

# Strategy for our first Century 1920-2020

"Our centenarian strategy is aimed at **doubling our 2013 sales by 2020**, with a profitability maintained between 12% and 14% of the EBITDA margin.

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

To achieve this goal, we offer our consumers **food products and experiences from highly recognized and beloved brands**. Our products **nourish, generate well-being and pleasure, have the best price-value ratio**, are widely available in our strategic region, and are **managed by talented, innovative, committed and responsible people who contribute to a comprehensive sustainable development.**"



## Mission











**The mission of our Company is the increasing generation of value**, achieving a return on investments greater than the cost of the capital used.

In our food businesses, we always seek to **improve the quality of life of the consumers and the progress of our people.**

We look for **profitable growth with leading brands, a superior service, and excellent distribution networks.**

**We manage our activities based on our commitment to sustainable development**, with the best human talent, outstanding innovation and an exemplary corporate behavior.

## Corporate philosophy and performance [GRI 102-16]

-  Autonomy with strategic coherence
-  Development of our people
-  Good corporate governance
-  Ethics
-  Responsible corporate citizenship
-  Participation and collaborative management
-  Productivity and competitiveness
-  Respect
-  Innovation
-  Reliable food and a healthy life

## Differentiators of our business model



### Our people

We promote participative environments, the development of skills focused on both being and doing, the acknowledgement of achievements, the construction of a leading brand, and a balanced lifestyle for our people.

Organizational climate at a level of excellence:

**83,3%**



### Our brands

Our brands are leaders in the markets where we participate as they are widely recognized and cherished; they nourish, generate well-being and have become a part of people's daily lifestyle, with an excellent price-value ratio.

**18  
brands**

with sales over  
USD 50 million.



### Our distribution networks

Our wide distribution network, which is organized by channels and segments and includes specialized service teams, allows us to have an excellent product availability in terms of frequency, as well as a close relationship with our customers.

**1.363.940**  
points of sale.