

Institutional Presentation

April, 2019



*On the table and in the
heart of Brazilians.*



1. Corporate Profile

2. Results

**3. Corporate Governance and Capital
Market**



Corporate Profile



Over 65 years operating in the food sector in Brazil



National Leader in the cookies and pasta markets



Growth strategy and consistent results



Strong acquisition track record

AN ENTREPRENEURIAL HISTORY

Find out more about the evolution of M. Dias Branco over its history spanning more than 60 years:

1951

Small-scale production



1953

Scale production



1960's

Dispersed distribution model

1978

Launched the Richester brand



1980

Commissioned the Fortaleza Plant in Eusébio (CE)



1992

Early vertical integration



2000

Expanded production in the North-East region of Brazil

2002

Continued vertical integration

2003

New plant and expansion into South and Southeast markets through acquisitions

2005

Integrated production model

2006

Listing



2008

Building market leadership



2018

Continuous growth

2016

Restructuring of the sales model



2015

Continued vertical integration

2014

Entering new markets



2011/12

Continued acquisitions

MISSION

We offer high-quality, innovative, healthy, tasty and competitively priced food products for people's nourishment and enjoyment



VISION

We contribute to society's development through successful and sustainable partnerships, a global presence and diversified business, and are recognized for our respect for people and the environment, ethics, creativity, willingness to serve, simplicity and passion for everything we do



Respect

Through respect, we contribute to a more peaceful and harmonious society.
Antônio Edval Filho, Forneiro



Goodwill

Great desire brings down big obstacles when the commitment to winning is greater.
Ronaldo Brasil, Supervisor de Serviços Gerais



Ethics

We should work in an ethical way, following the right principles, and appreciating everyone's qualities and limitations.
Kleilson Galvão, Supervisor de Manutenção Predial



Simplicity

Simplicity always helps us to maintain a pleasant atmosphere, working as a team and looking to get the best results.
Silvia Patricia, Assistente do Controle de Qualidade



Expedition

I always try to be a visionary professional, with flexible attitudes, and getting the job done before the agreed time.
Cícera Pignatari, Líder de Produção



Creativity

This is the most important skill for a sales promoter. Being happy when people praise the work I do.
Rodolfo de Jesus, Promotor de Vendas



Endeavor

It's about true dedication, above all to the reduction of costs. I always apply myself to the work, the same way as the owner of the business does.
Sérgio Alexandre, Auxiliar Administrativo



Achievement

It's about giving your best to the work, applying all your knowledge, and being willing to always move forward.
Odonalino Carneiro, Operador de Processos III



Excellence

"It's about offering safe food, doing a great job every day, and therefore managing to satisfy everyone, which is our goal."
Janileide Vasconcelos, Nutricionista



Security

I have safety as a guide for my routine. I help the employees to think more about their safety.
Débora Silva, Analista de Controle de Qualidade

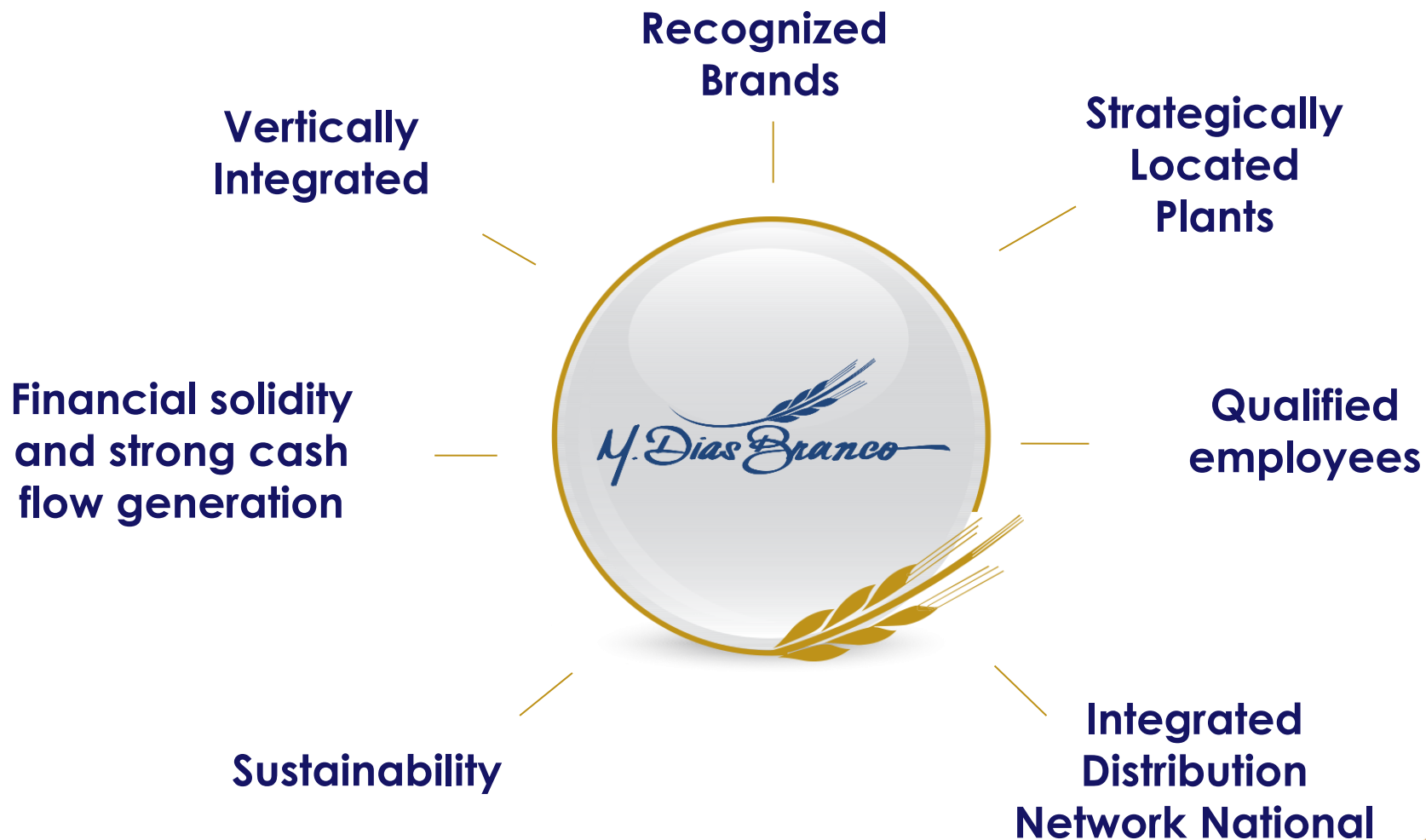
A team with 20 thousand employees focused on sustainable results



55% Production
34% Sales and logistics
11% Administrative

**33% women on
the Board of Directors**

| Competitive Advantages



A broad and diversified portfolio



% of Sales 2018

Cookies &
Crackers¹

55%

Pasta

21%

Wheat Flour &
Bran

16%

Margarine &
Vegetable
Shortening

5%

Others²

3%

¹ Contain Cookies, Crakers and Chocolate covered cookies

² Cakes, snacks, cake mix, and packaged toast

Portfolio with strong national and regional brands

19 brands



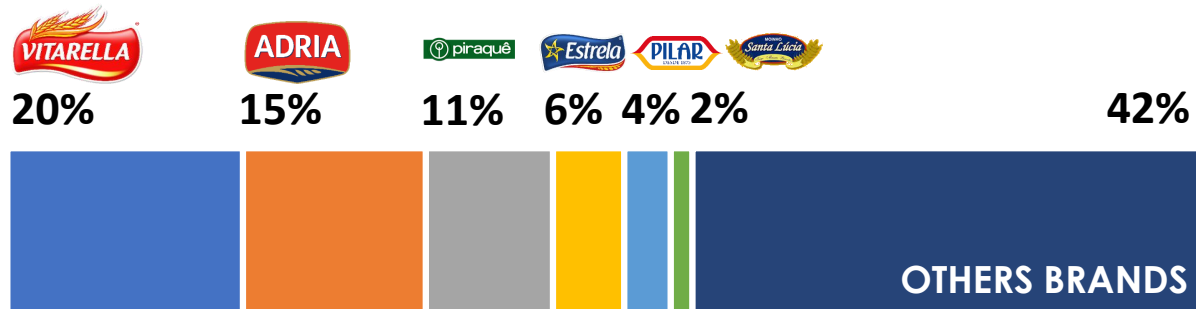
7 brands with anual gross income > R\$ 500 MM



Capacity to make good acquisitions



% Revenue by Brand - 2018



58% acquired brands

Nota: Gross Revenue excluding discounts

| ...and our brands are awarded and recognized on a regional and national basis



VITARELLA was elected in 2018 as one of the "60 most valuable brands in Brazil", according to the ranking published by IstoÉ Dinheiro and prepared by Kantar

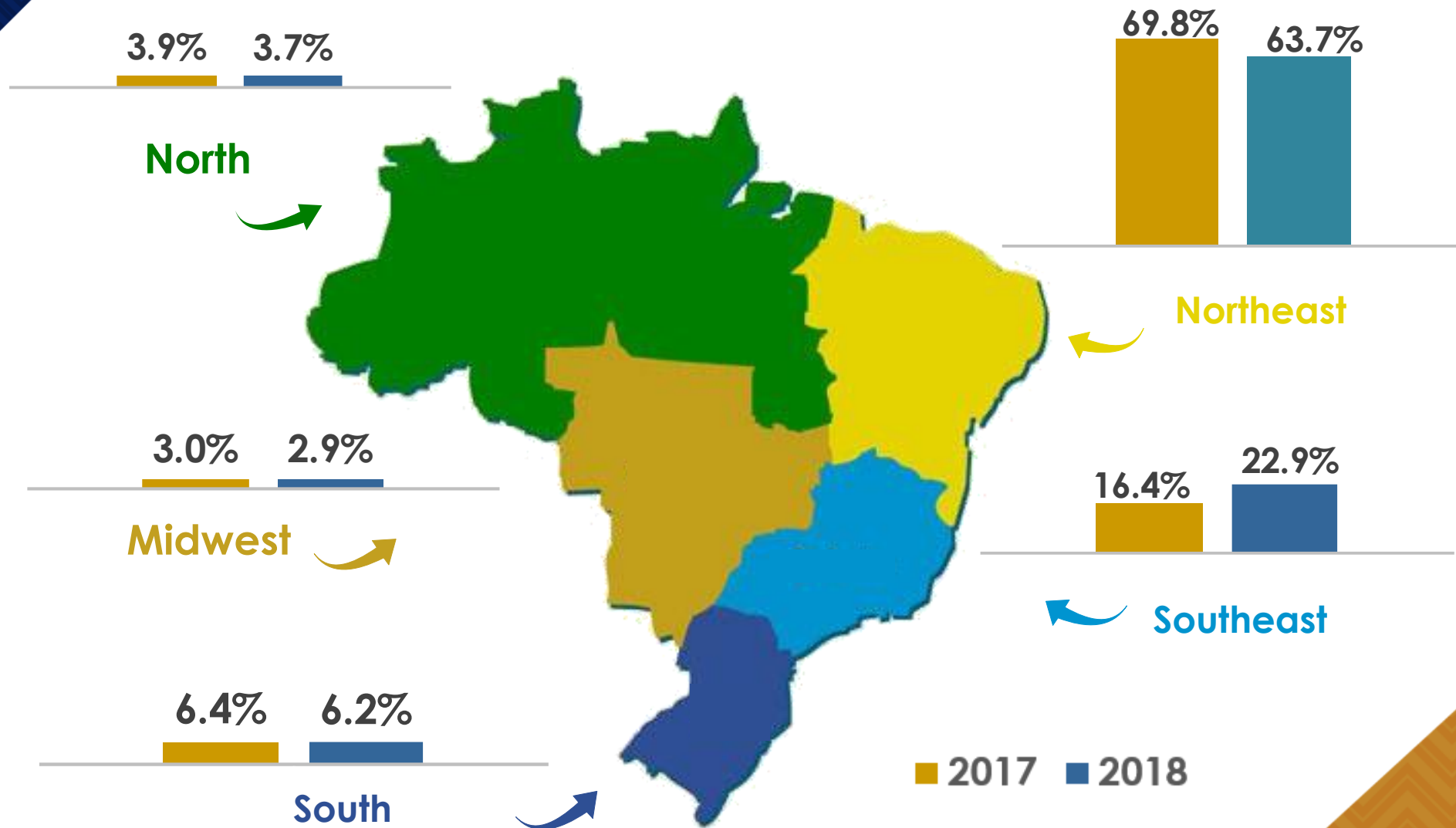


ADRIA was elected in 2016 as one of the "50 most valuable brands in Brazil", according to the ranking published by IstoÉ Dinheiro and prepared by Kantar



ISABELA, a brand of pasta, biscuits and toast, was voted the preferred and most remembered brand in the state of Rio Grande do Sul in 2017.

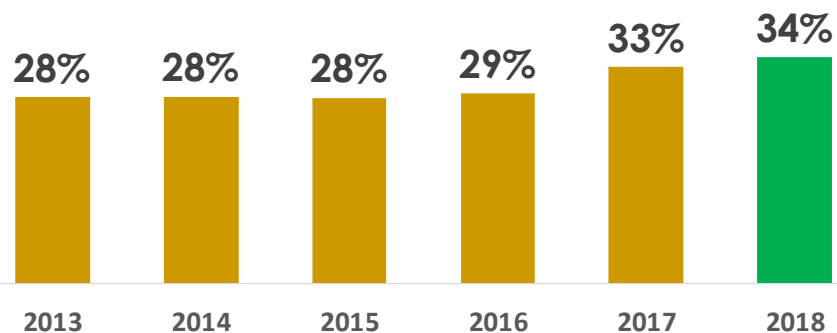
% of total Net Sales by region



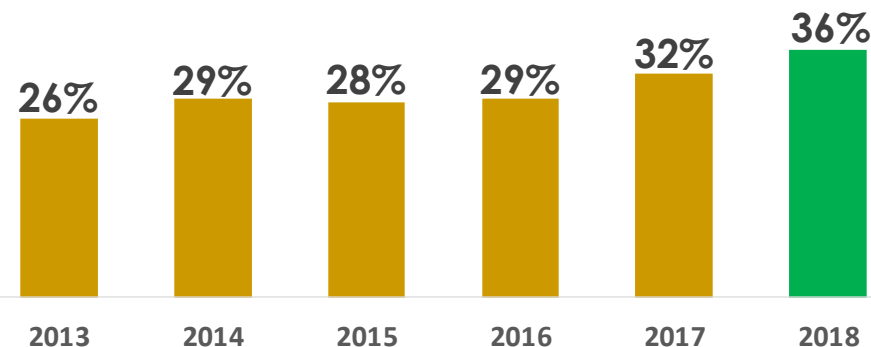
National Market Leadership



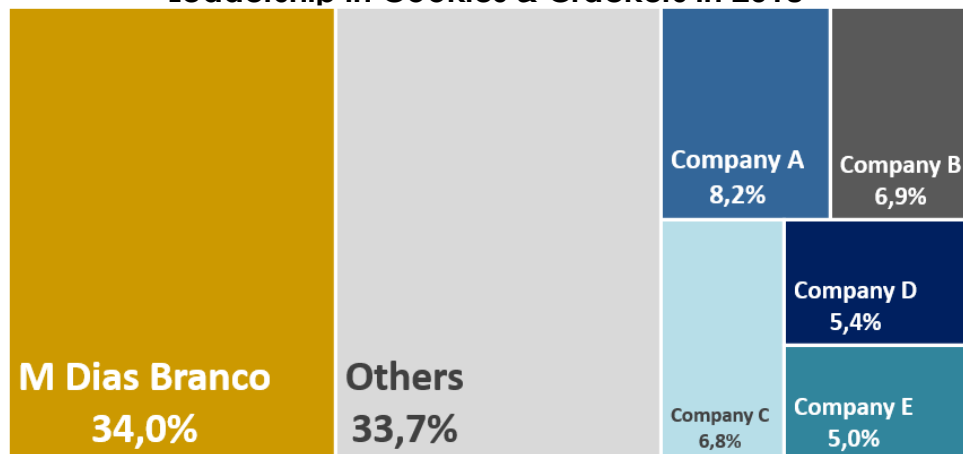
Market Share Volume
Cookies & Crackers



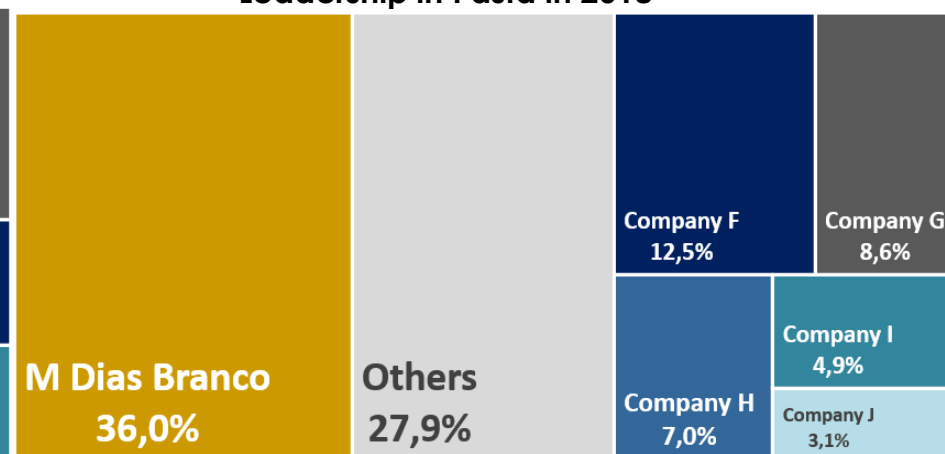
Market Share Volume
Pastas



¹Leadership in Cookies & Crackers in 2018



¹Leadership in Pasta in 2018



Assertive creation of new products, packaging and categories in line with consumer needs, market trends and scenarios



Marketing investments to drive sales and to create strong brands

Isabela



PROMOÇÃO
Almoço em Família Isabela

Concorra a:
100 kits Tramontina
1 almoço na casa de Ana Hickmann
E você ainda pode ganhar 1 MITSUBISHI ASX

Para obter detalhes e entrar na promoção, CLIQUE AQUI

Campanha: R\$ 10,00 em pontos por 1 torrada
Cadastro: R\$ 10,00 em pontos por 1 torrada
Aumento de ganho: 2 torradas por 10 pontos

www.promo.isabela.com.br

Vitarella Treloso



Promoção Treloso Tubers
QUEM VAI SE DIVERTIR com o LUCAS NETO??

