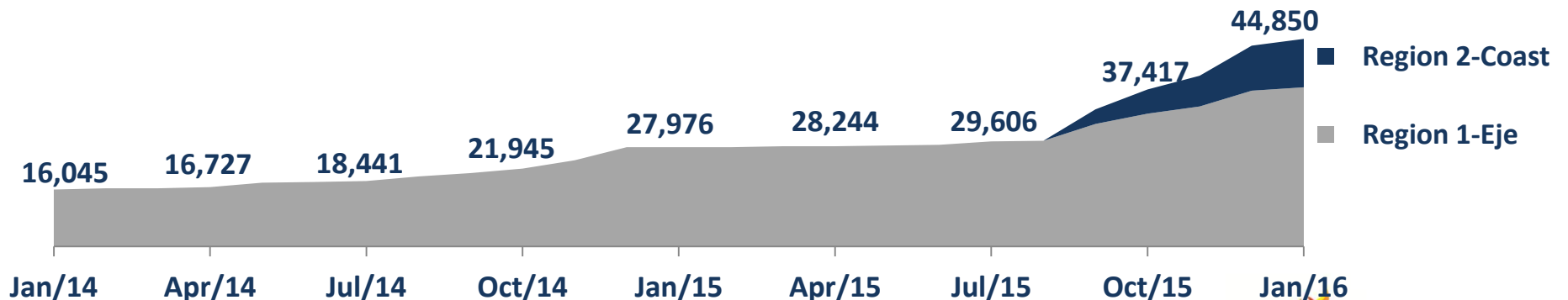
ARA

Evolution of Key Metrics

Store network evolution – nr. of stores

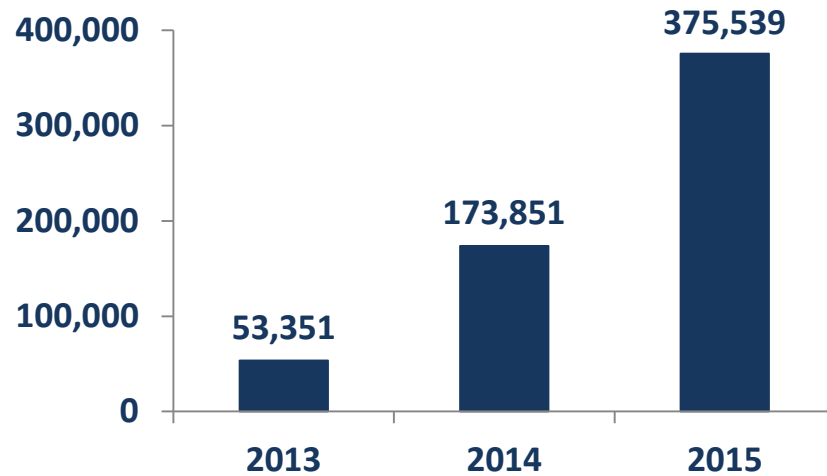


Selling Area (Sqm)



