Brazil Day Uni St. Gallen, Oct 22 2010

Votorantim

Votorantim Group and Brazil: growing together in action towards the future

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Head Global Commercial
Citrovita N.V.

Votorantim

Brazilian business group

Votorantim

Founded in 1918
as a textile plant

92 years
of history

Votorantim Group
A history of outperformance

1918
- **Textiles** (Sociedade Anonyma Fábrica Votorantim founded)

1933
- **Cement** (Fábrica de Cimento Sorocaba founded)

1937
- **Rayon** (Cia. Nitro Química founded)
- **Steel** (Siderúrgica Barra Mansa founded)

1948
- **Cellophane** (Votocel founded)

1955
- **Aluminum** (Cia. Brasileira de Alumínio founded)

1966
- **Zinc** (Cia. Mineira de Metais founded)

1972
- **Nickel** (Acquisition of Cia.Níquel Tocantins)

1988
- **Bank** (Baltar DTVM founded)
- **Pulp and Paper** (Acquisition of Luiz Antônio – Celpav)

1989
- **Orange Juice** (Citrovita founded)

1997
- **Energy** (VBC Energia founded)

2000
- **New Businesses** (VNN founded)

2001
- **North America Cement** (Acquisition of St. Mary's Cement)

2002
- **Zinc** (Acquisition of Paraibuna Metais)

2003
- **Cement US** (Acquisition of Suwanne Cement)

2004
- **Concrete US** (Acquisition of S&W Materials Trinity Materials founded)
- **Cement US** (Acquisition of Charlevoix and Dixon-Marquette)
- **Zinc Peru** (Acquisition of Refinaria Cajamarquilla)

2005
- **Zinc Peru** (Equity stake in Milpo)

2006
- **Pulp** (Beginning of the Horizon Project – MS)

2007
- **Steel Colombia** (Acquisition of Acerías Paz del Río)
- **Zinc US and China** (Acquisition of U.S. Zinc)
- **Cement US** (Acquisition of Prestige)

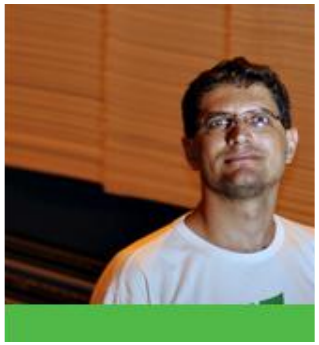
2008
- **Steel Argentina** (Acquisition of AcerBrag)
- **Cement Chile** (Acquisition of Bío Bío)

2009
- **Cement, Metals and Steel** (expansions and equity stakes in Brazil and abroad)
- **Pulp** (Fibria founded, start-up Três Lagoas)
- **Energy** (Salto Pilão Plant - SC)
- **New Businesses** (opening of capital TIVIT)
- **Finance** (partnership with Banco do Brasil)

2010
- **Cement** (Equity stake in Cimpor, Portugal)
- **New Businesses** (selling of TIVIT)
- **Agribusiness** Citrovita And Citrosuco merger