CONCORRA A:
R\$ 1 MIL
TODA SEMANA
1 KIT YOUTUBER
PARA RODAR NA INTERNET

VIVA UMA TARDE DE PURA DIVERSÃO COM O LUCAS NETO

CONCORRA A:
R\$ 50 MIL
TODA SEMANA
R\$ 1 MIL
TODO DIA

Adria



PROMOÇÃO ADRIA
DETALHES que fazem a DIFERENÇA

COMPRE 1 TORRADA + 3 produtos ADRIA
CADASTRE-SE
Envie seu cupom fiscal pelo WhatsApp 11 953440866 ou pelo site WWW.PROMOADRIA.COM.BR

E CONCORRA
COMPRE 1 TORRADA E AUMENTE SUAS CHANCES DE GANHAR

Sorteio Final UMA CASA

Prêmios:
TODOS OS DIAS: PRÊMIO DE R\$ 500
TODO MÊS: PRÊMIO DE R\$ 10 MIL

adrialimentos

Vitarella



PROMOÇÃO 25 anos Vitarella
Irresistíveis

MAIS DE 1 MILHÃO DE REAIS EM PRÊMIOS

R\$ 500 MIL NO FINAL DA PROMOÇÃO

R\$ 50 MIL TODA SEMANA
R\$ 1 MIL TODO DIA

We are also investing on new packages

Previous Packages

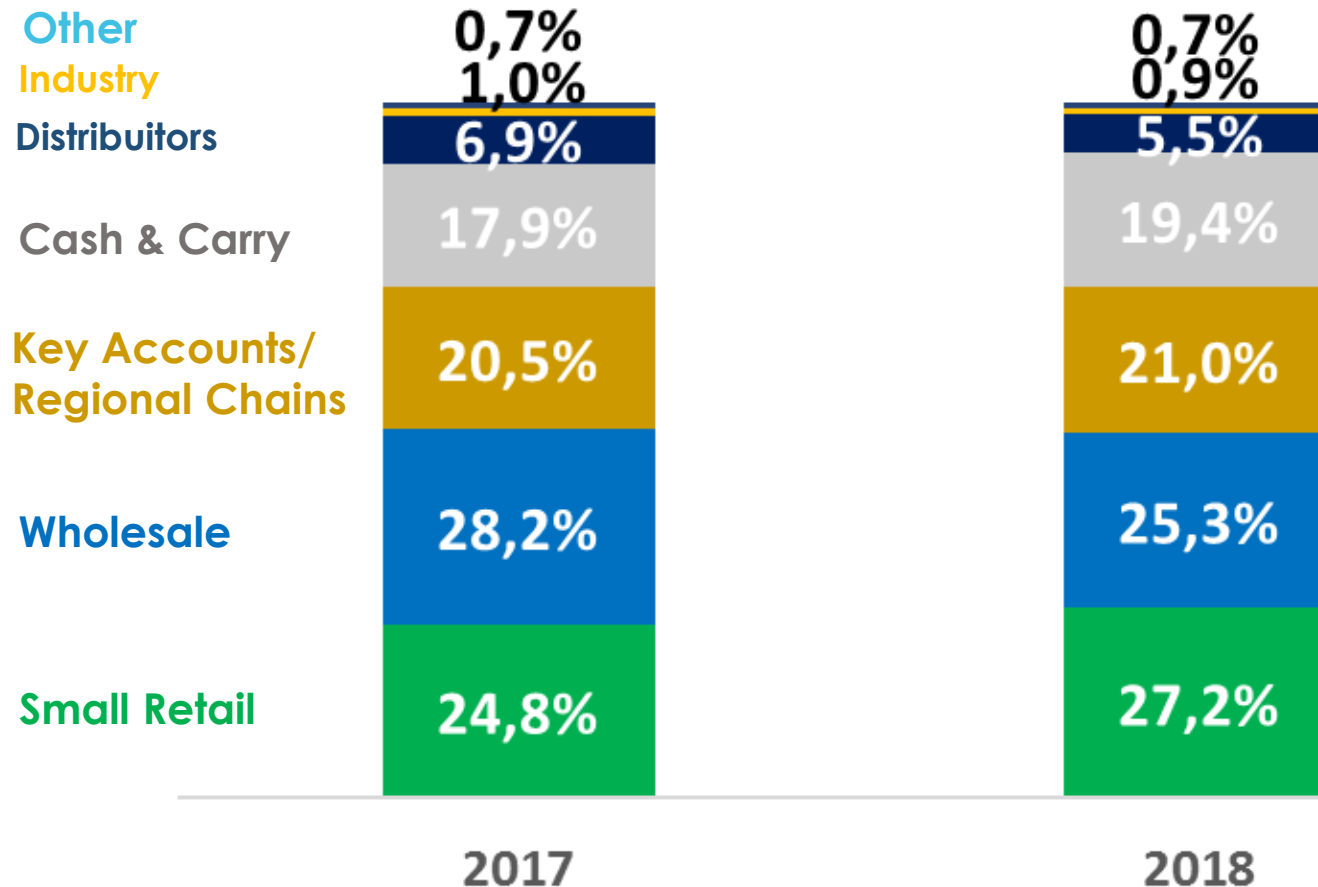


New Packages

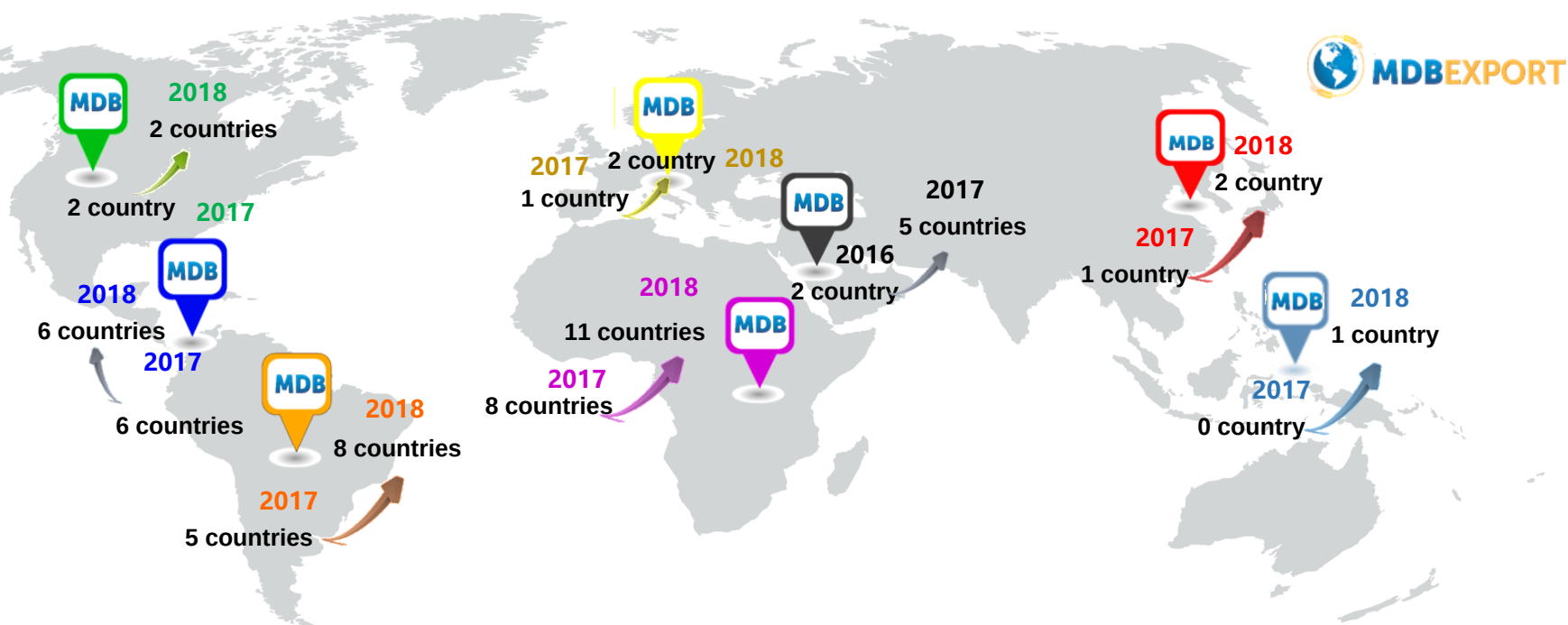


Our products are sold through a diversified cliente mix

% Revenue per Client Mix



Exported to 37 Countries in 2018



MDB 2017*

- | | |
|---|---|
|  South America |  África |
|  Central America |  Europe |
|  North America |  Middle East |
|  Asia | |

MDB 2018*

- | | |
|---|---|
|  South America |  Africa |
|  Central America |  Europe |
|  North America |  Middle East |
|  Asia |  Oceania |

15 Industrial Plants and 38 Distribution Centers

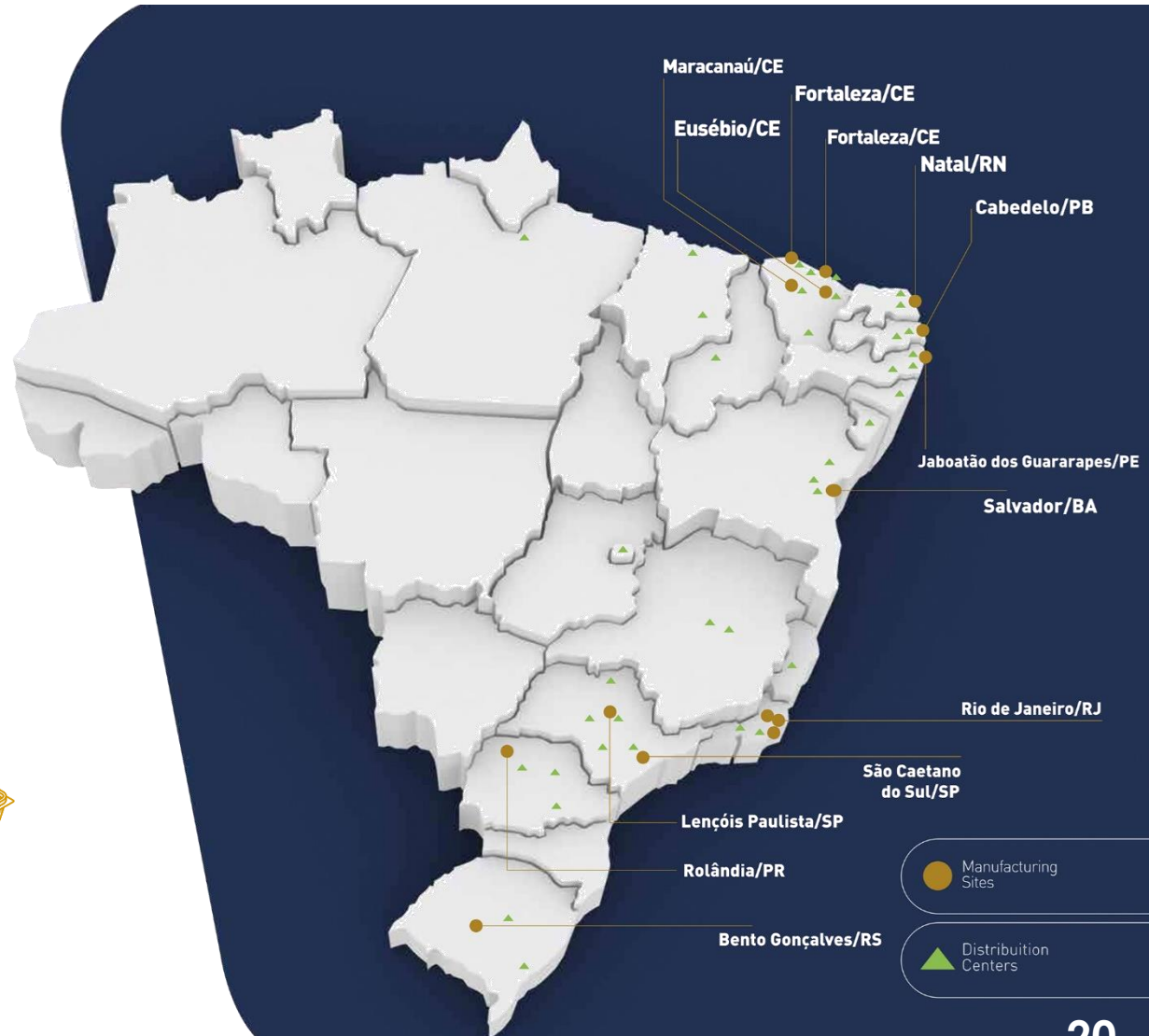
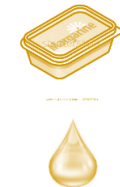
Fábrica Fortaleza
State of Ceará



Grande Moinho Aratu
State of Bahia



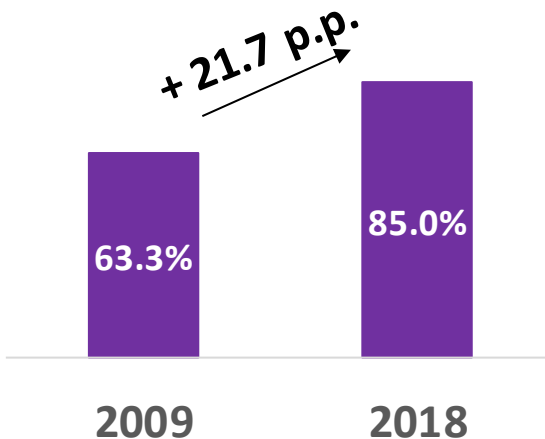
Gorduras e
Margarinas
Especiais
State of Ceará



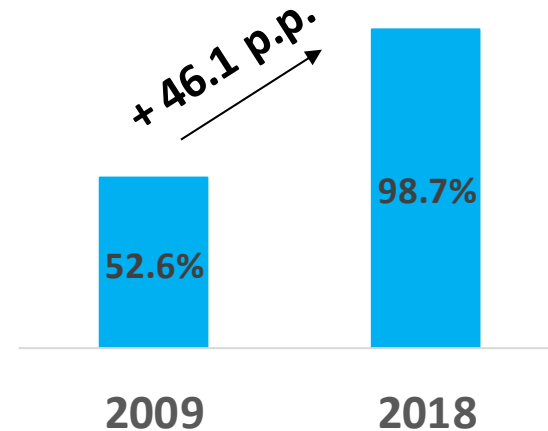
Robust infrastructure and with high level of verticalization



Verticalization Wheat Flour
(% total consumption)



Verticalization Vegetable Fat
(% total consumption)



Growth strategy with attractive profitability and return for shareholders

Growth Drivers

- Geographies and categories little explored in the core business
- Entry into new categories
- International markets expansion

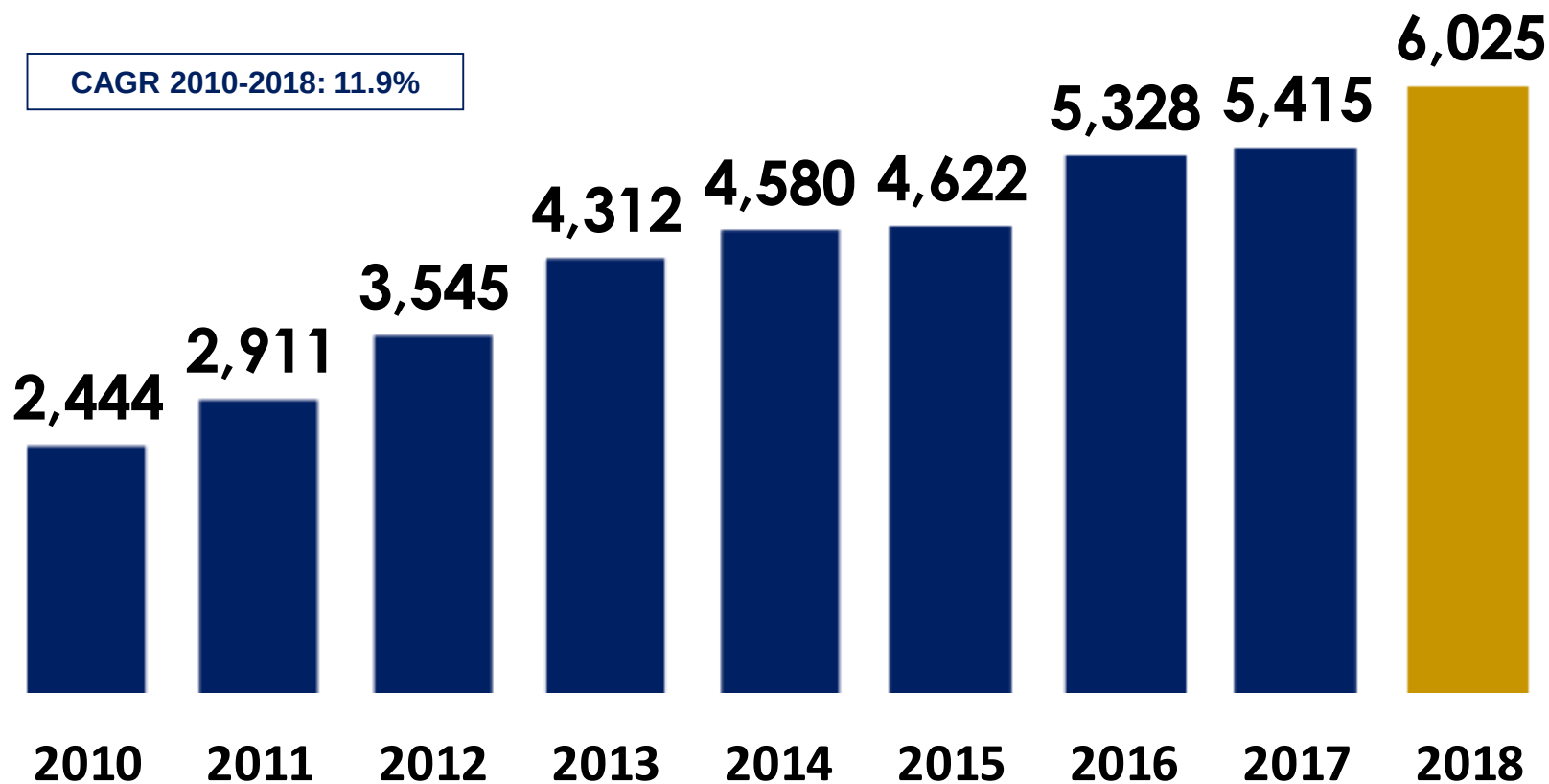
Efficiency Drivers

- Logistic and production footprint optimization
- New business and marketing tools (ex: pricing)
- Technology at the service of the business model
- Innovation as a source of value generation
- Strong team with remuneration aligned to short and long term goals



