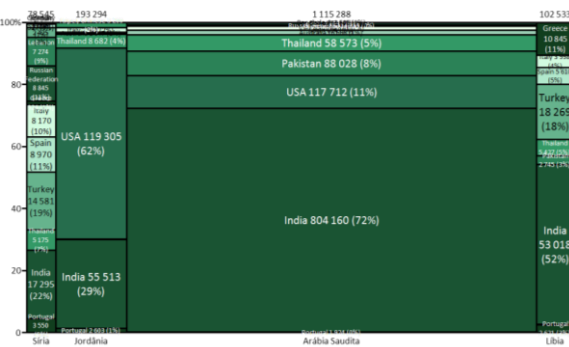
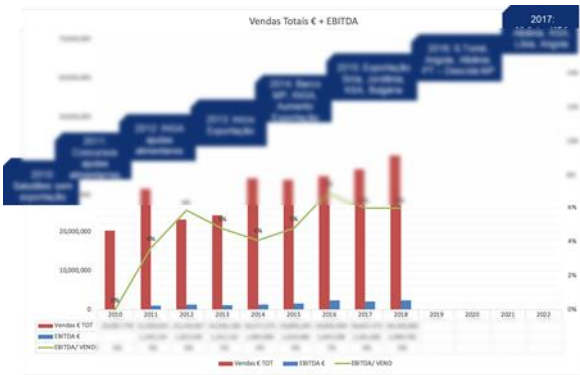


# Strategic Review in the Food Industry

## PICTURES BEFORE

Historical Reflection of the Company's Growth

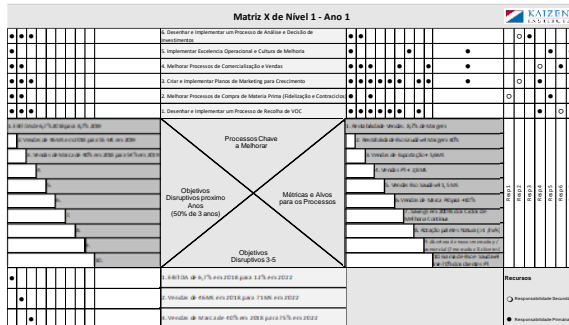
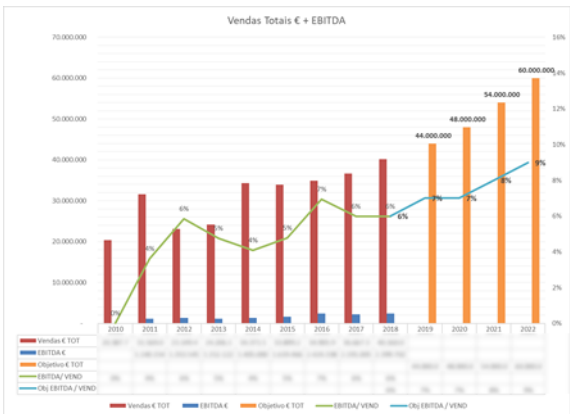
Mekko charts: Analysis of Market Potential



## PICTURES AFTER

4-year Sales and EBITDA Goals

Top X Matrix



Bowling Chart

| TEMA   | KPI                | Objetivos |         |       |       | Resultados Atuais |       |       |       |       |       |       |       |       |       |       |       |       |
|--------|--------------------|-----------|---------|-------|-------|-------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
|        |                    | Objetivo  | Unidade | Owner |       | JAN               | FEB   | MAR   | ABR   | MAI   | JUN   | JUL   | AGO   | SET   | OUT   | NOV   | DEZ   |       |
| Vendas | Vendas Totais      | 1.500     | €       | André | 1.500 | 1.500             | 1.500 | 1.500 | 1.500 | 1.500 | 1.500 | 1.500 | 1.500 | 1.500 | 1.500 | 1.500 | 1.500 | 1.500 |
|        | Vendas de Produtos | 1.000     | €       | André | 1.000 | 1.000             | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 |
|        | Vendas de Serviços | 500       | €       | André | 500   | 500               | 500   | 500   | 500   | 500   | 500   | 500   | 500   | 500   | 500   | 500   | 500   | 500   |
|        | Vendas de Licenças | 500       | €       | André | 500   | 500               | 500   | 500   | 500   | 500   | 500   | 500   | 500   | 500   | 500   | 500   | 500   | 500   |

## Problem

- Poor Sales and EBITDA in recent years with unsatisfactory growth
- Diversity of investments is not aligned to the strategy

## Root Causes

- Conservative budget, with unambitious growth targets
- Focus on producing and selling in Quantity at the expense of the brand
- New products do not always meet consumers' needs
- Organic international growth with no long-term plan
- Lack of monitoring and evaluation of the strategy

## Solutions

- Identification of the **Change Drivers** that will shape the market in the future
- Creation of **new products** adapted to the **needs of consumers**
- Definition of the **Export Strategy** based on: Geopolitical Situation, Commercial System and Consumer
- Definition of the **Top X Matrix** and deployment to next levels
- **Strategy Review System** with Bowling Chart and Countermeasures

## Benefits

**3M€ /year (EBITDA)**

Benefits of the 4-year Strategy