Votorantim

Organized into 3 areas

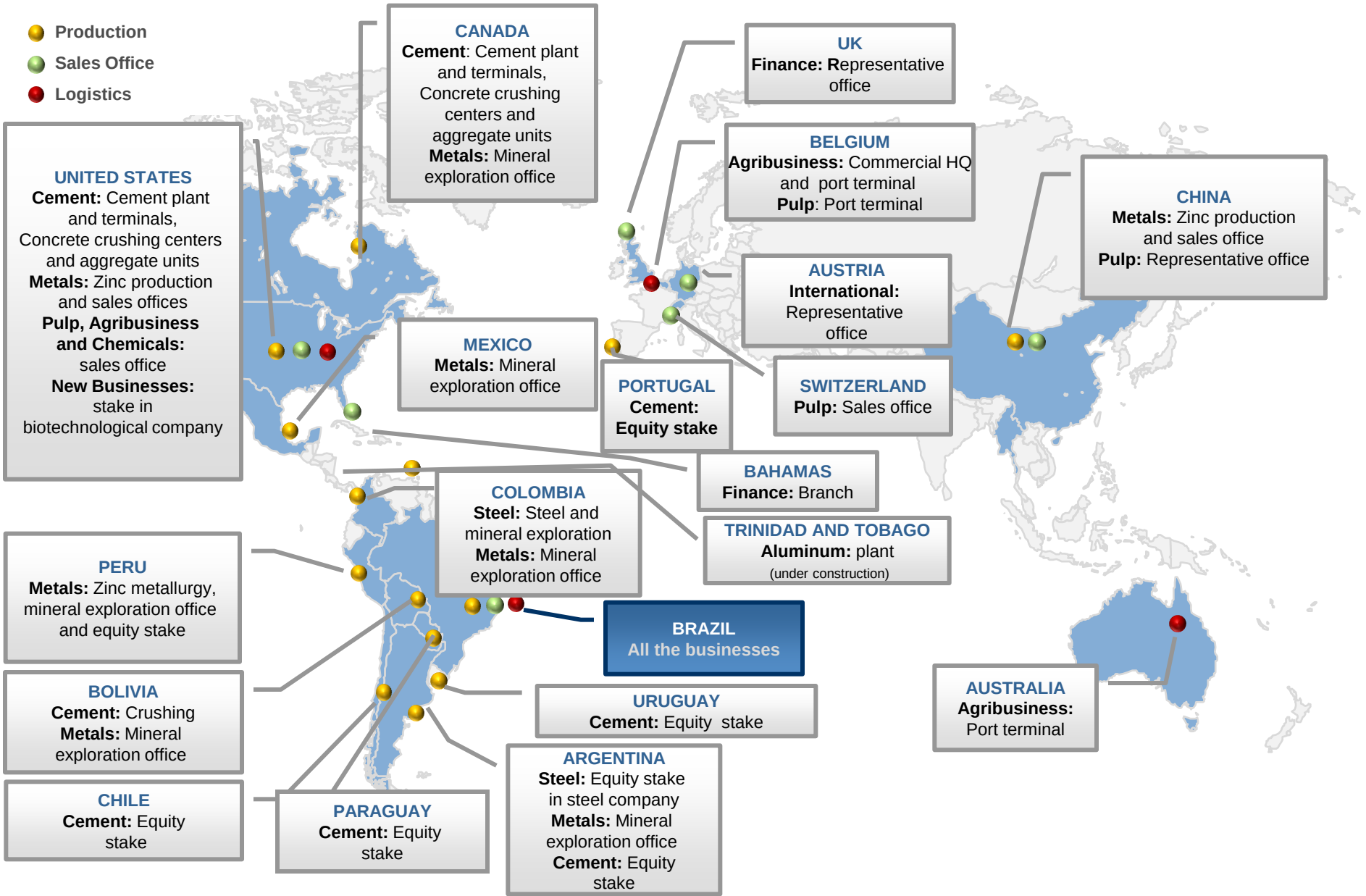


INDUSTRY

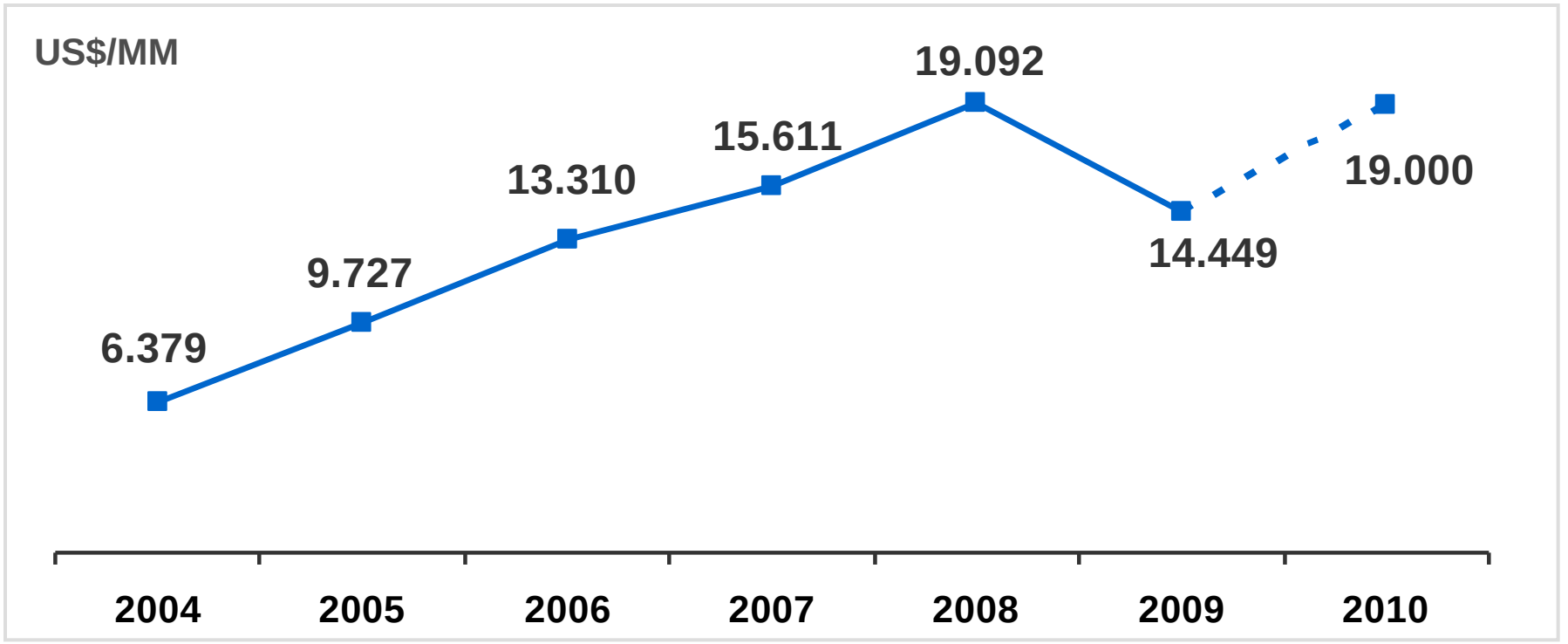
FINANCE

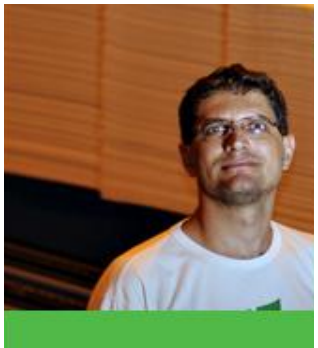
NEW BUSINESSES

International Presence



Net Revenue


US$/MM
6.379
9.727
13.310
15.611
19.092
14.449
19.000
2004
2005
2006
2007
2008
2009
2010



Strategic management
Operational excellence

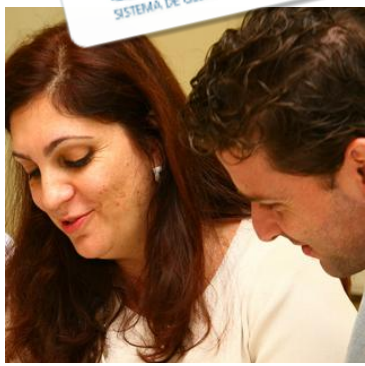
The Votorantim Management System(SGV) performs an important role in integrating the Business Units and the formation of a Unique Group.

Results: Capturing synergies, transferring skills between the companies and the constant pursue of best practices.

Integration: Specialist working teams (themed teams) focused on opportunities which bring benefits to the whole Group.

Unity: Standardizing processes, systems and tools, respecting the specific nature of each business and strengthening the culture of the single Group.

Sustainability: Retaining and sharing knowledge by integrating professionals from the different Business Units.



Strategic management
Developing people

Integrated actions to promote, sustain and accelerate the development of employees and, at the same time, encourage the desired business culture.
These are brought together in the Votorantim Development System (SDV)

Academy of Excellence: initiative to develop leadership and improve technical skills, with 3,600 participations in 2009

- Leadership Center
- Mineral and Metallurgy School
- Maintenance School
- Safety School (2010)

Movement: organizes and encourages the mobility of professionals

Alert Movement and Golden Rules: initiatives to make workers aware of safety and information to encourage working under nonnegotiable security standards

Votorantim

R$ 49 million
in external social investment
and R$ 237 million
in environmental investment

Votorantim Identity *Values*

Qualities embedded in actions, decisions and relationships with different public groups.