Results

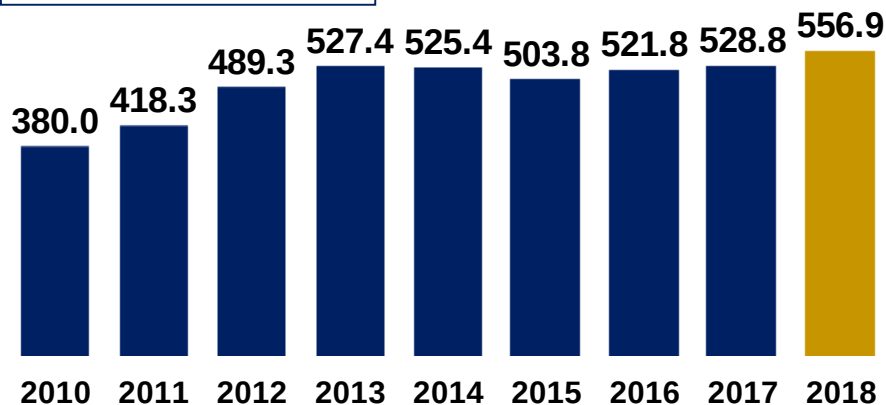
Net Revenue (R\$ million)



Sales Volume by Product Line

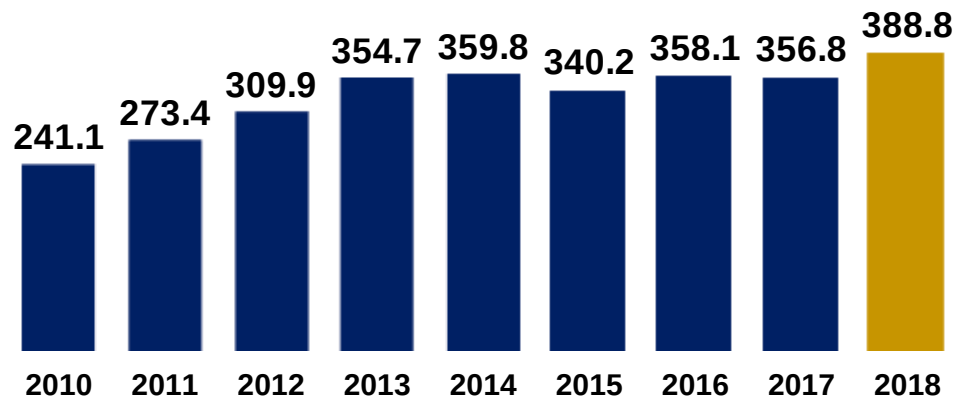
Cookies and Crackers – Sales ('000 tonnes)

CAGR 2010-2018: 4.9%



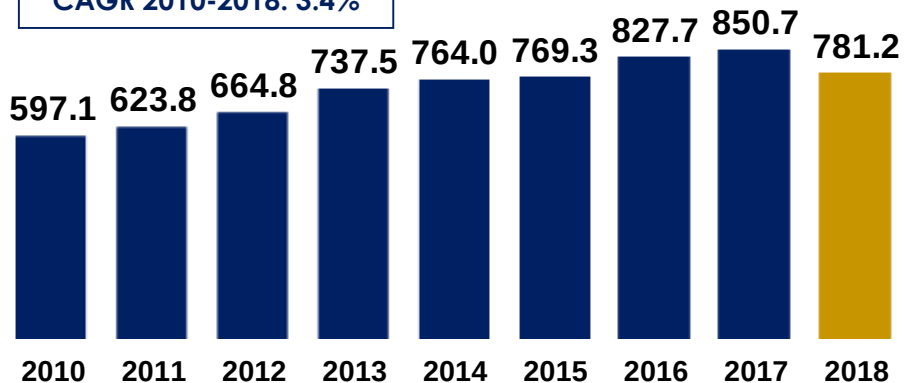
Pasta – Sales ('000 tonnes)

CAGR 2010-2018: 6.2%



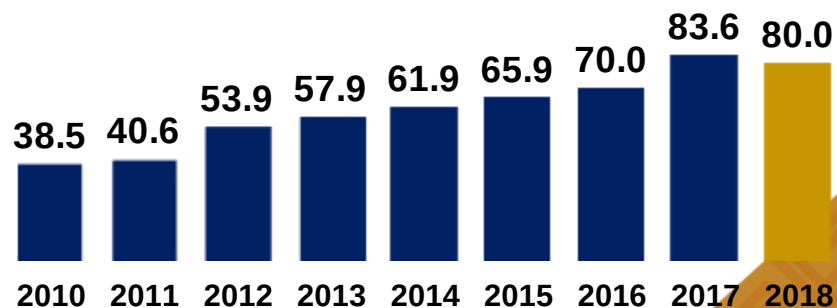
Wheat Flour and Bran – Sales ('000 tonnes)

CAGR 2010-2018: 3.4%



Margarine and Vegetable Shortening – Sales ('000 tonnes)

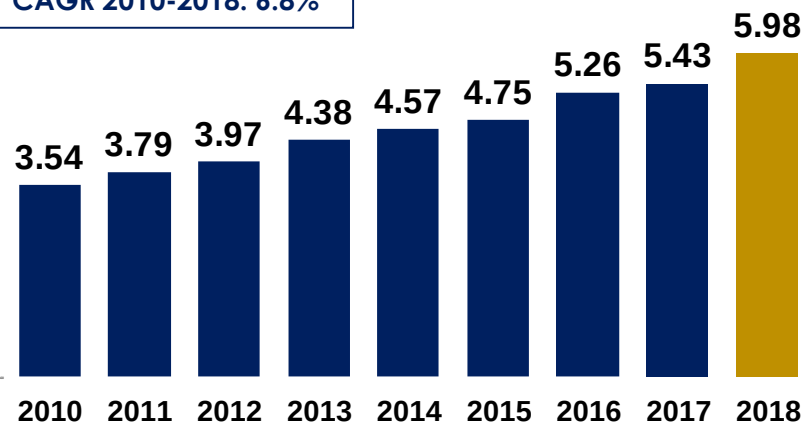
CAGR 2010-2018: 9.6%



Net Average Price by Product Line

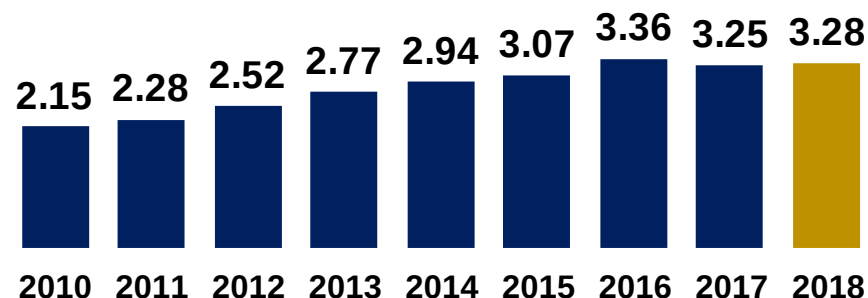
Cookies and Crackers – Sales (R\$/Kg)

CAGR 2010-2018: 6.8%



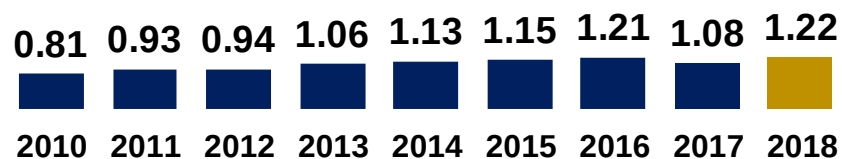
Pasta – Sales (R\$/Kg)

CAGR 2010-2018: 4.6%



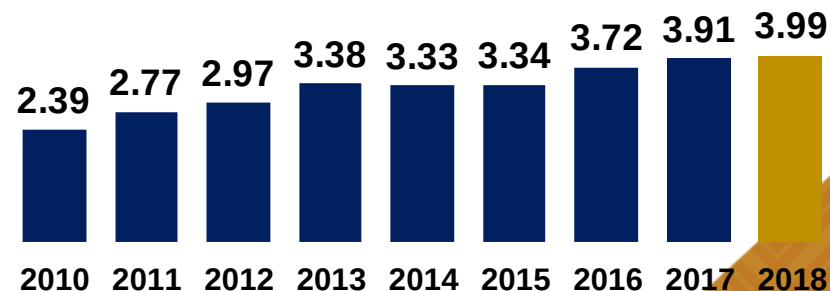
Wheat Flour and Bran – Sales (R\$/Kg)

CAGR 2010-2018: 5.3%

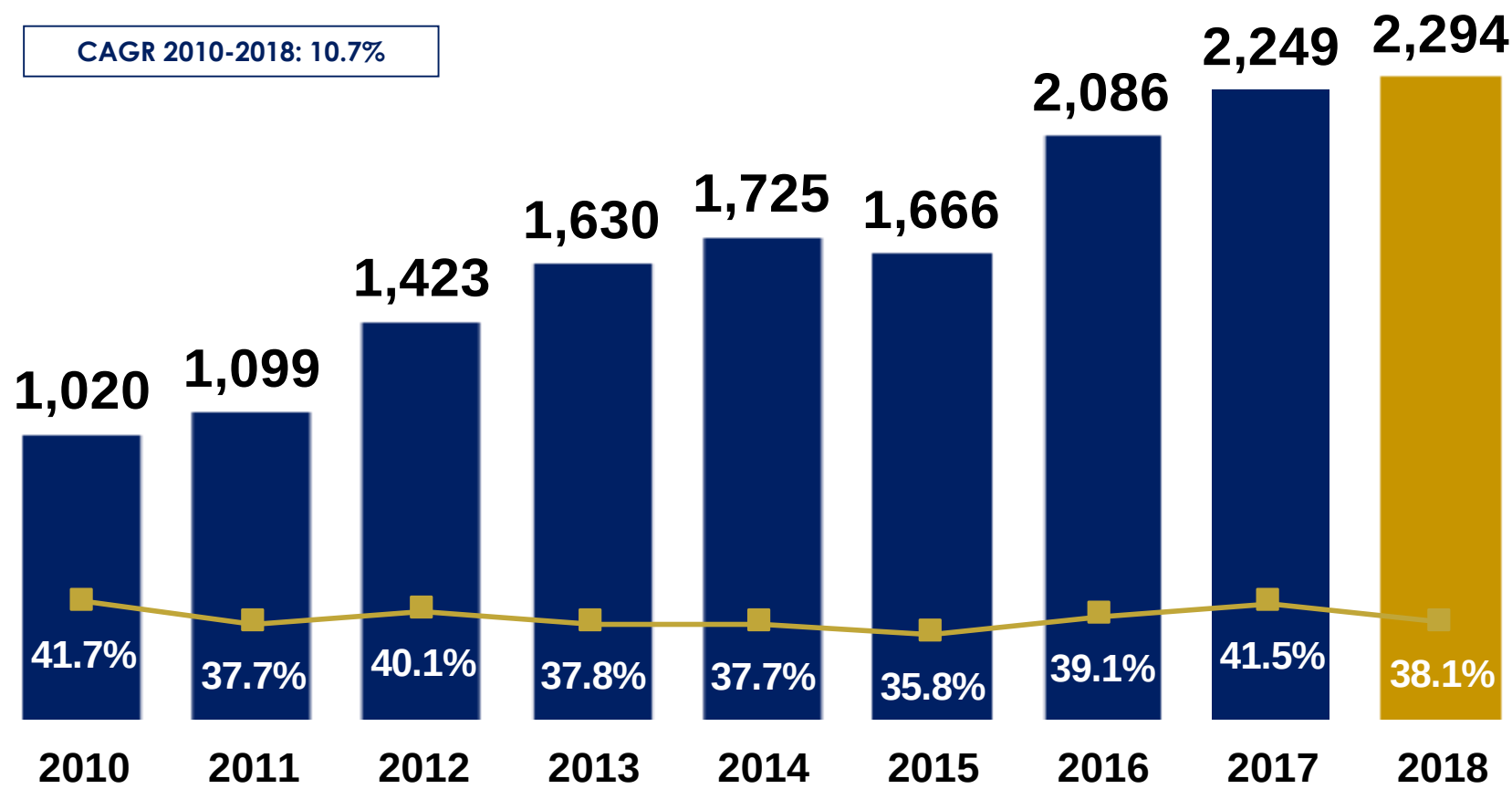


Margarine and Vegetable Shortening – Sales R\$/Kg)

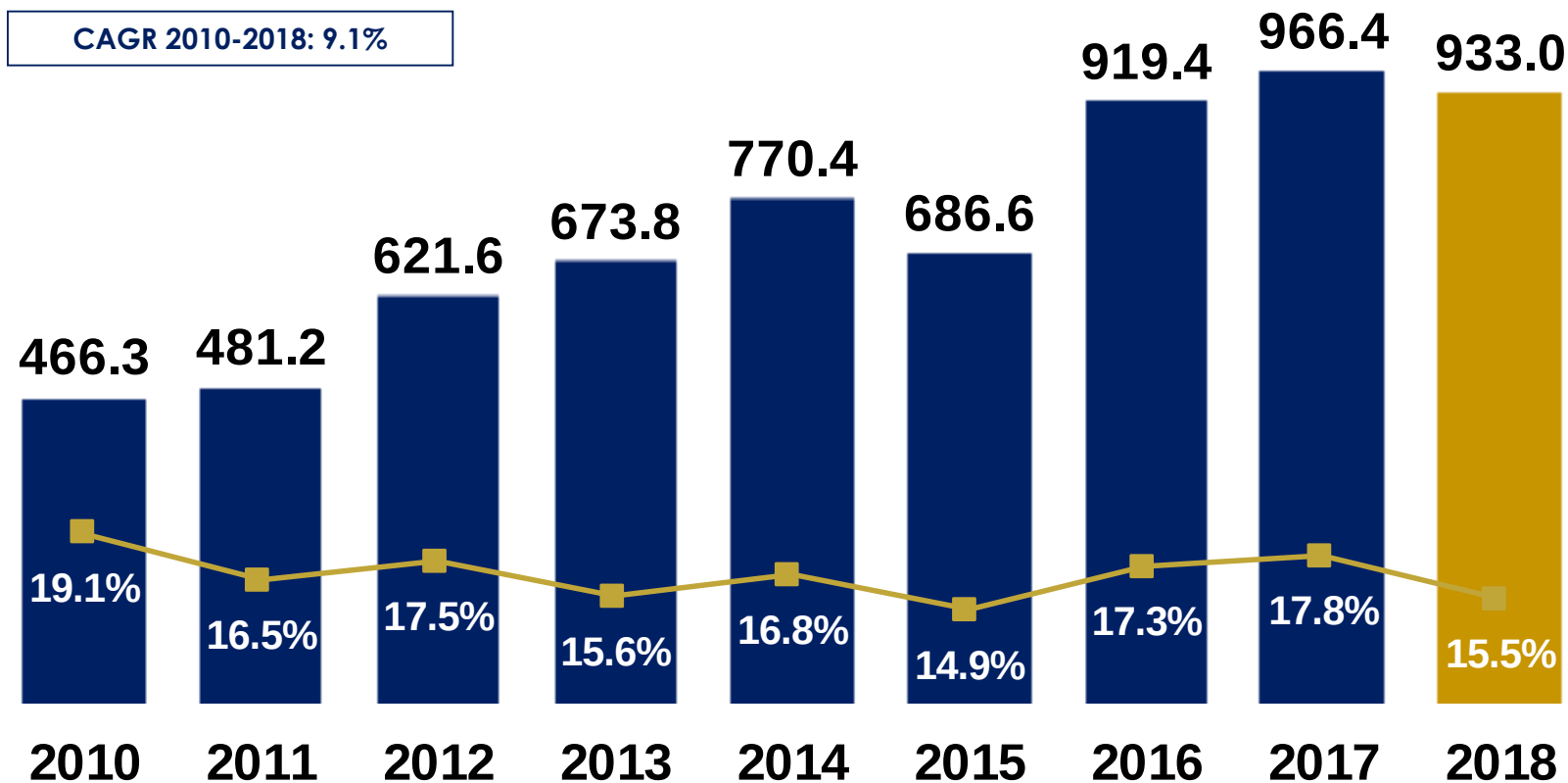
CAGR 2010-2018: 6.2%



Gross Profit (R\$ million) and Gross Margin (%)

