





THE VENTURA
EDGE



WHAT MAKES
VENTURA FOODS
unique?

WHAT QUALITIES
DO WE *share?*

WHERE ARE
WE *heading?*

OUR **IDENTITY**

Successful companies spend time thinking about and then defining who they are. In doing so, they gain a better understanding of what makes them unique when compared with other companies in the marketplace. They see their strengths more clearly, and identify the qualities and behaviors they must nurture and improve upon if they wish to remain successful and continue making a difference in the lives of their customers.

By establishing a solid identity, companies are able to chart a course that drives growth and opportunity in the future.

At Ventura Foods, we refer to our guide as **THE VENTURA EDGE.**



WHAT IS THE VENTURA EDGE?

THE VENTURA EDGE...

... is what makes Ventura Foods special; it is our identity. It guides our decision-making and ensures that we will always have the **EDGE** on our competition, continually earning our reputation as ***the most agile food company.***

The heart and soul of Ventura Foods is our employees. When we embody THE VENTURA EDGE, we align around an organizational identity that provides focus and enables us to sharpen our skills – as individuals and as a company.

THE VENTURA EDGE outlines how we will continue to generate growth and profit for our owners. It encapsulates how we will go from strength to strength, cut through the noise and make a difference for our customers.



VISION

Where are we heading?
What does our future look like?

*We will be the “custom big best”
food solutions company*

STAKEHOLDERS

Whom do we serve first?

Our customers

SIGNATURE STRENGTH

What is the trait that distinguishes our company
from others and drives customer loyalty over the
long term?

We are the most agile food company

MISSION

What difference do we make every day in the
lives of our customers?

We help our customers delight their customers

CORE CAPABILITIES

How are we building our signature strength?

*Our investment in a learning environment
that results in the growth of our people*

*The breadth of our custom and
branded portfolio*

*Customer excellence highlighted by our
culinary and product development expertise*

A multi-channel market approach

*An advantaged supply chain through a unique
combination of size, scale and flexibility*

*Our commitment to being a responsible
corporate citizen*

CORE VALUES

What organizational behaviors are key to
our success?

*Integrity
Customer Focus
Teamwork
Personal Ownership*



LET'S TAKE A
DEEPER DIVE...





WHERE ARE WE
HEADING?
WHAT DOES OUR
FUTURE
LOOK LIKE?

WE WILL BE THE “CUSTOM BIG BEST” **FOOD SOLUTIONS COMPANY**

We have a unique place among food companies. We have evolved from a custom company to a big custom company. We have competitors who do big, non-custom orders and competitors who do small, custom orders. We hold a strong position, with an ability to offer **big, custom orders**.

When we talk about offering “custom big best” **food solutions**, we mean so much more than just our products. The custom solutions we offer our customers also include new services, packaging enhancements, supply chain improvements, menu innovation, support tools and customer service innovations as well.

Our challenge is to ensure that we do “custom big” the “best,” i.e, better than everyone else. Everything we do, every day, should give our customers a reason to believe that we are the “custom big best” foods solutions company.

Ventura Foods is not your typical company, and as such we require a unique vision statement. “Custom big best” has its own unique energy, just like us. It is who we are and what we aspire to be. **It is 100% Ventura Foods, and we like it that way.**



WHOM
DO WE
**SERVE
FIRST?**

OUR **CUSTOMERS**

There are lots of stakeholders in our business, from our owners, to our different departments, to vendors and of course, our customers. While we work every day to provide the best service and value to all of these stakeholders, we also understand that to be successful, our customers must be our first and highest priority.

Ventura Foods is a customer-centric organization with a reputation built upon years of first class service. It is vital that we never lose sight of this, and as we approach our work, we should think about how we can apply the different components that make up THE VENTURA EDGE to ensure that we always serve our customer first.



**WHAT IS
THE TRAIT THAT
DISTINGUISHES
OUR COMPANY
FROM OTHERS
AND DRIVES
CUSTOMER LOYALTY
OVER THE
LONG TERM?**

WE ARE THE MOST AGILE FOOD COMPANY

Our signature strength is the single quality that sets us apart as a company. It encapsulates how we are different from our competitors, in a way that matters to our customers.

Our signature strength states what Ventura Foods is best at, and describes that “special something” that our customers value and trust most about us.