Solidness	▪ Pursuing sustainable growth and value creation	
Ethics		▪ Always acting responsibly and transparently
Respect	▪ Respecting people and always being ready to learn	
Entrepreneurship		▪ Growing with audacity, making, innovating, investing
Unity	▪ Unit is strenght	

Recognition

Best Family-Owned Company in the World
2005 - IMD Business School and Lombard Odier Darier Hentsch Bank

One of the 100 companies from emerging countries which are **able to compete with multinationals from rich countries**
2008 - Boston Consulting Group

Third best-positioned Brazilian company in the global ranking of the 200 companies with the best reputation
2009 - Reputation Institute

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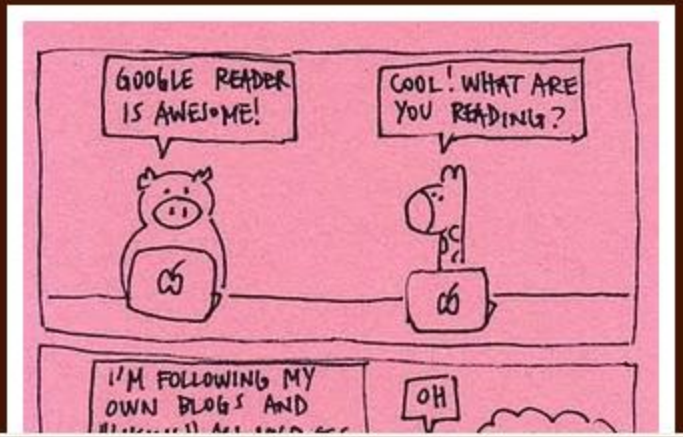
Pigs in Maputo

Pig cartoons of life in Mozambique - one new pigtoon every day

Wednesday, October 20, 2010

Google Reader is awesome



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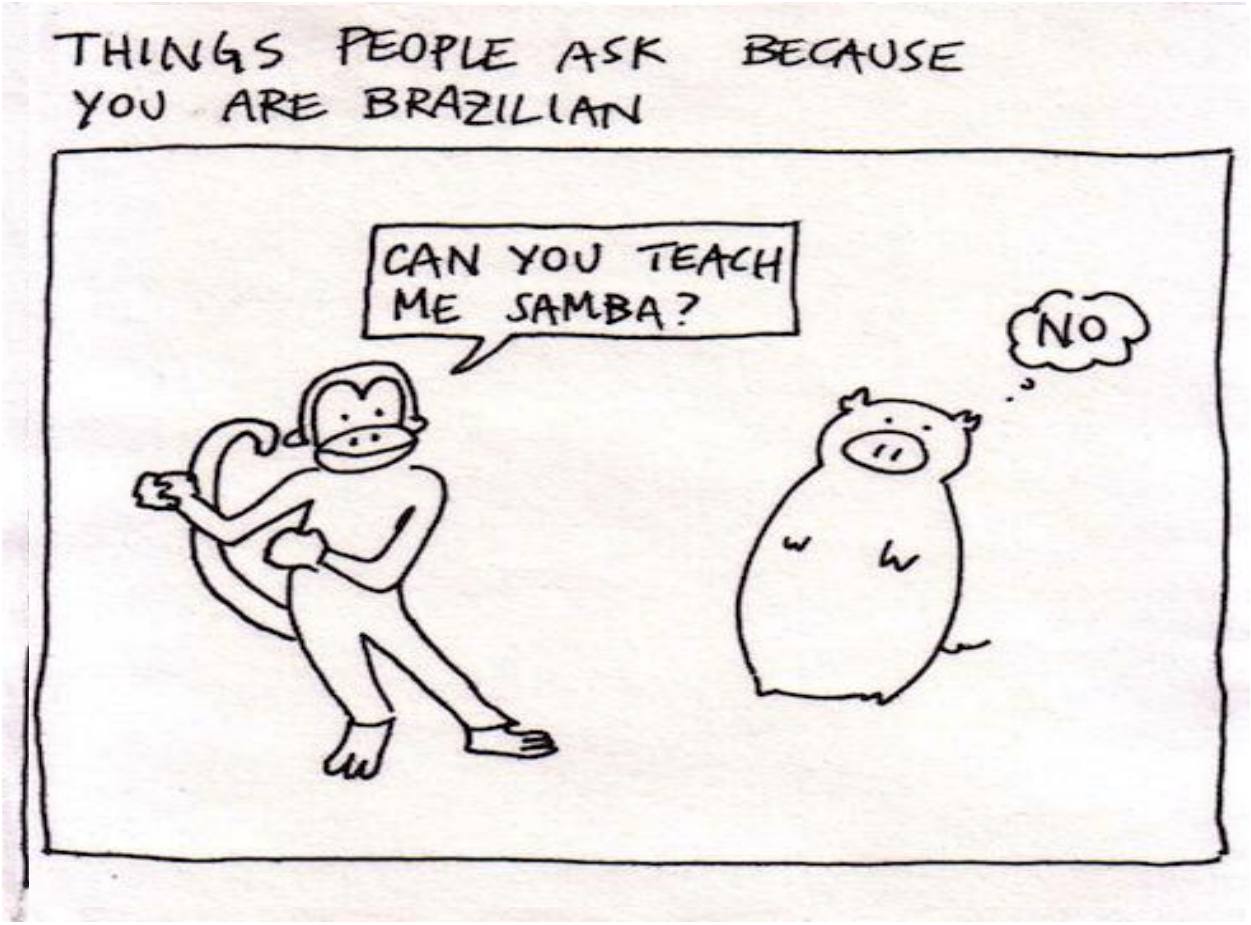