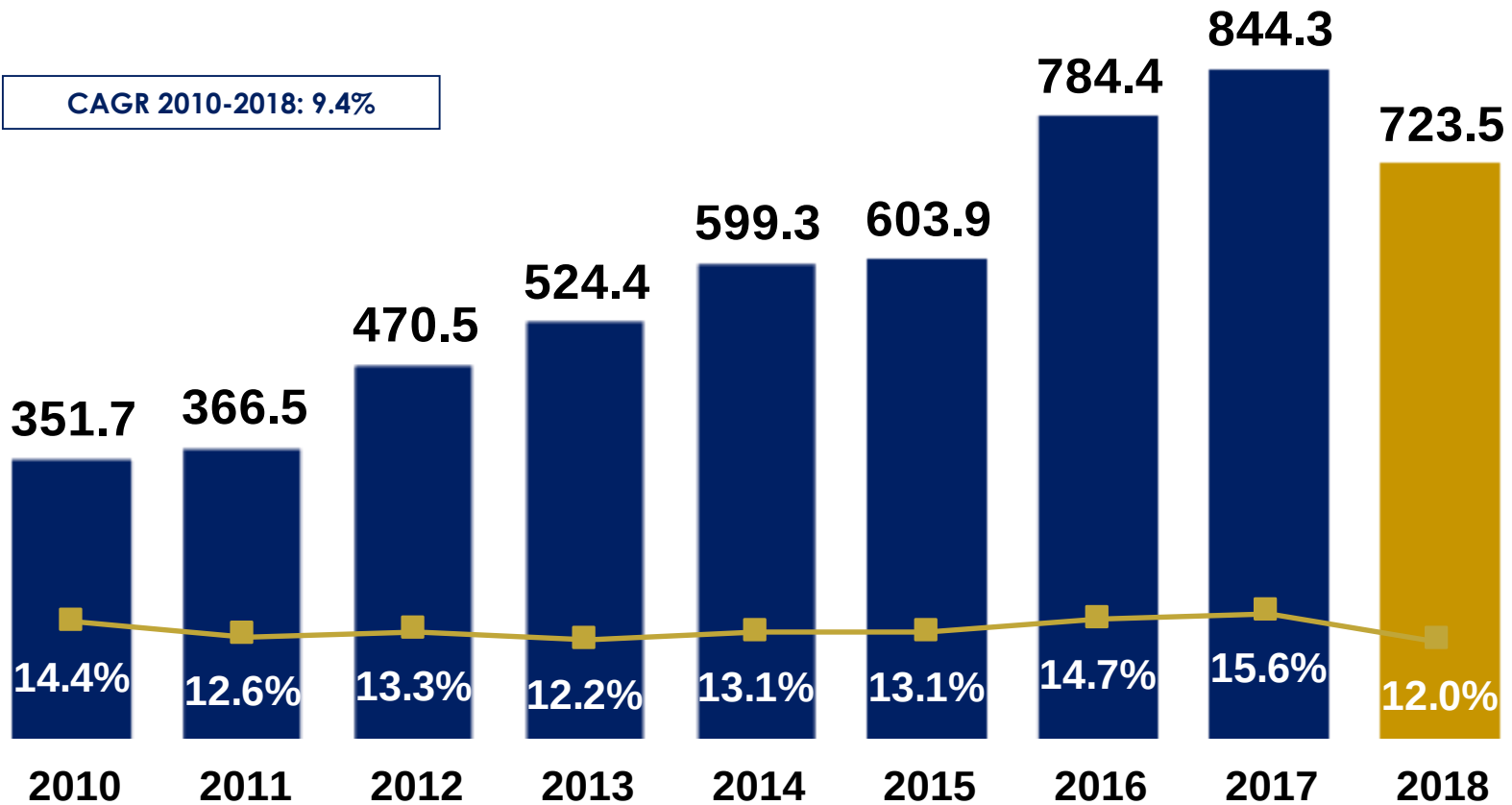


EBITDA (R\$ million) and and EBITDA Margin (%)

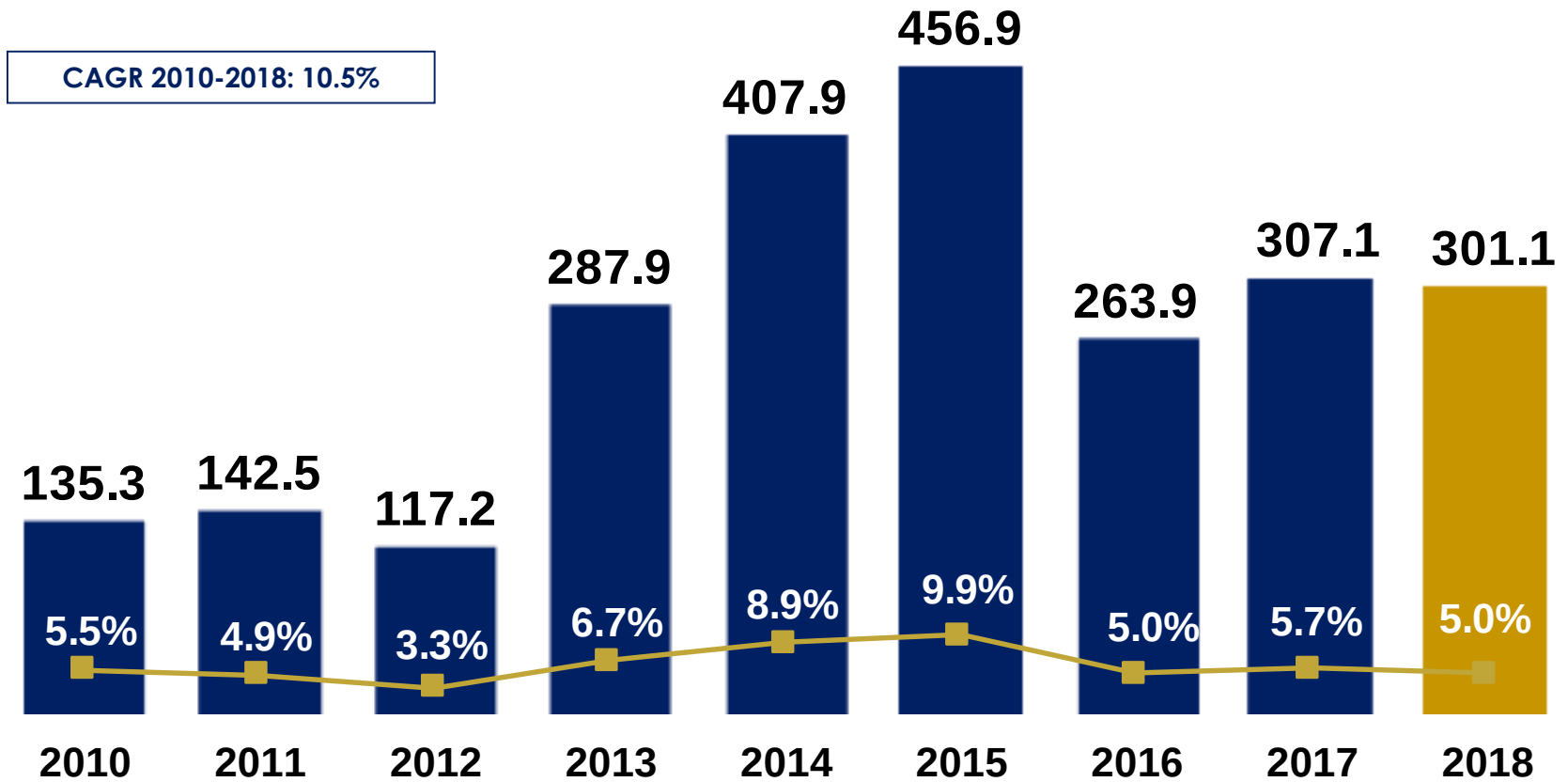


Net Profit (R\$ million) and Net Margin (%)

CAGR 2010-2018: 9.4%

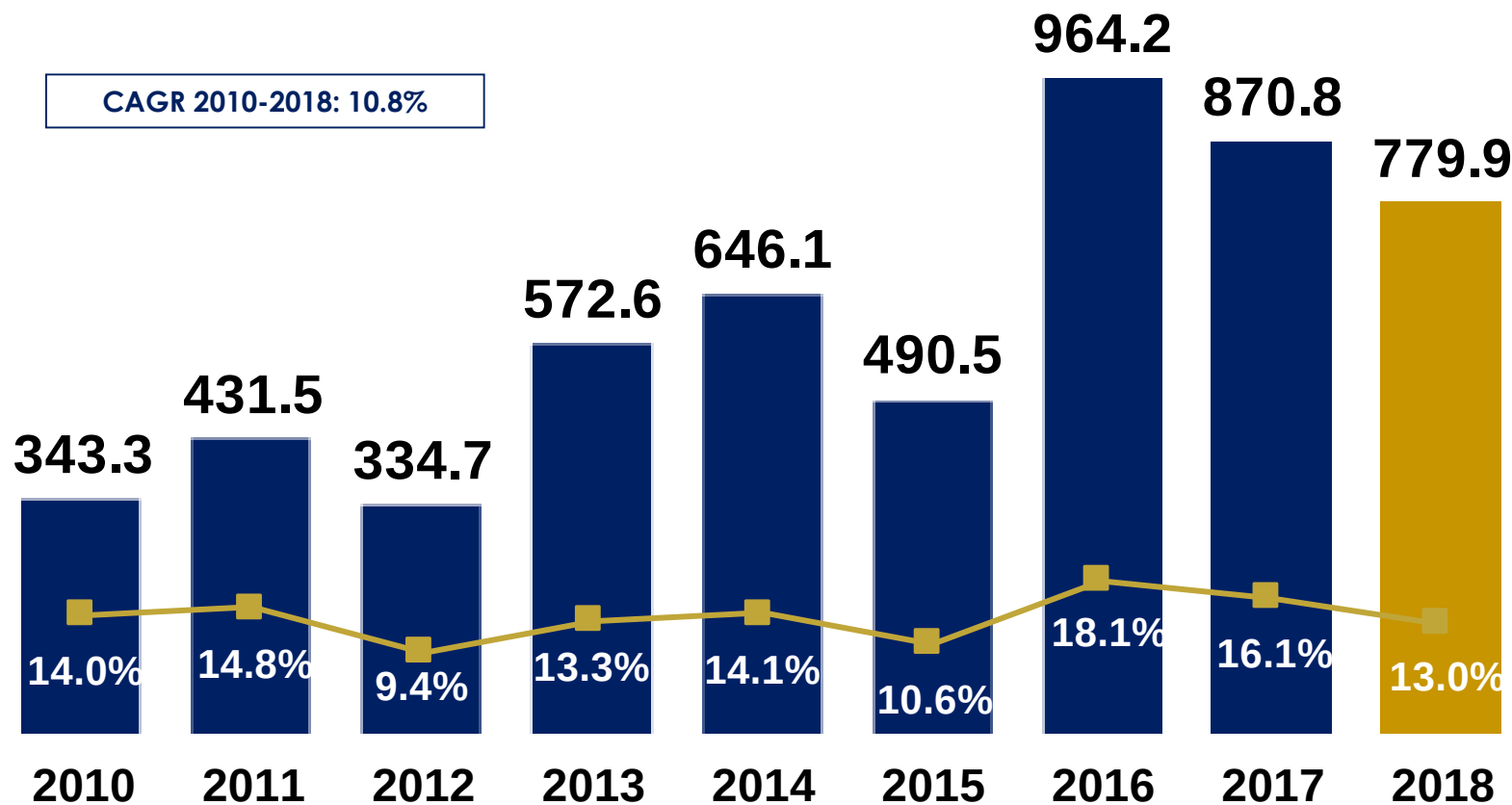


Capex (R\$ million) and Capex/Net Revenue (%)

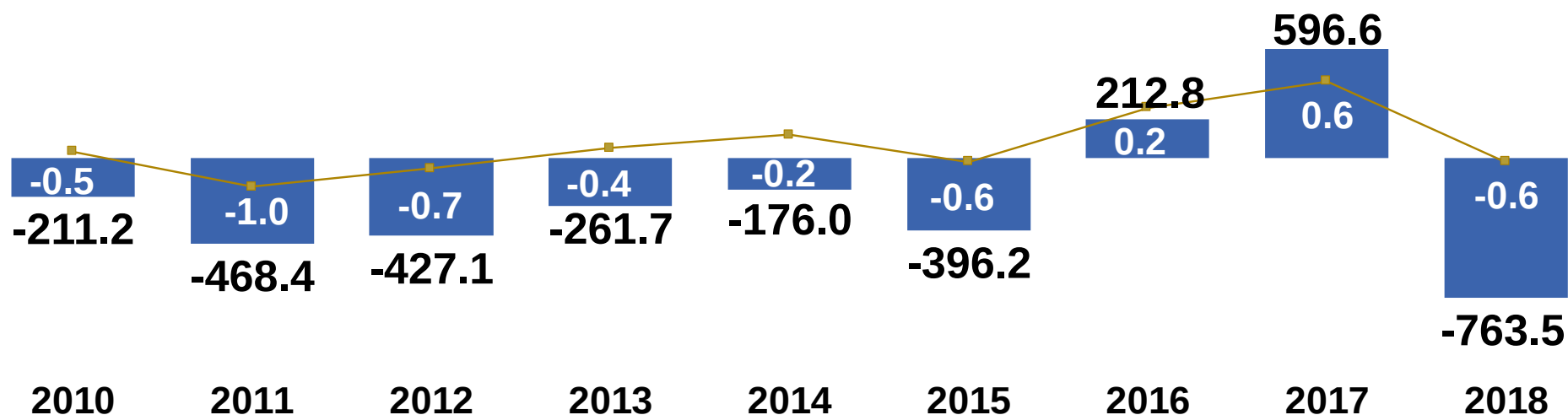


* Excluding acquisitions

Operational Cash Generated (R\$ million) and Operational Cash/Net Revenue (%)



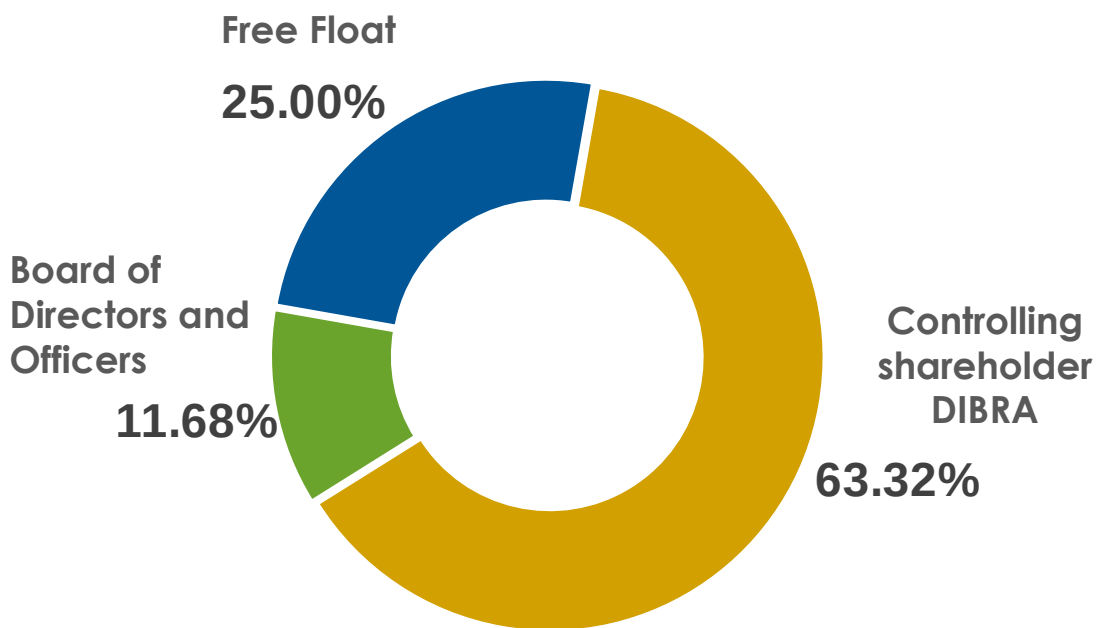
Net Cash (R\$ million) and Net Cash/EBITDA (unit)



Corporate Governance and Capital Market

- ✓ Listed in the “Novo Mercado”
- ✓ Free Float composed by:
25.8% local investors
74.2% foreign investors
- ✓ 03 independent members on the Board of Directors.
- ✓ Audit Committee composed by 3 independent members
- ✓ Ordinary stocks (339 millions)
- ✓ National Long-Term Rating 'AAA (bra)'

Shareholder Position as of 12/28/2018.



MSCI
Índices

MDIA3
NOVO
MERCADO
BM&FBOVESPA

Índice
Brasil
IBRX

Índice de
Ações com Governança
Corporativa Diferenciada
IGC

Índice
de Consumo
ICON

Índice de
Ações com Tag Along
Diferenciado
ITAG

Índice de
Governança
Corporativa Trade
IGCT

Índice
MidLarge Cap
MLCX

Índice do
Setor
Industrial
INDX

Índice
Brasil Amplo
BM&FBOVESPA
IBRA

FTSE4Good

ESG
RATING

MDIA 3 vs IBOVESPA

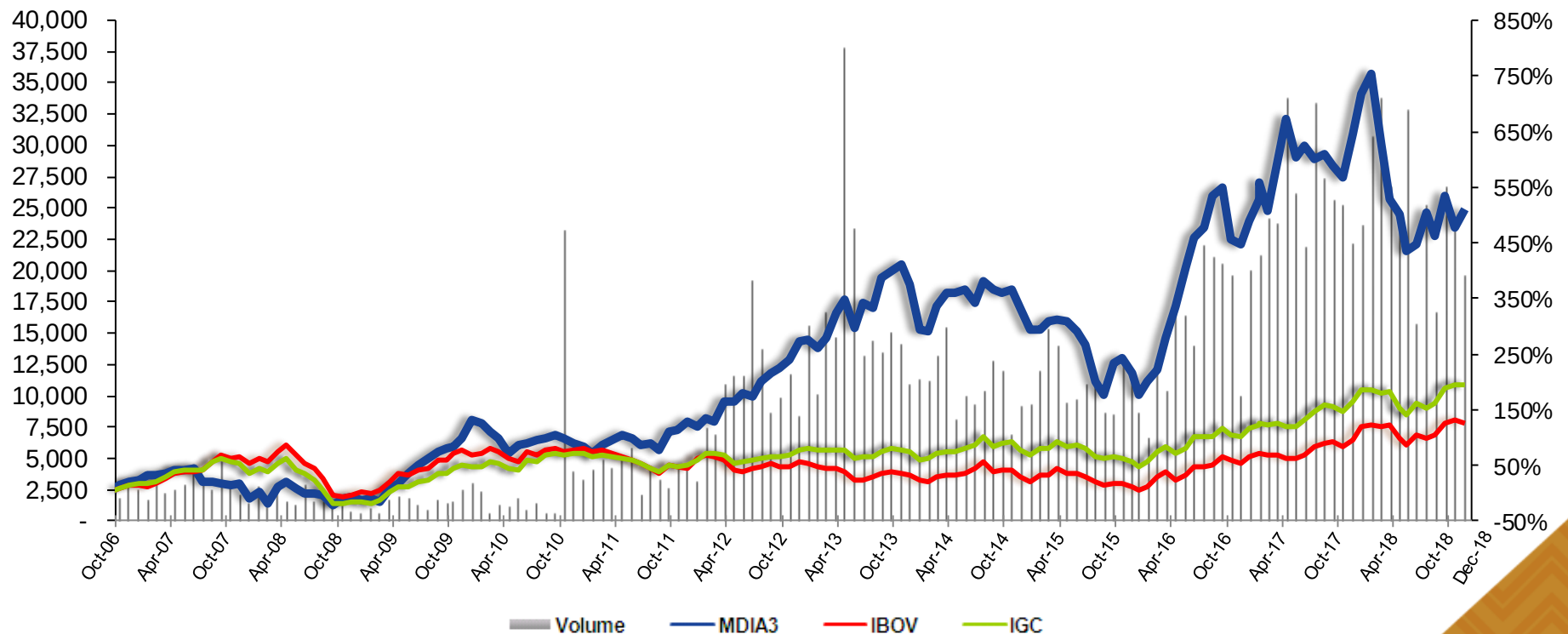
Since the IPO (R\$ billion, year end)