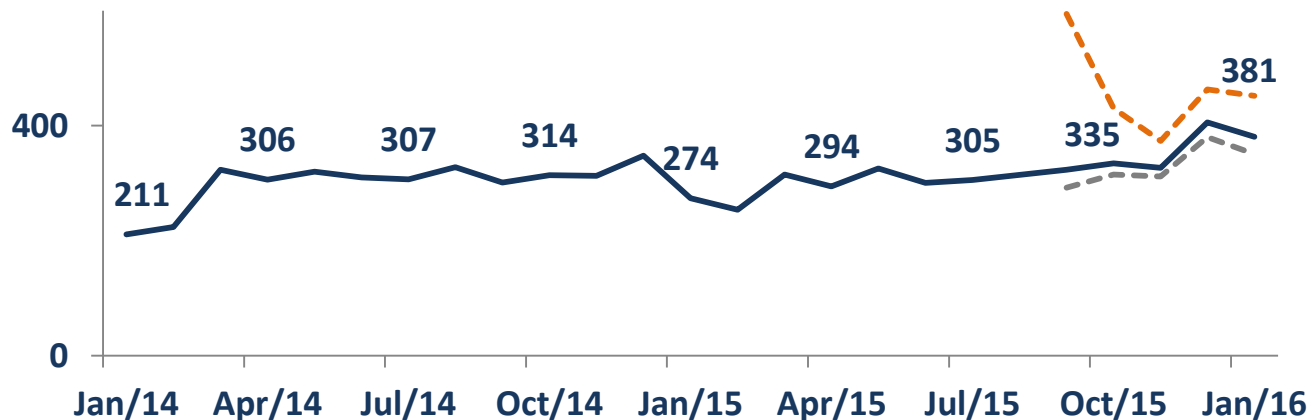
Evolution of Key Metrics

Sales (COP' 000,000)



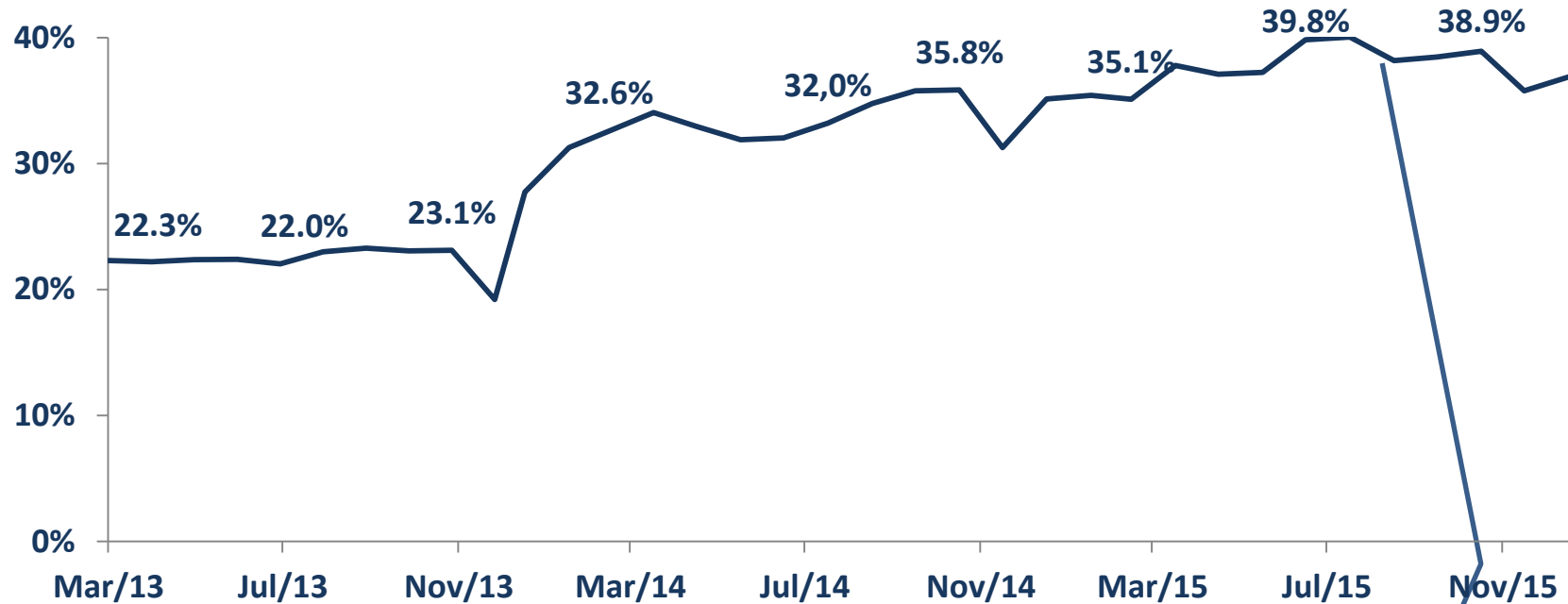
Consistent
sales density
delivery

Avg Sales per store (COP' 000,000)



The Openings' effect

Private Brand (share of total sales)



The region of the Coast started immediately with PB penetration close to the level of the Region 1