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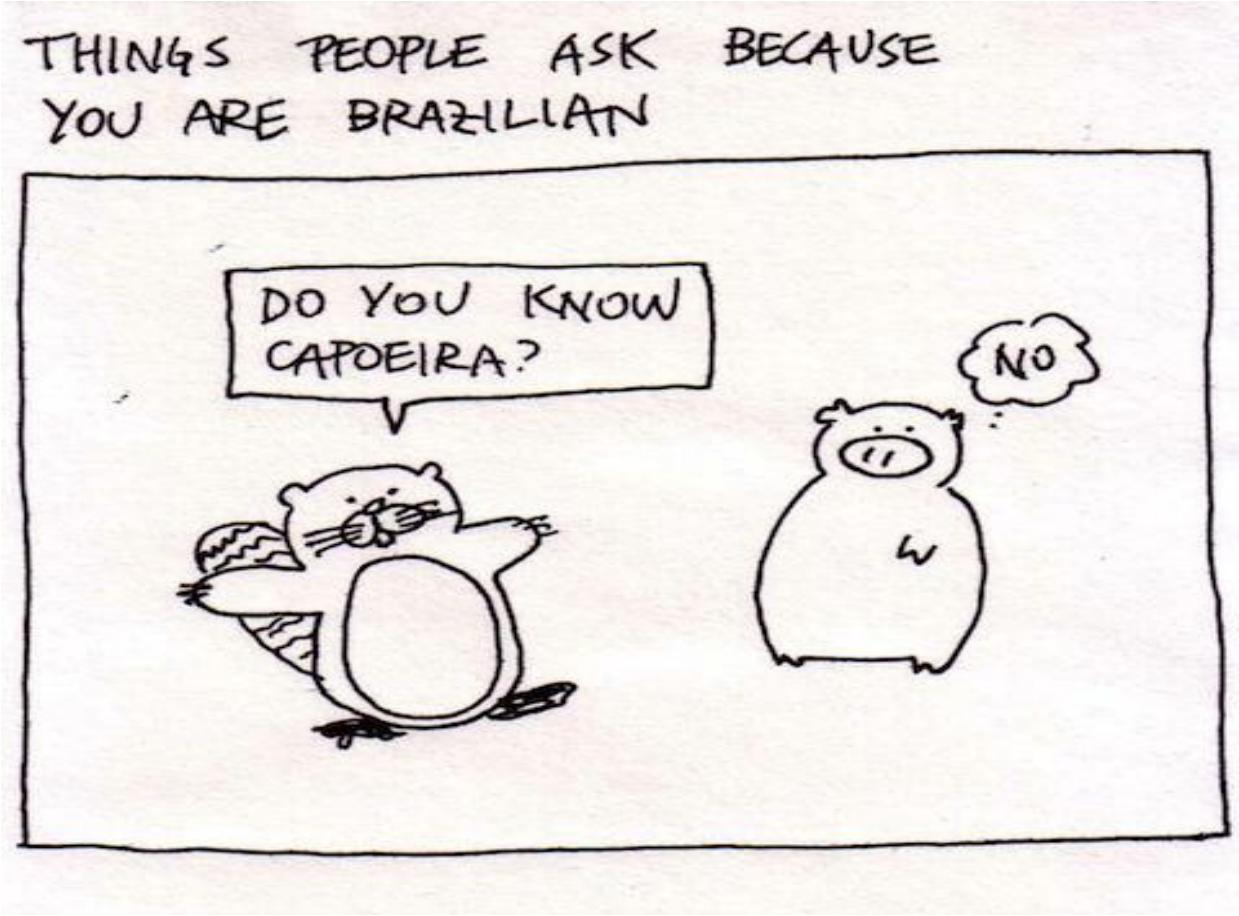