MDIA3 x IBOV

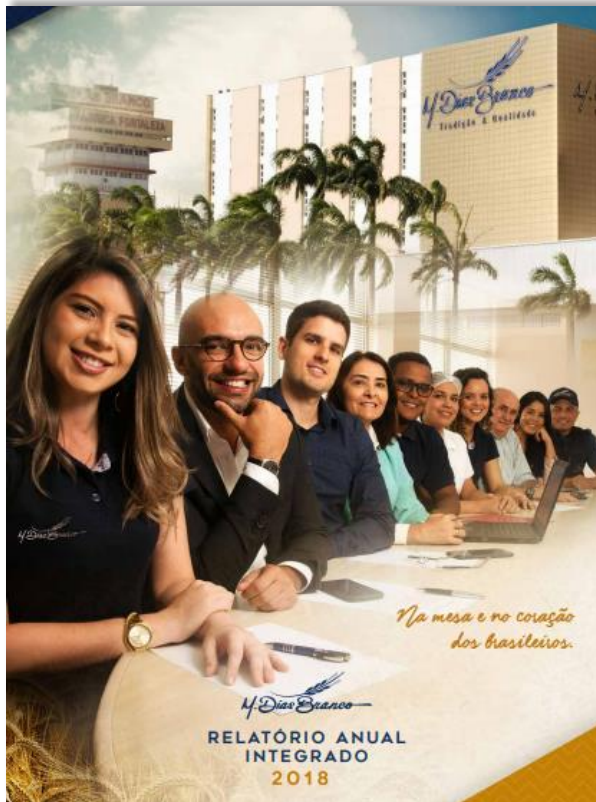
10/17/2006 a 12/28/2018

Profitability%

**Average Daly Volume
: MDIA3 (R\$ 000)**



Sustainability



Topics of Work Groups

Nutrition and Health

Packaging

Waste

Water - Effluents | Energy - Emissions

Social Investments and Communities

Transparency and Dialogue

Inputs

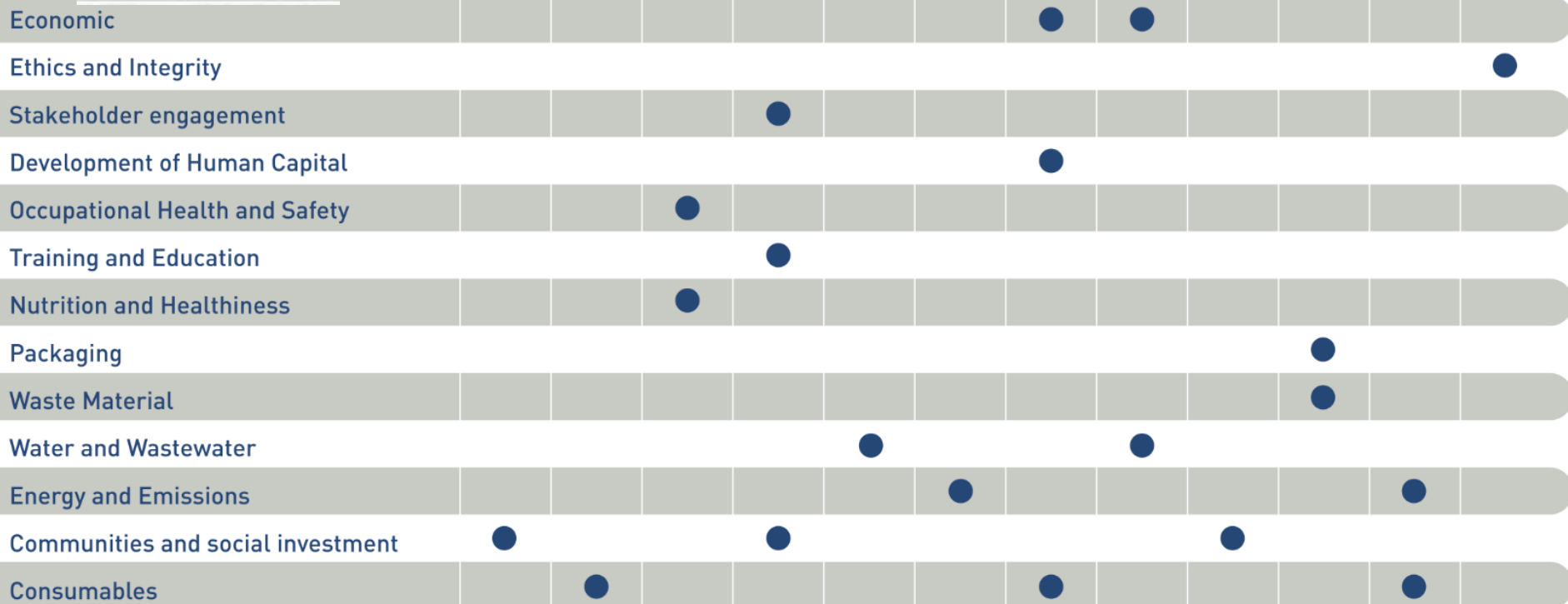
“Expand business and generate value with responsibility to current and future generations”

Constant Evolution on social, environmental and Corporate Governance topics



THE GLOBAL GOALS
For Sustainable Development

MATERIAL ISSUES AND SUSTAINABLE DEVELOPMENT OBJECTIVES PURSUED BY THE COMPANY



● Areas of expertise

| IR Team

Geraldo Luciano Mattos Júnior

Vice-President of Investments and Controllershship

Fabio Cefaly

New Business and Investor Relations Director

Fernanda Carvalho

New Business and Investor Relations Manager

Renata Lessa

New Business and Investor Relations Analyst

Phone: +55 85 4005-5952 or 5874

E-mail: ri@mdiasbranco.com.br

Market Marker



Custodian



**Independent
Auditors**



B3 Ticker





Thank you

The logo is centered within a white square with a dark brown border. The text 'M. DIAS' is in a light blue sans-serif font, 'BRANCO' is in a bold dark blue sans-serif font, and 'DAY' is in a light blue sans-serif font. Below the text is a stylized logo of a wheat stalk. The year '2018' is at the bottom in a gold serif font. The entire logo is set against a blue background with abstract geometric shapes and light blue curved lines.

M. DIAS **BRANCO** DAY

M. Dias Branco

2018

Key charts from 2018 Investor Day

Access complete version:

http://ri.mdiasbranco.com.br/wp-content/uploads/sites/15/2018/12/Presentation_MDiasDay2018_ENG.pdf

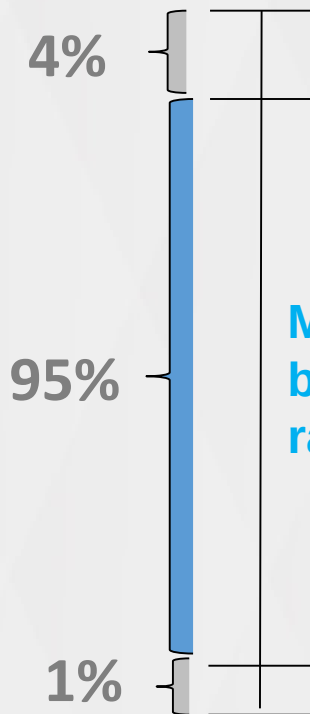
Brads that occupy various pricing positioning

Cookies and Crackers



Market in
Volume (%)

Nielsen Brasil
Price Index
Jan to aug/18



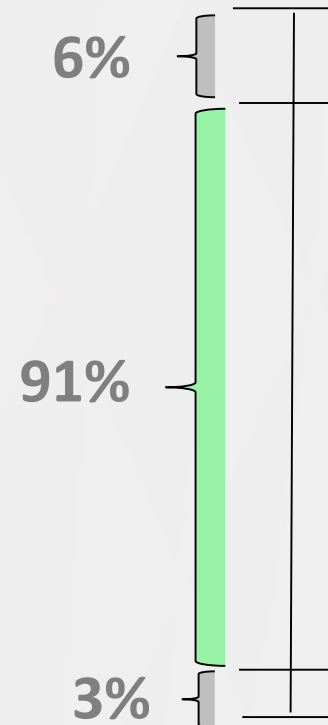
M.Dias has 13
brands in this
range

Pasta



Market in
Volume (%)

Nielsen Brasil
Price Index
Jan to aug/18



M Dias has 14
brands in this
range



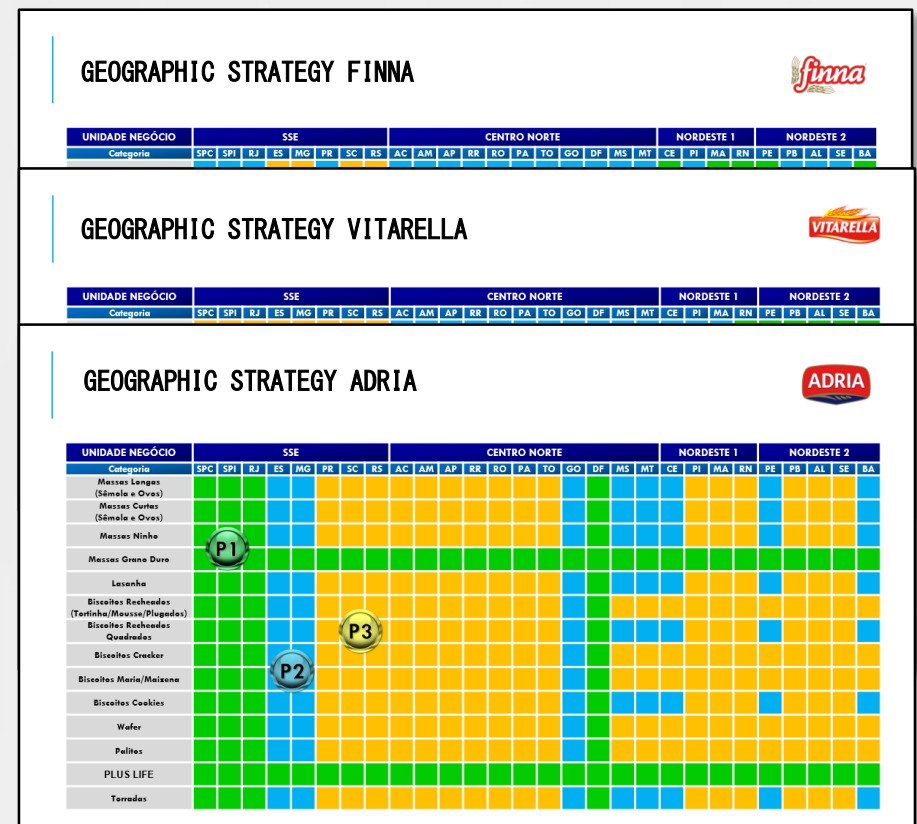
High/Medium Relevance



Low Relevance

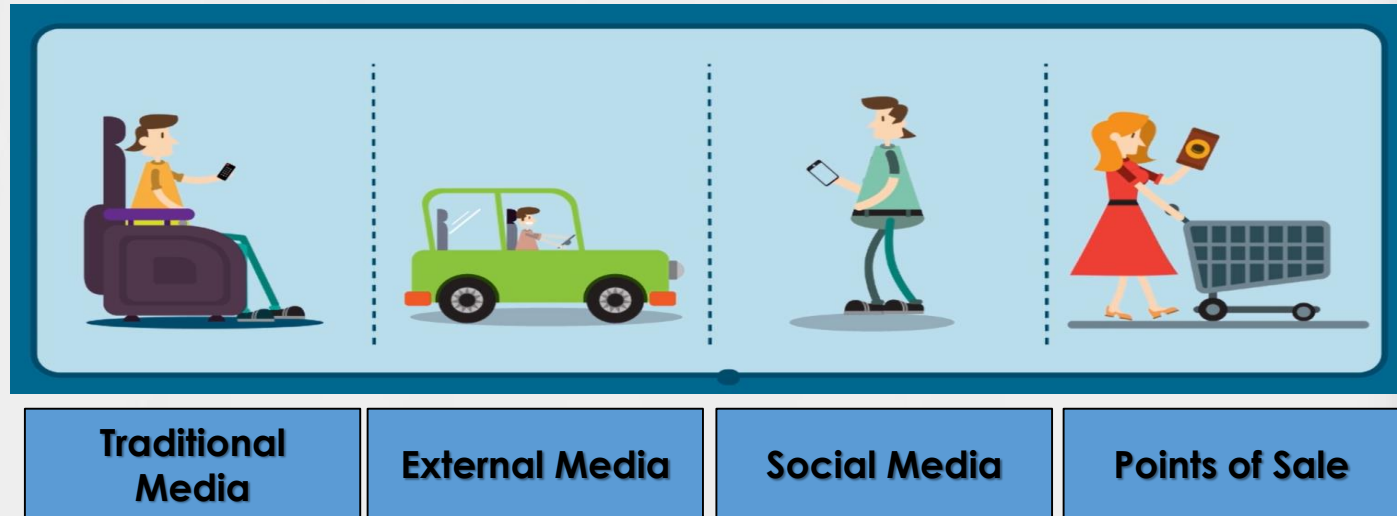


Do not operate



Illustrative images

Communication and activation plan at our points of sale



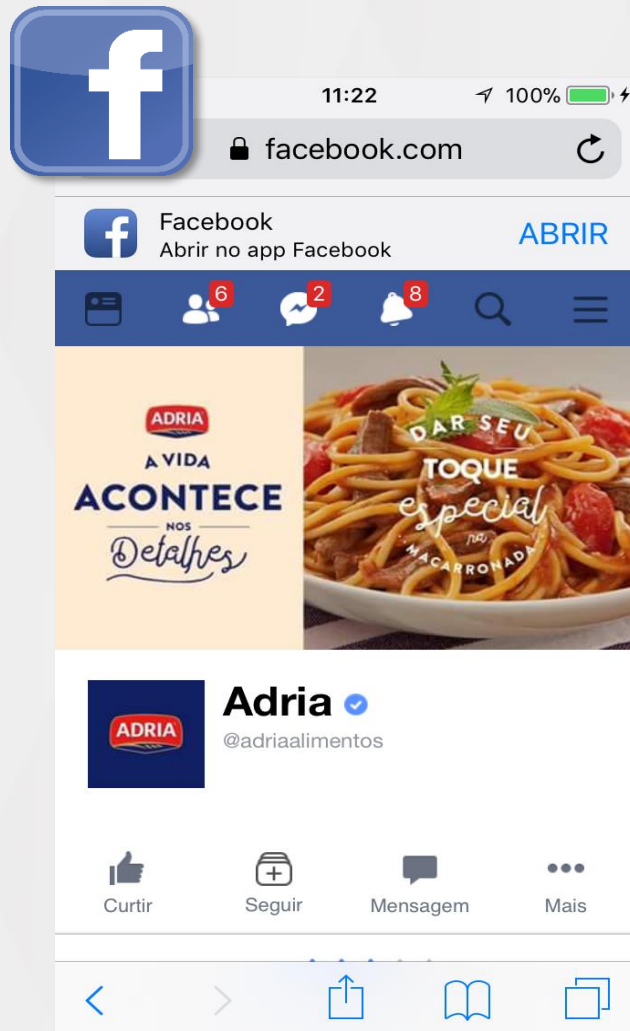
Traditional
Media

External Media

Social Media

Points of Sale

Social Media



Marketing at POS



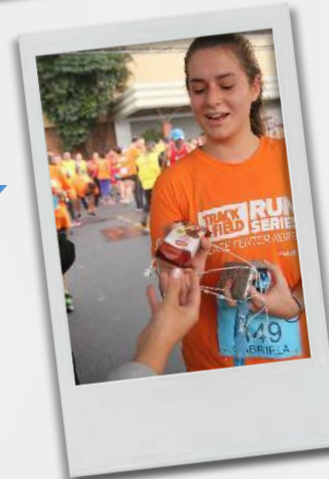
Merchandising material aligned with brand positioning



Activation calendar in all categories

Opportunity for Product Line Expansions

360° Platform



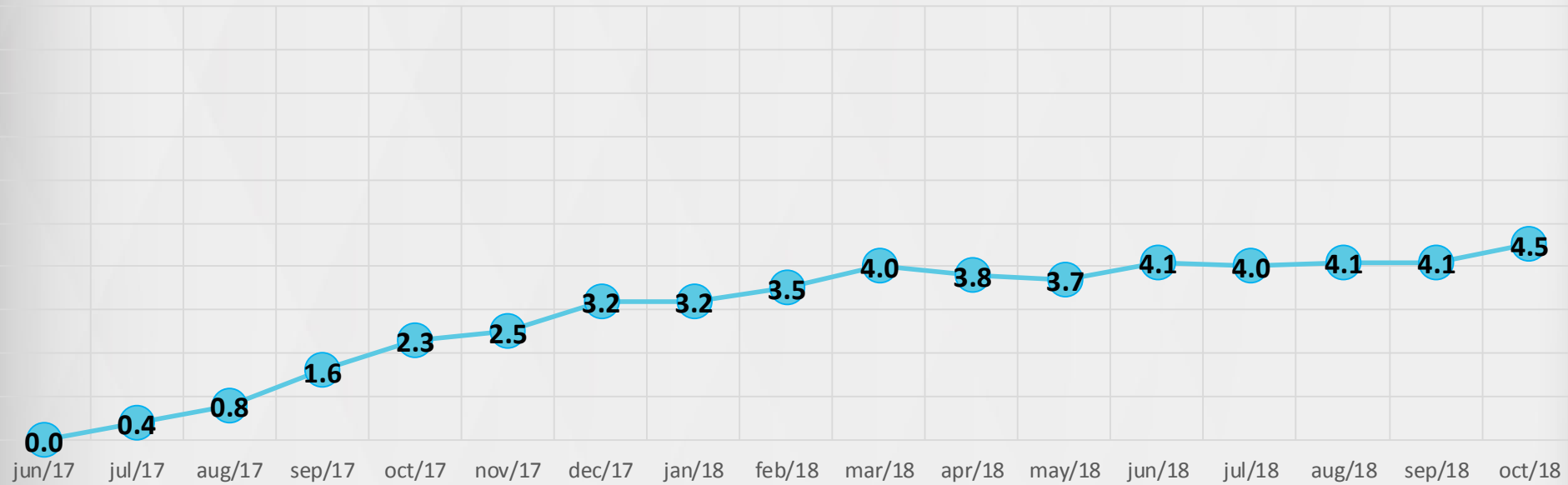
Share Volume

Pluslife



Total Cookies
Brazil (Retail + Cash)

SHARE VOLUME



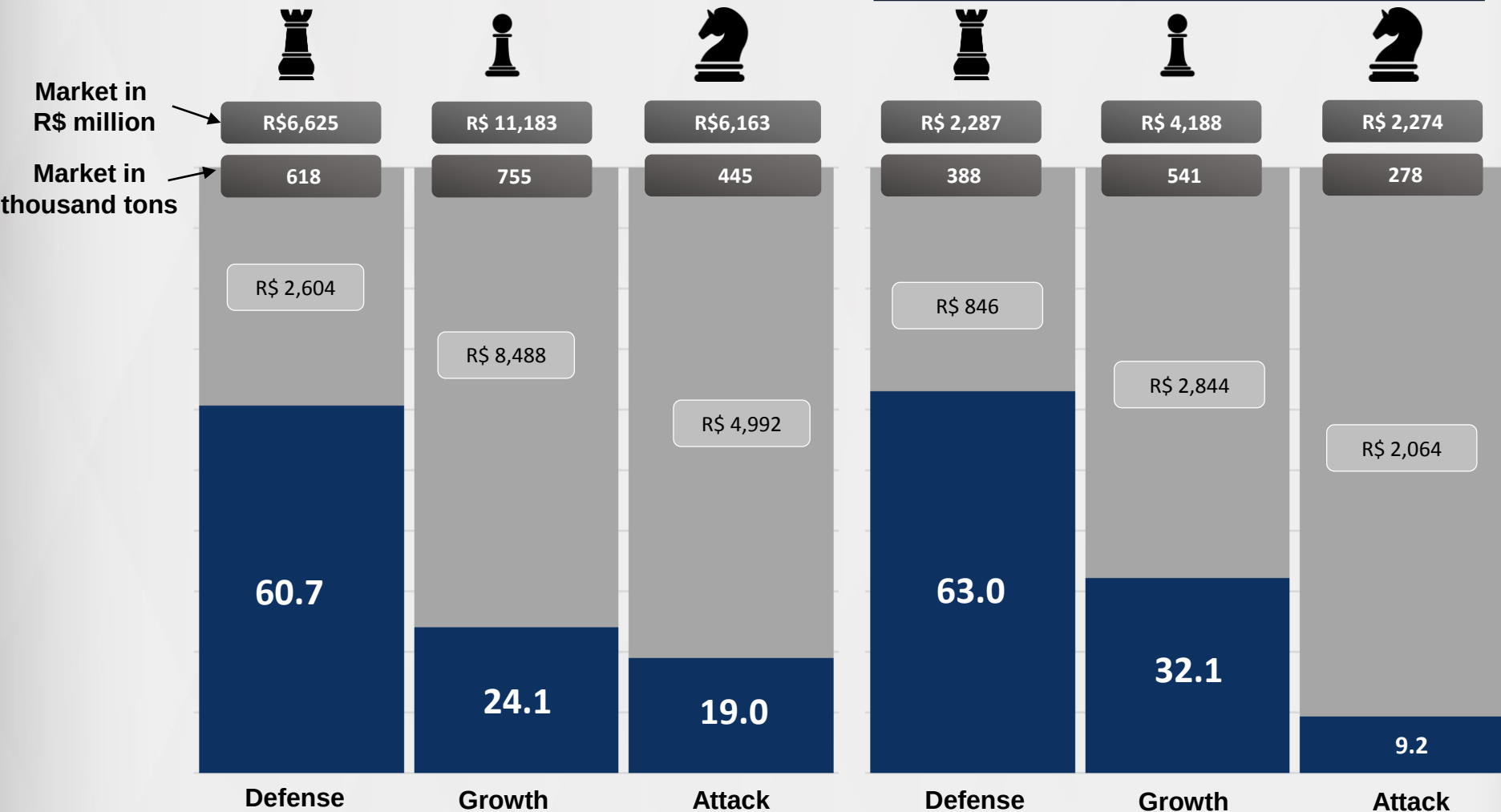
Strategy of action



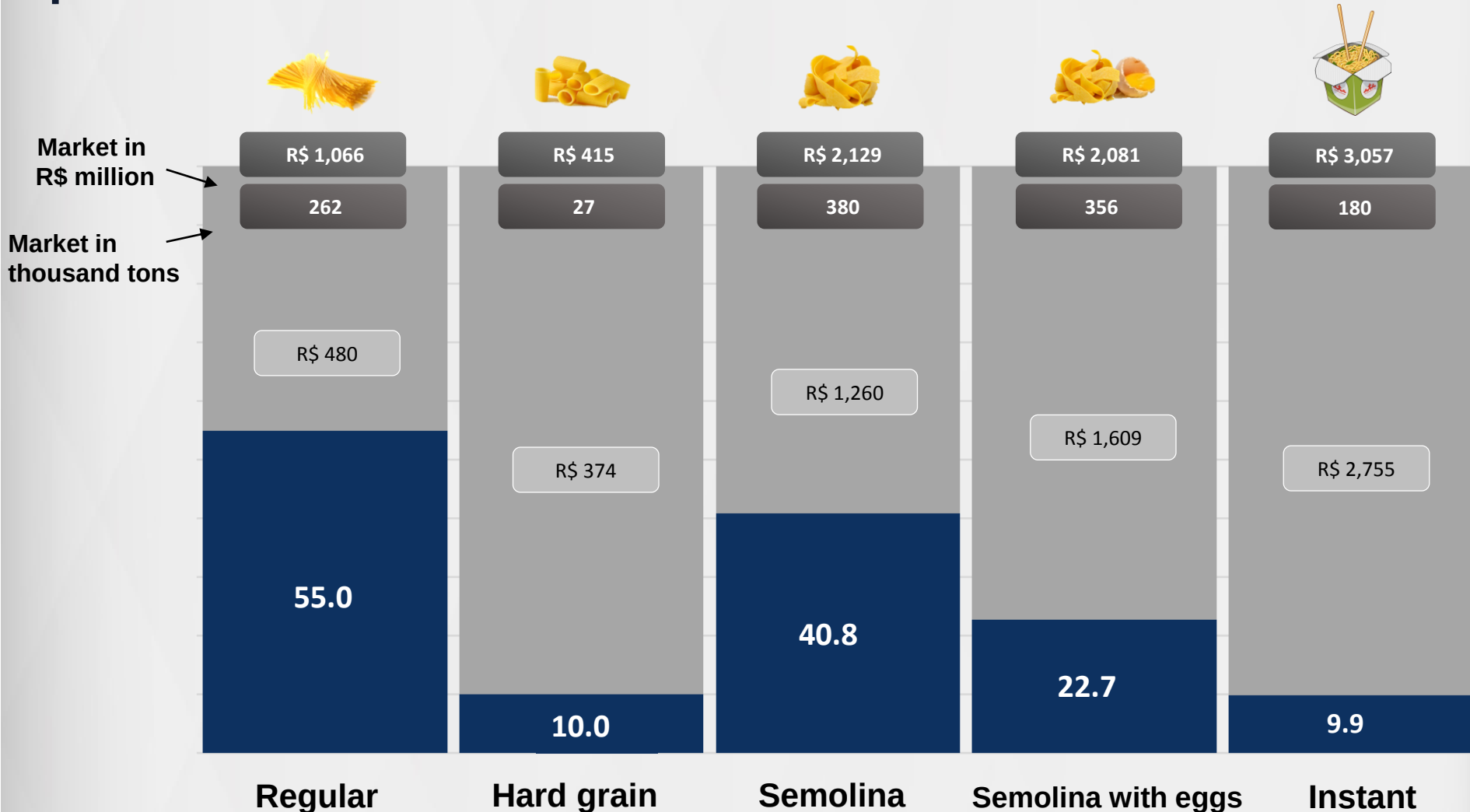
Opportunities for growth throughout Brazil

Cookies and Crackers

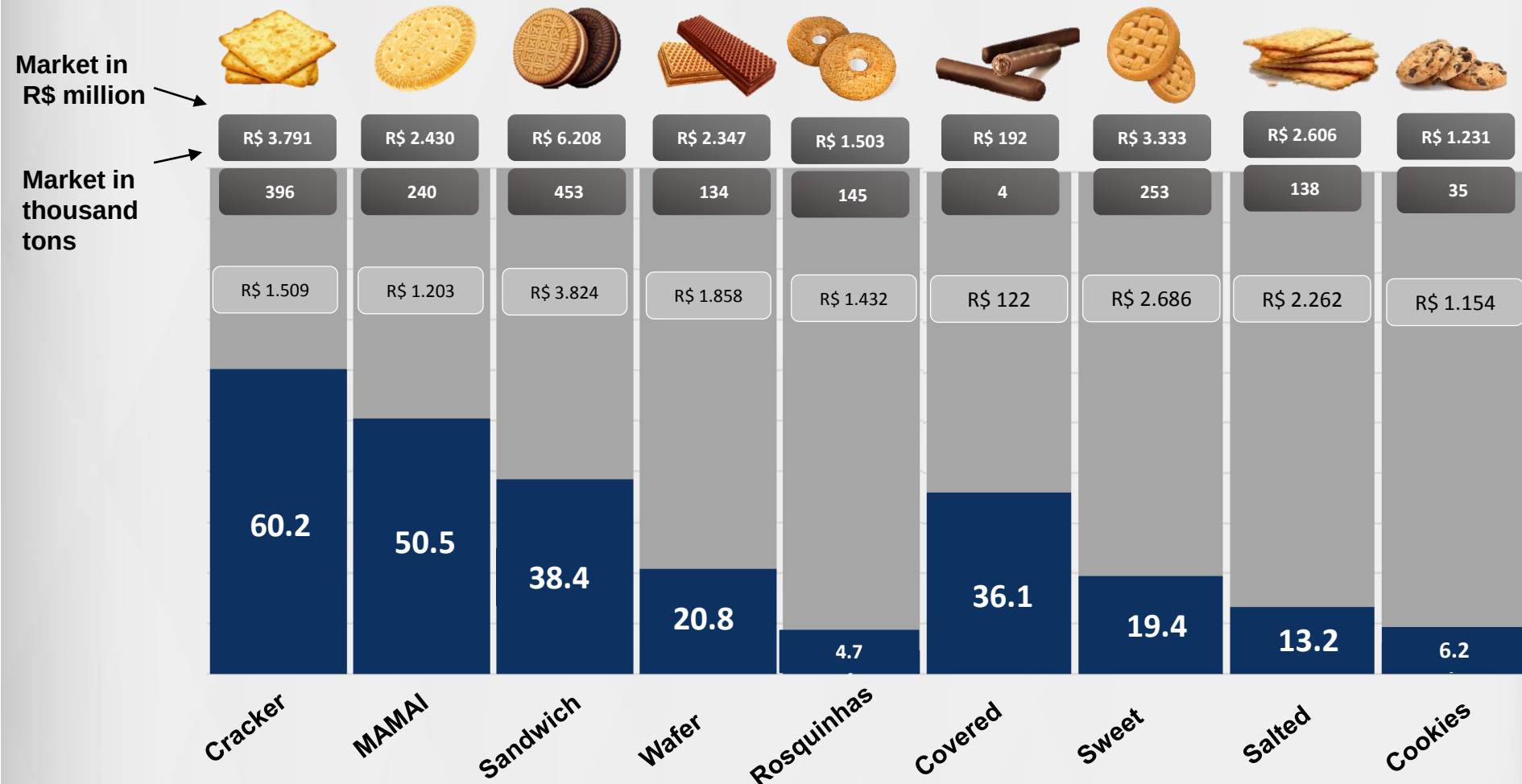
Pasta



| ... and also growth opportunities in large pasta categories



... in cookies and crackers, growth opportunities in volume and high added value categories



How to plan the best logistics operation in Brazil?

SUPPLIER



- 400 Provider
- +2000 Items
- Free Shipping

PRODUCTION



- 15 Industrial Units
- 1,403 Products
- 145 Lines

STORAGE



- 38 CD's
- 170 thousand Positions

DELIVERY



- +190 thousand shipments
- Own fleet
- OTMI
- ASCP2
- Scripting

CLIENTS



- +60,000 Customers
- 10 KA3
- 6 C & A4
- 2,000 Regional Networks
- 40 Export
- +100,000 Requests



Nota: ¹Oracle Transportation Management

²Advanced Supply Chain Planning

³Key Account

⁴Cash & Carry and Wholesale

Some Recent Highlights



2017: 36 new products
2018: 23 new products



2017



Healthy
and Tasty

Convenience

plus
life



2018



Indulgence
and Experience

Accessible
to All



2018



Healthy
and Tasty

Accessible
to All



2018

Accessible
to All



2018



Convenience

Indulgence
and Experience



2018

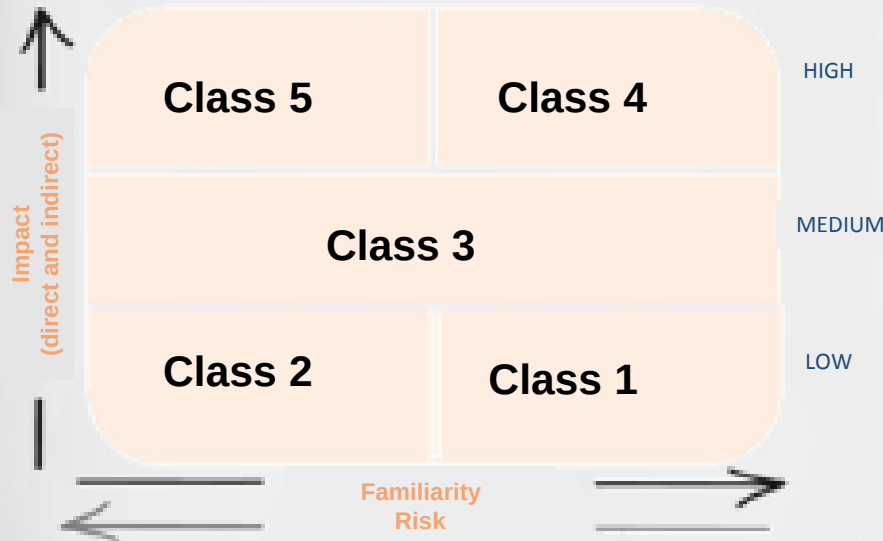


Practicality and
Convenience

Indulgence and
Experience



Portfolio Management



	2017	2018
Class 5	5%	14%
Class 4	4%	6%
Class 3	36%	31%
Class 2	53%	46%
Class 1	3%	3%

Class 5: Everything new (new technology, new position)

Class 4: Existing market technology, but new to MDB (entry into a new market, category, etc).

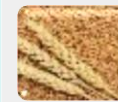
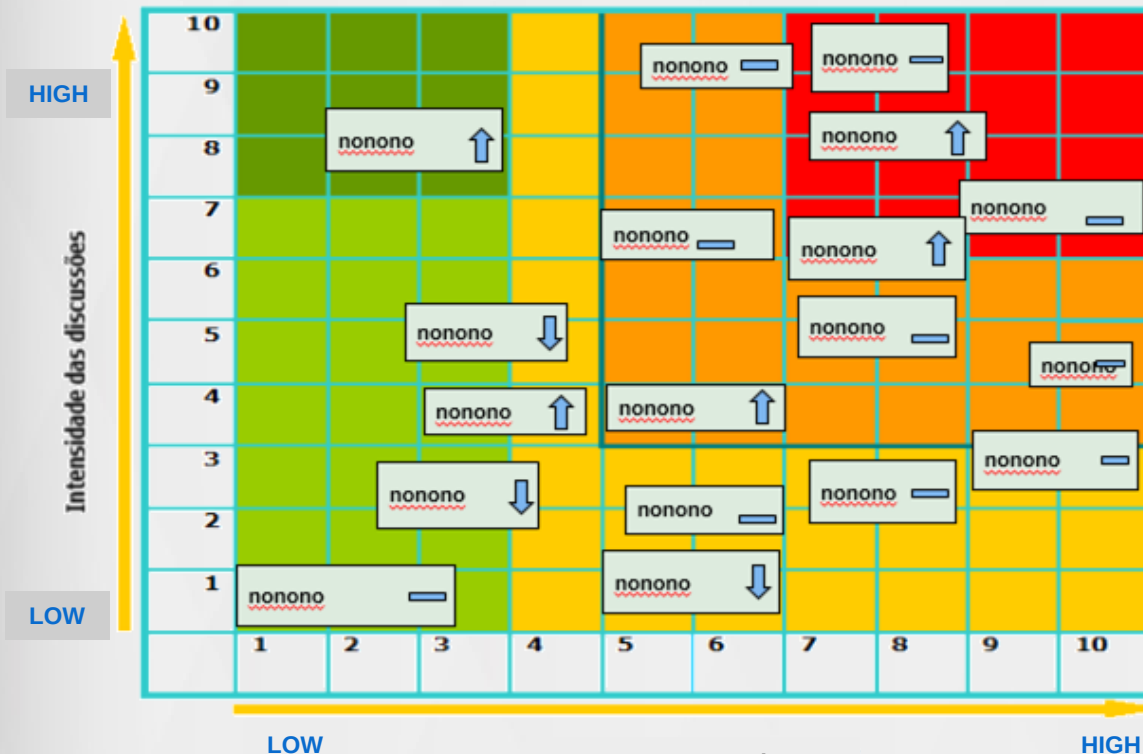
Class 3: Product line extension

Class 2: Improvement /Saving

Class 1: Transfer

Regulatory Radar: Heat Map Regulatório

Regulatory Map (since 2016)



Integral



Trans Fat



Front Nutrition Labeling



Sugar Reduction

Impacto to M. Dias
Illustrative images

Nutritional Guide (since 2018)

I. NUTRIENTS

TOTAL SUGARS
SATURATED FAT
SODIUM

II. SPECIFIC ATTRIBUTES

PROVIDE PRODUCTS
WITH POSITIVE
FEATURES. I.E.:
SOURCE OF FIBERS,
WHOLE GRAIN
CEREALS, GRAINS,
SEEDS, ETC...

III. CLASSIFICATION

BEST FOR YOU
BETTER FOR YOU
GOOD FOR YOU
JOY FOR YOU

JOY

Products focused on
specific consumption
and indulgence
moments

GOOD

Products that are
consumed daily

BETTER

Products with better
nutritional balance

BEST

Products with more
specific nutritional
claims.