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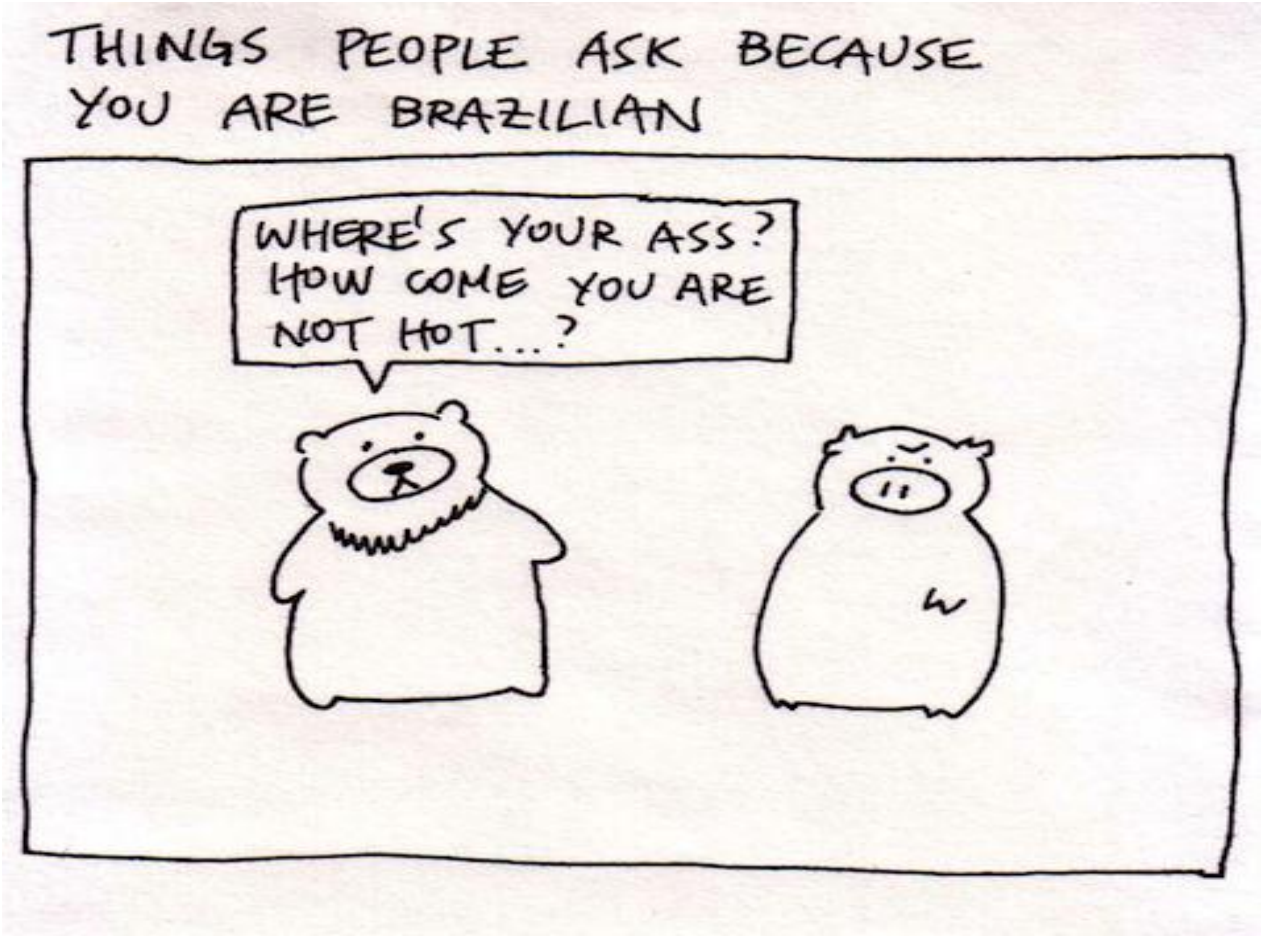

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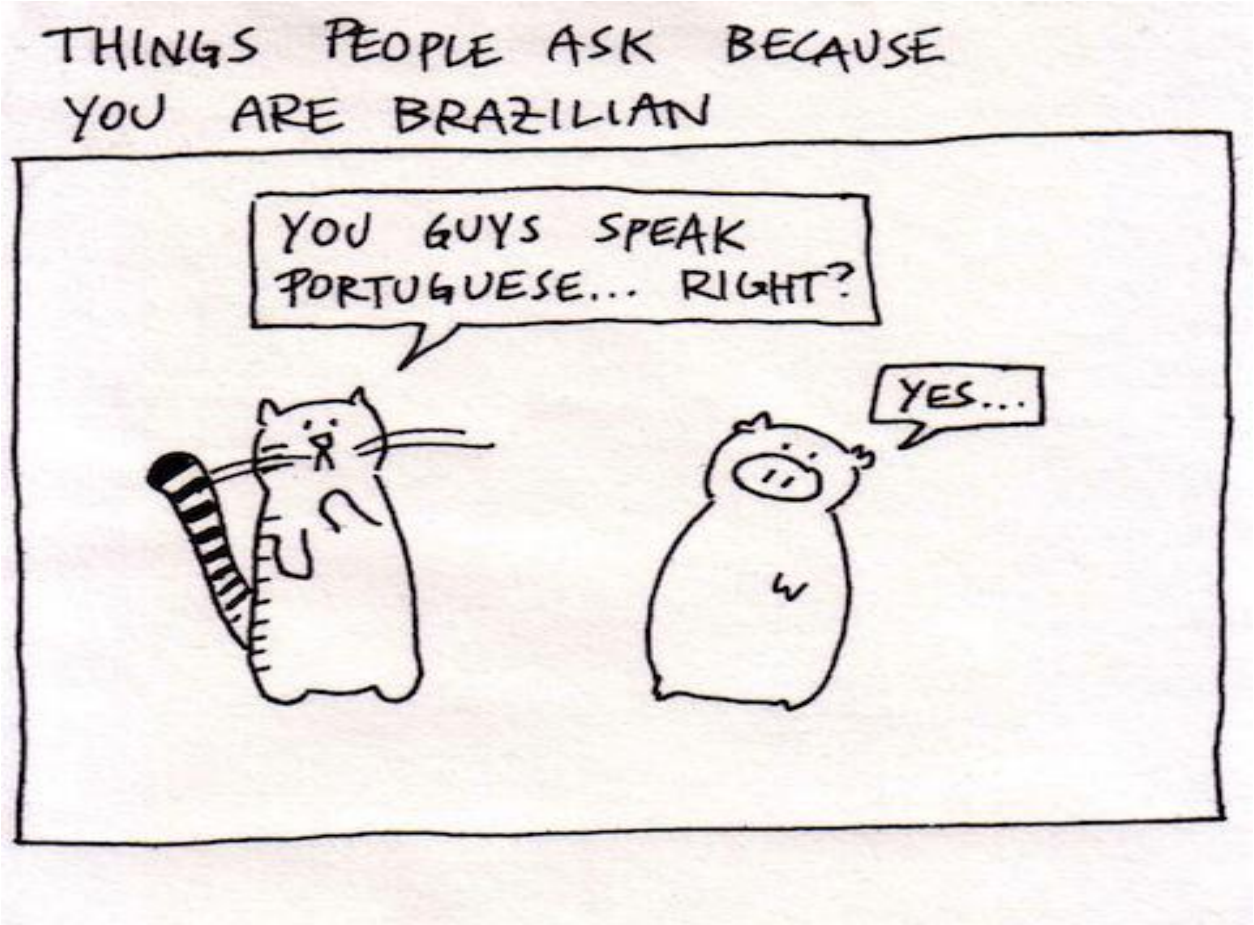

Thank you!

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