178

STARTUPS APPLIED TO
THE PROGRAM

11

STARTUPS WERE APPROVED FOR THE PILOT
PHASE

Ingredients and Packaging



New Business



Marketing and Trade Marketing





Thank you!

Results Presentation

2018 and 4Q18



*On the table and in the
heart of Brazilians.*

The statements contained in this document related to the management's views on the business of M. Dias Branco are merely trends and, as such, are based exclusively on management's perspective on the continuity of past and present actions, based on facts that have already occurred. These trends do not constitute projections or estimates, and may be substantially altered by changes in market conditions, the performance of the Brazilian economy, the sector and international markets.

On May 16, 2018, the Company concluded the acquisition of 100% of Indústria de Alimentos Piraquê S.A. (“Piraquê”).

Piraquê’s results for the period between May 17 and September 30, 2018, can be found in the consolidated information of this document.

This presentation includes some information excluding Piraquê’s results (“without Piraquê”).

Highlights of 2018

2018 Releases



Innovation in Cracker



Innovation in Cookies



Synergy with Piraquê brand



Product for export

Acquisition of Piraquê in May / 2018

- R\$ 1.5 billion | 16.2x EV / EBITDA
- Items of high added value
- Leader in the state of Rio de Janeiro
- + 7.3% of net revenue for M. Dias Branco
- Seventh brand of the group with annual sales in excess of R\$ 500 million

-
- Integration in progress

- Synergies

Margin Adjusted EBITDA 2017: 14.0%

Margin Adjusted EBITDA 2018: 15.3%



Marketing investments consistent with strategy and short-term results



Buy one and get items for free

Points of sale



Digital Influencer | Digital marketing

Accelerated growth in exports

2016

R\$ 28 millions

19 countries



2017

R\$ 35 millions

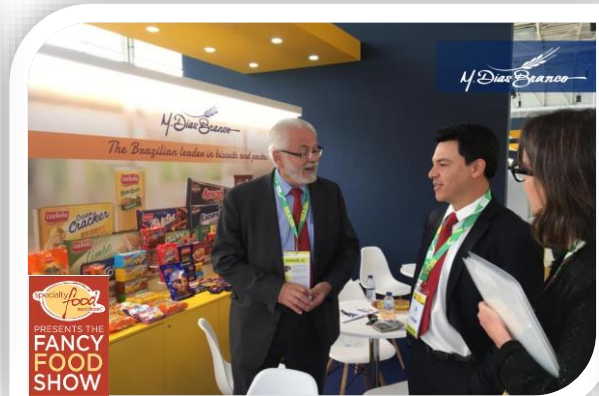
25 countries



2018

R\$ 46 millions

37 countries



Sustainability

1st inventory of greenhouse gas emissions (GHG)



Lower water consumption (m^3 / ton produced): -14.3% in 4Q18 vs. 4Q17 and -8.5% 2018 vs. 2017.

Culture, people and management



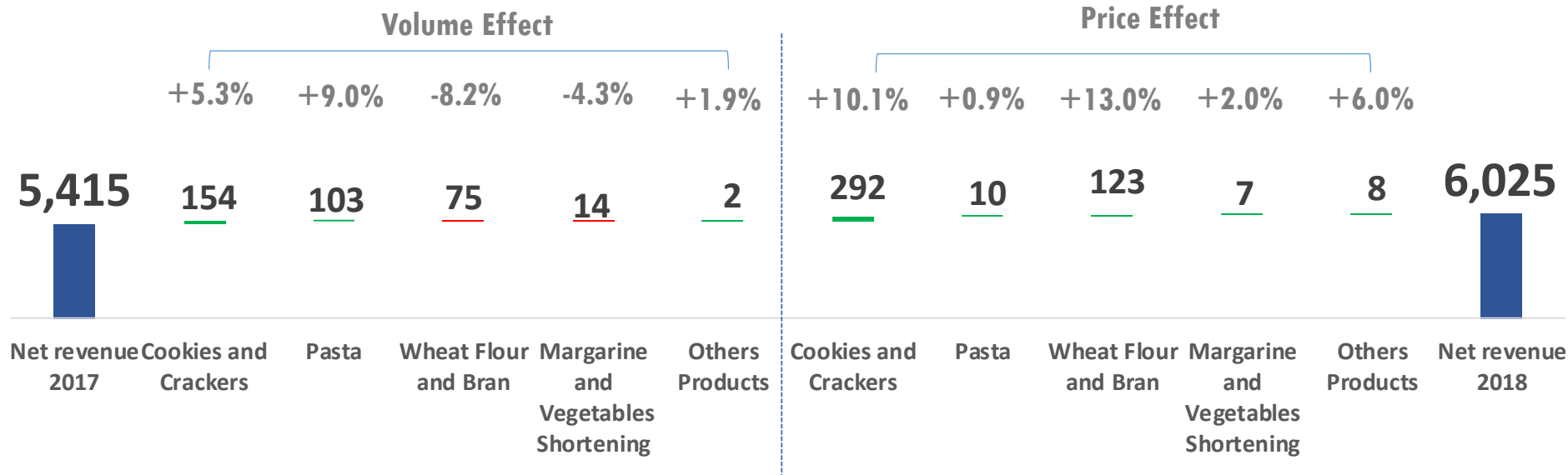
Evolution of Organizational Climate
ICO * of 71.3 points in 2018
+5.6% vs. 2013

Results 4Q18 and 2018

Net Revenue (with Piraquê) +11.3%

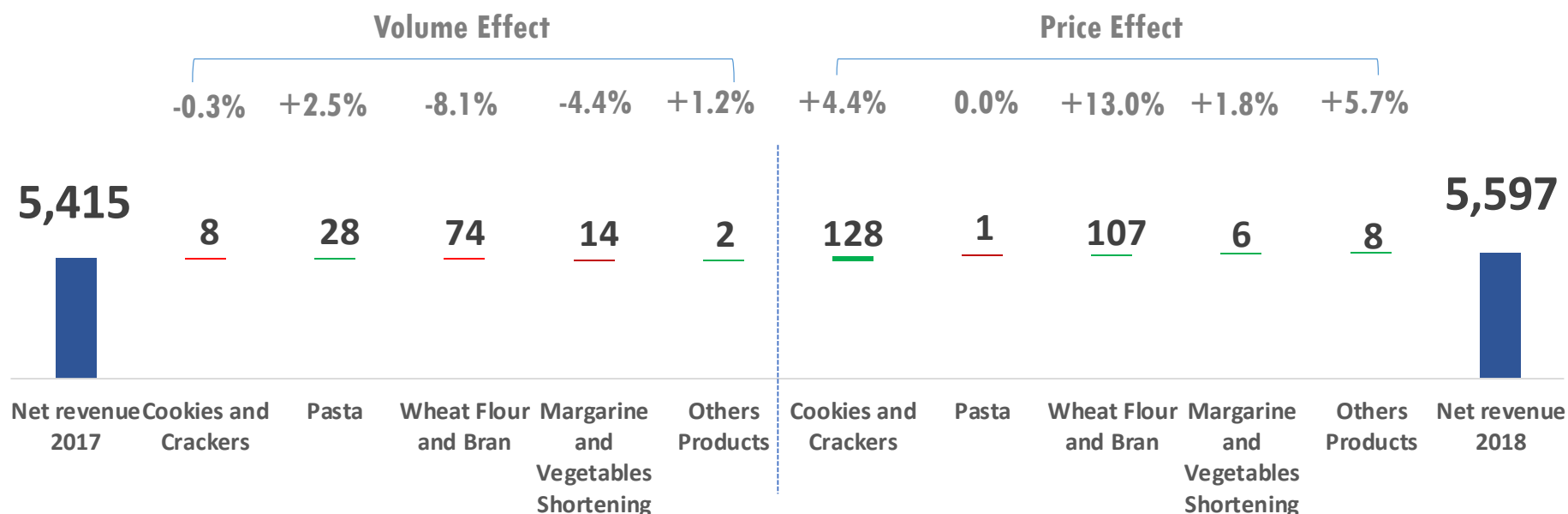
2018 vs. 2017

Variation of Net Revenue - 2018 vs. 2017 (R\$ Million) | M.Dias + Piraquê



Net Revenue (without Piraquê) +3.4% 2018 vs. 2017

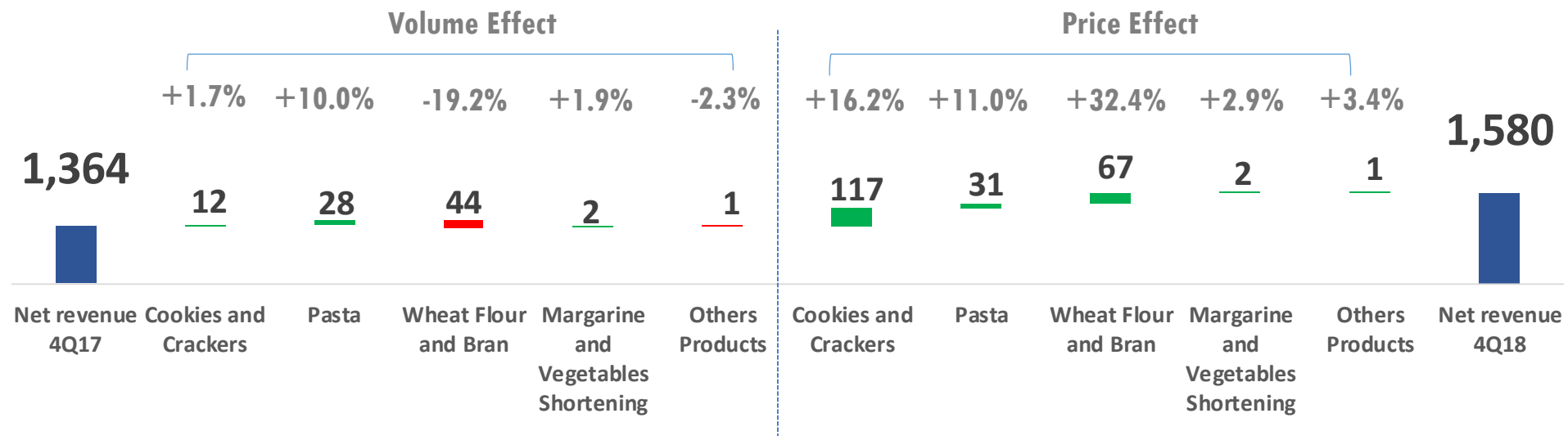
Variation of Net Revenue - 2018 vs. 2017 (R\$ Million) | M. Dias



Net Revenue (with Piraquê) +15.8%

4Q18 vs. 4Q17

Variation of Net Revenue - 4Q18 vs. 4Q17 (R\$ Million) | M.Dias + Piraquê



Variation of Net Revenue – 4Q18 vs. 4Q17 (R\$ Million) | M.Dias



Expansion of *market share* in cookies and crackers and pastas M. Dias Branco + Piraquê

Product Line

2018 vs. 2017

4Q18 vs. 4Q17



Share volume:

34.0% (+1.5 p.p vs. 2017)

Share Value:

28.2% (+3.8 p.p vs. 2017)

Share volume:

35.6% (+3.7 p.p vs. 4Q17)

Share Valor:

30.5% (+6.5 p.p vs. 4Q17)



Share volume:

36.0% (+3.6 p.p vs. 2017)

Share Value:

31.7% (+3.1 p.p vs. 2017)

Share volume:

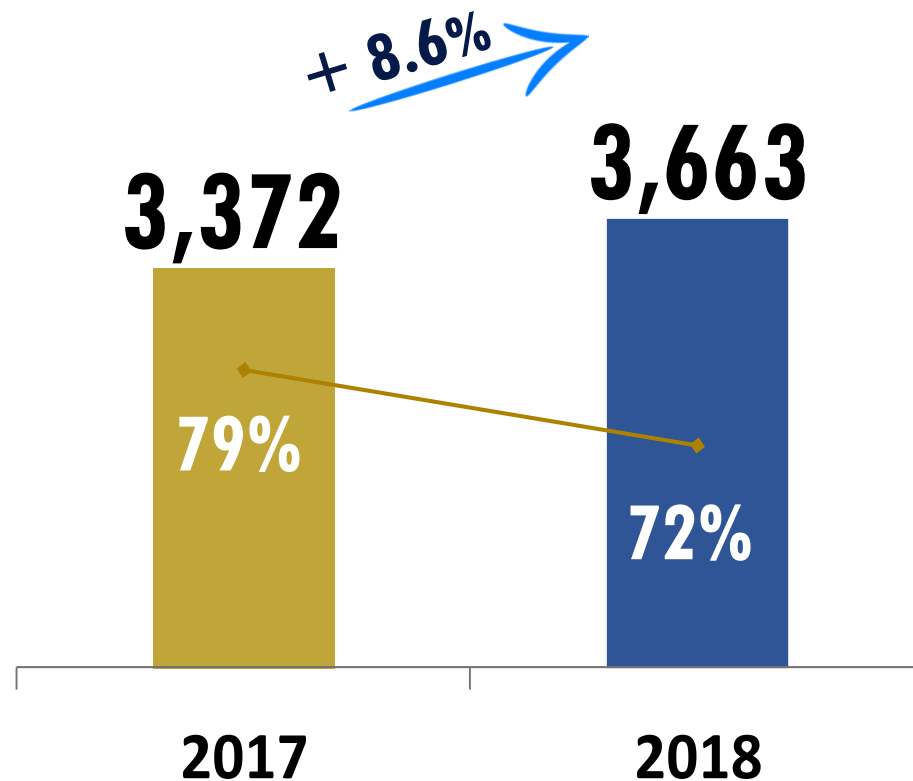
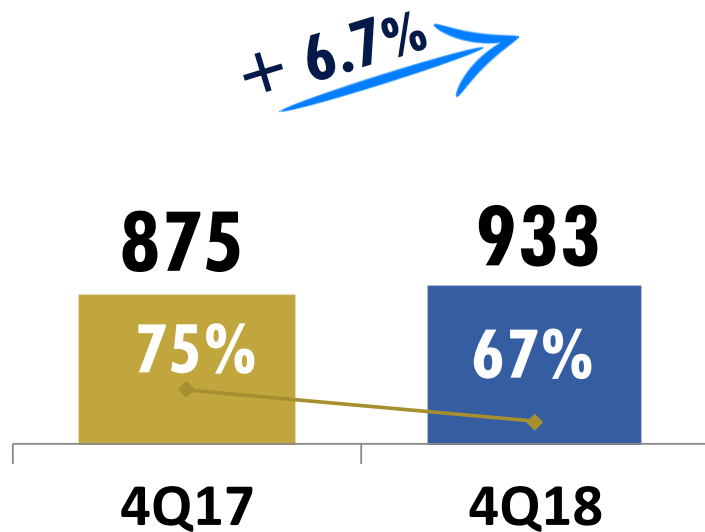
37.9% (+4.4 p.p vs. 4Q17)

Share Valor:

33.4% (-0.1 p.p vs 4Q17)

Note: NIELSEN data for the period from January to December 2018, covering Piraquê de mai-dez / 18
The variations presented refer to the periods Jan-Dec/2018 vs. 2017 and Nov-Dec/2018 vs. 2017.

Production Capacity (Thousand Ton) and Usage Level (%)



Verticalization of Wheat Flour and Vegetable Shortening

Wheat Flour

2017

92.1%

2018

85.0%



Vegetable Shortening

2017

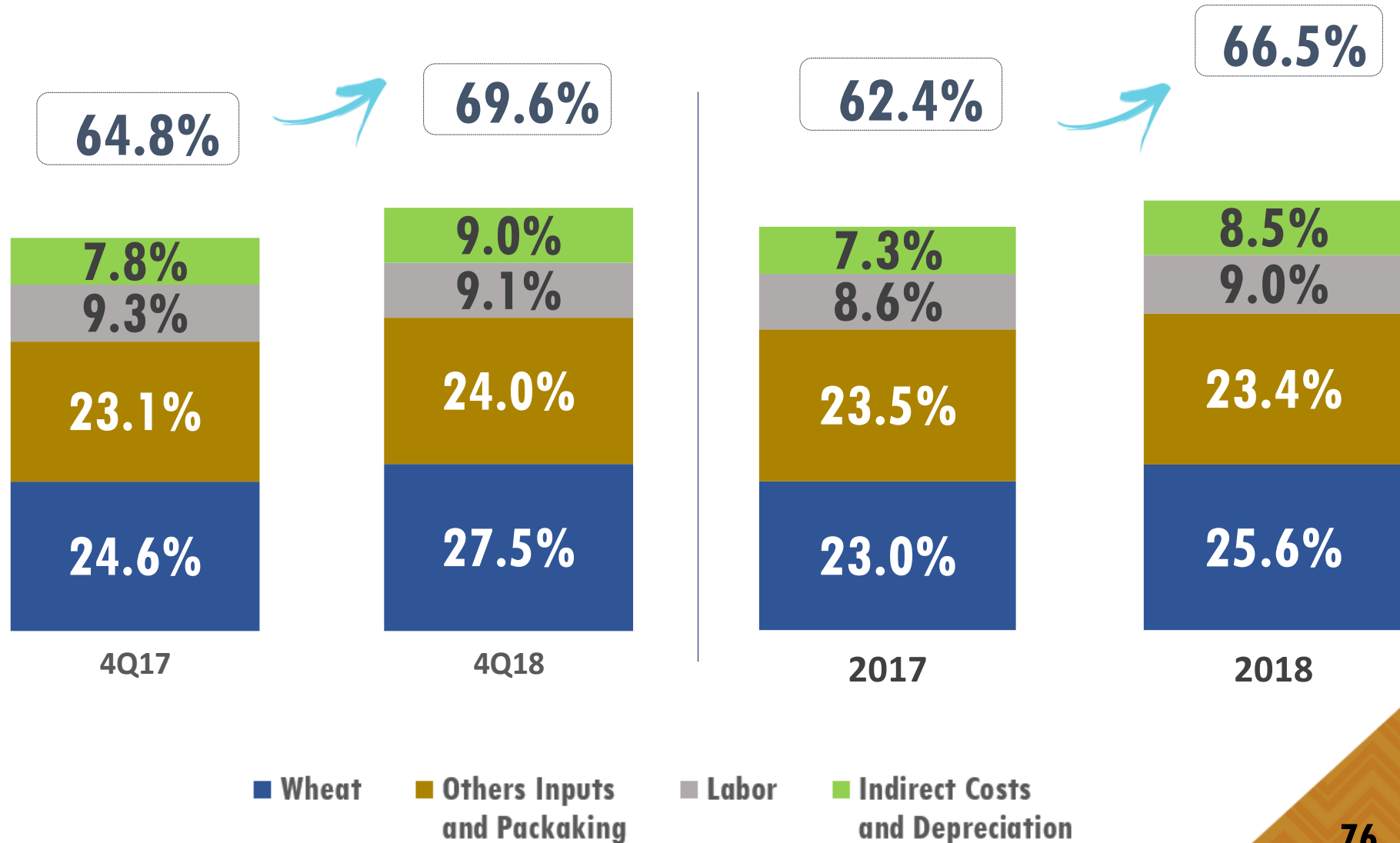
82.6%

2018

98.7%



COGS (% Net Revenue) impacted by the increase in the cost of wheat and the devaluation of the Real



Reduction of operating expenses (M. Dias Branco + Piraquê), even with negative impact of non-recurring items 2018 vs. 2017

Evolution Operating expenses (% Net Revenue) | M.Dias + Piraquê | 2018 vs. 2017

26.0%



Operating Expenses 2017

1.6%



Other expenses with marketing, sales and logistics.

0.1%

Freights

0.8%

Salaries and benefits

0.5%

Non-recurring expenses ¹

0.2%

Other operating expenses ²

25.6%



Operacional Expenses 2018

¹Note: Non-recurring expenses associated with Piraquê (R\$ 6.4 million), Independent Committee (R\$ 19.5 million) and expenses incurred by Piraquê, with consultancy and restructuring (R\$ 4.9 million). ²Note: Regarding administrative expenses, administration fees, tax expenses and other operating expenses, without non-recurring expenses.

Reduction of operating expenses (M. Dias Branco + Piraquê), even with negative impact of non-recurring items 4Q18 vs. 4Q17

Evolution Operating expenses (% Net Revenue) | M.Dias + Piraquê | 4Q18 vs. 4Q17

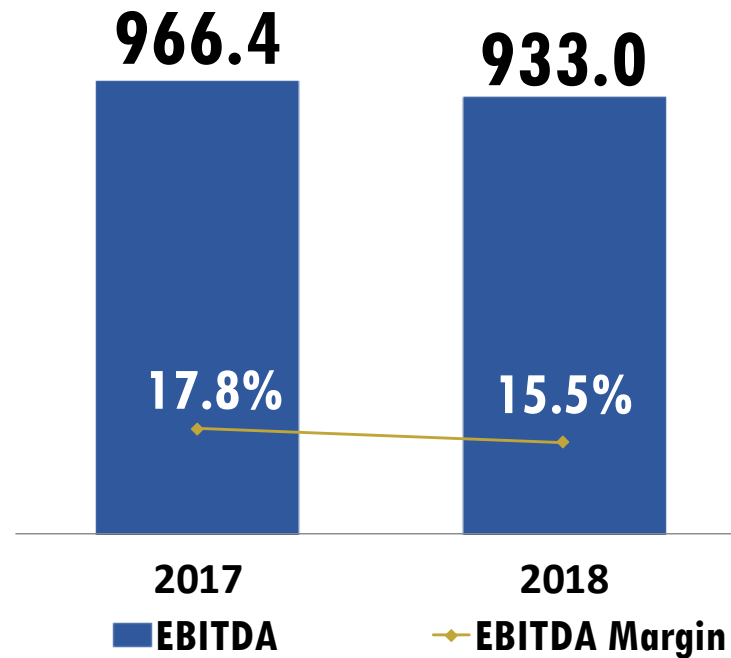


¹Note: Non-recurring expenses associated with Piraquê (R\$ 2.0 million), Independent Committee (R\$ 11.4 million) and expenses incurred by Piraquê with consultancy and restructuring (R\$ 0.1 million). ²Note: Regarding administrative expenses, administration fees, tax expenses and other operating expenses, without non-recurring expenses.

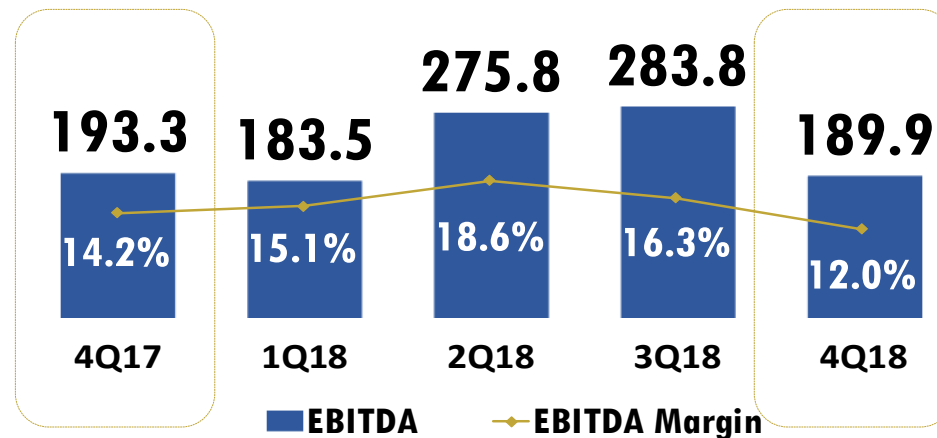
EBITDA (R\$ Million) and EBITDA Margin (% Net Revenue)

Reduction of expenses, contributing to the positive result

↓ **-3.5%**
2018 vs. 2017

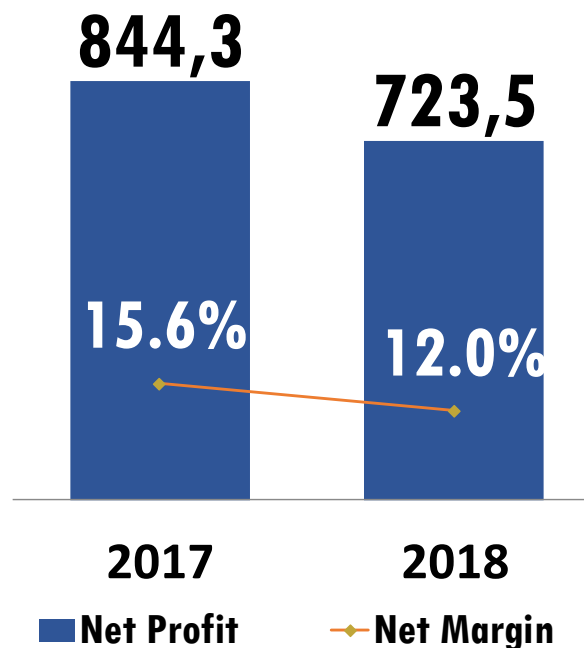


↓ **-2.3%**
4Q18 vs. 4Q17

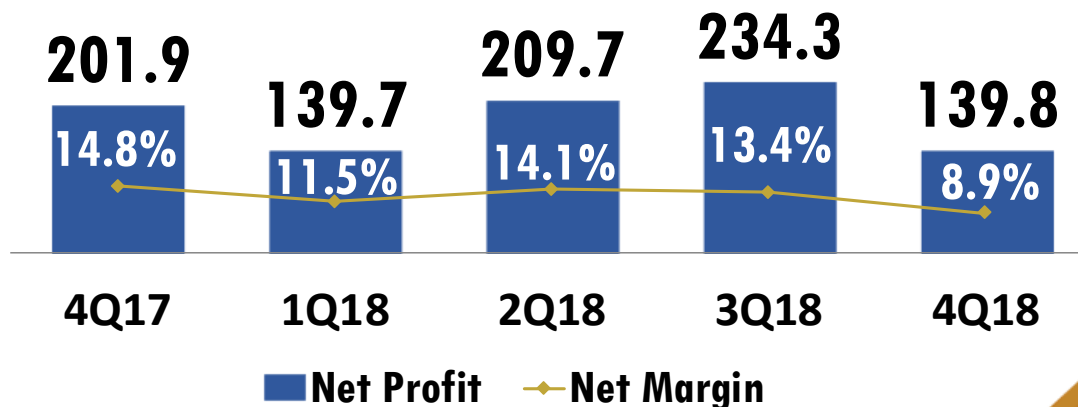


Net Income (R\$ Million) and Net Margin (% Net Revenue)

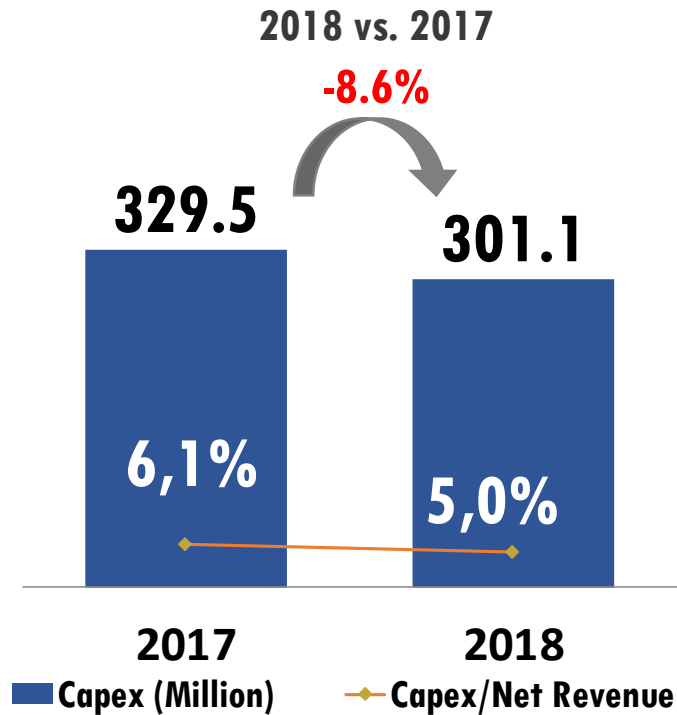
↓
-14.3%
2018 vs. 2017



↓
-30.8%
4Q18 vs. 4Q17



Investments of R\$ 301.1 million in 2018



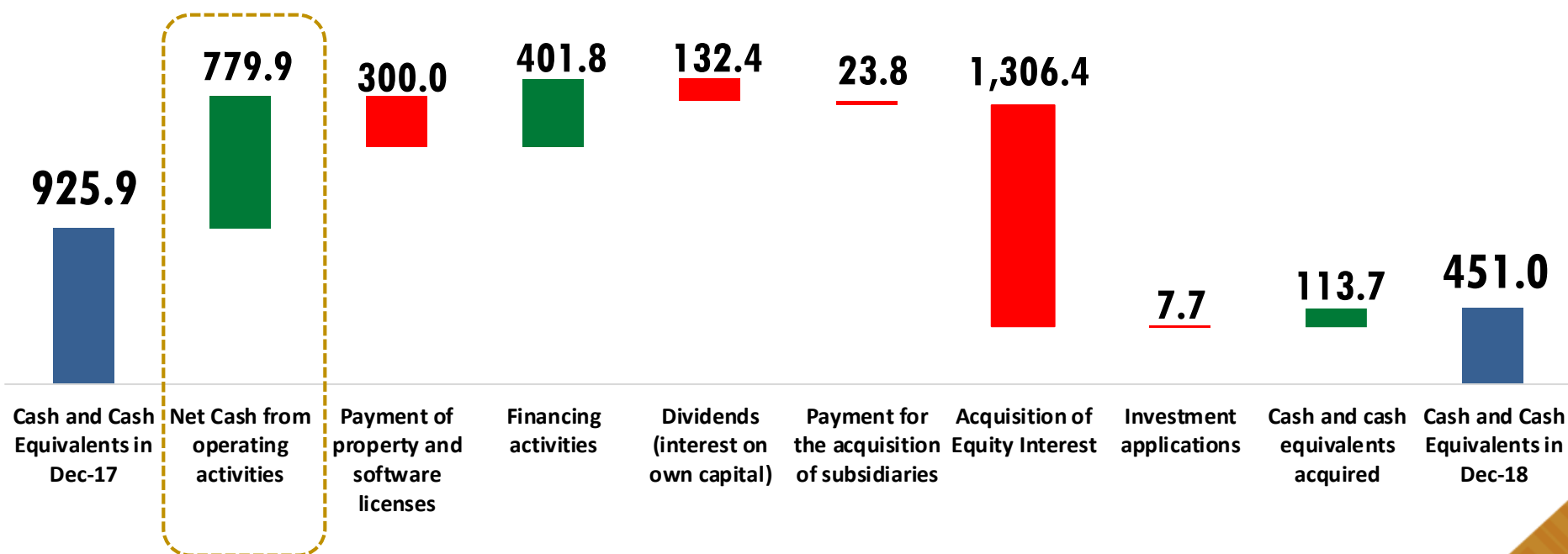
Ongoing construction of the new milling unit in Bento Gonçalves (RS);

Reuse of effluents in the Fats and Margarines unit in Fortaleza (CE);

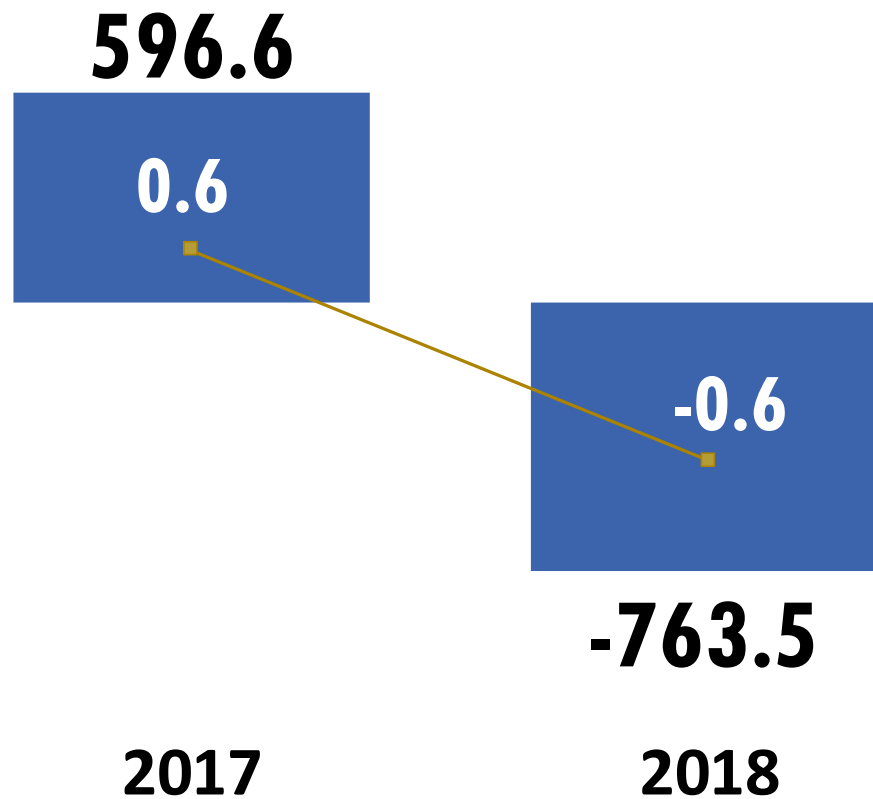
Implantation of the flour line at the Eusébio plant (CE);

Cash Flow and (%) Net Revenue

**12.9% of Net Revenue
in 2018**



Cash (Debt) Net: R\$ Million and EBITDA

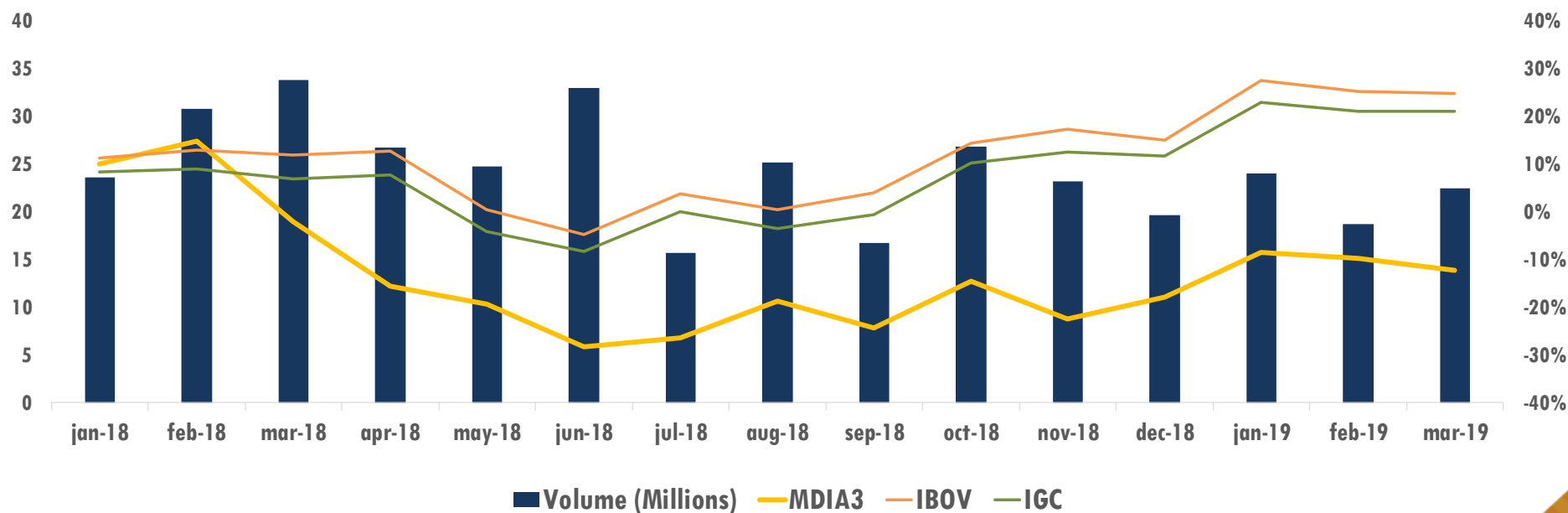


MDIA3 x IBOV x IGC

01/02/2018 a 03/08/2019

Average Daily Volume:
MDIA3 (R\$ million)

Profitability%





Geraldo Luciano Mattos Júnior

Vice-President of Investments and Controllershship

Phone.: (85) 4005-5874

E-mail: geraldo@mdiasbranco.com.br

Fabio Cefaly

New Business and Investor Relations Director

Phone.: (85) 4005-5730

E-mail: fabio.cefaly@mdiasbranco.com.br