Agility is a rare combination of speed and flexibility. As Ventura Foods continues to grow and evolve as a company, it is vital that we maintain and improve our agility...because agility is what got us to where we are today, it defines us now, and it will continue to define our path for the future.

Our signature strength – agility – should be a key filter in our decision-making process. In our day-to-day activities, we should ask ourselves:

How does this decision help us build greater agility?

Are we being an agile partner for our customers?

How can we improve our speed and flexibility?

A photograph of an elderly couple, a man and a woman, sitting at a table. They are both smiling and looking down at a menu or a plate of food. The man is on the left, wearing a light green shirt, and the woman is on the right, wearing a light pink shirt. They appear to be in a restaurant or a dining room setting.

WHAT
DIFFERENCE
DO WE MAKE
EVERY DAY IN
THE LIVES OF OUR
CUSTOMERS?

WE HELP *OUR* CUSTOMERS **DELIGHT** *THEIR* CUSTOMERS

WHY DELIGHT? We searched for a word that has a warmth and humanity that suits our culture. “Delight” also works because it connects with the culinary experience – when people taste great food, it delights them. That’s an emotion that we take part in creating for our customers’ customers, and as such, it forms the basis of our company mission.

Many times we don’t see our products in action...the sizzling dinner served to a hungry group of diners at a restaurant, or the home cooked meal for a grateful family. But that doesn’t mean our role isn’t vital. Our customers have different ways in which they hope to delight those diners and families. This requires that we listen well, innovate, and execute so that we help each of our customers become better at delighting their customers.

HOW ARE WE BUILDING **OUR SIGNATURE STRENGTH?**



CORE CAPABILITIES

Our investment in a learning environment that results in the growth of our people

The breadth of our custom and branded portfolio

Customer excellence highlighted by our culinary and product development expertise

A multi-channel market approach

An advantaged supply chain through a unique combination of size, scale and flexibility

Our commitment to being a responsible corporate citizen

If we want to be **the most agile food company**, we need to know how we will continue to build that strength. This means understanding what we need to do to live up to that signature strength.

Our core capabilities detail **what we do** at Ventura Foods to enhance our agility; they drive how we allocate our resources and spend our time.

They are the fundamentals of our business, built on years of growth and sustained excellence. As Ventura Foods employees, it is up to us to strengthen and build these capabilities, since they form the foundation for our continuous and sustainable growth and evolution as a company.



WHAT ORGANIZATIONAL BEHAVIORS ARE KEY TO OUR SUCCESS?

INTEGRITY
CUSTOMER FOCUS
TEAMWORK
PERSONAL OWNERSHIP

Our Values are the qualities that unite us. They represent how we do what we do, and the behaviors that lead to success.

INTEGRITY

We do what we say we'll do. We do the right thing when no one else is watching. We represent Ventura Foods in business relationships and in our communities. We are open and honest, ethical, and worthy of the trust our customers and fellow employees place in us.

CUSTOMER FOCUS

The interests of our customers come first. We listen to our customers' needs, and we proactively respond with solutions that meet those needs. We execute quickly, effectively, and dependably.

TEAMWORK

We believe that we can get more done as a team than we can by ourselves. We work across functions. The interests of the group take precedence over the interests of any one person, and the interests of Ventura take precedence over any one department. We come through for our teammates and give credit to others for their contributions.

PERSONAL OWNERSHIP

As individual employees we take personal responsibility for Ventura Foods' success, because we are passionate about the food business, and we feel empowered by those around us. We are heavily invested in the success of Ventura Foods because **we are** Ventura Foods.



HOW DOES THIS HELP US AS INDIVIDUALS?

BEING PART OF SOMETHING **GREAT**

Just as THE VENTURA EDGE guides organizational behavior and decisions, it also helps each employee do the same.

When faced with a decision, we should ask:

***"What can I do to sharpen
THE VENTURA EDGE?"***

"How does this action make us more agile?"

"How am I putting our customers first?"

***"How am I strengthening our
core capabilities?"***

***"How does my behavior correspond with
our shared values?"***

Each of us contributes to THE VENTURA EDGE. It is our guide as a company, and as individuals. It enables us to think about what we are doing in our work and course correct if we need to do so. If we align with the principles of THE VENTURA EDGE, we will maximize our agility, help our customers delight their customers, grow and evolve as a business, and gain personal satisfaction from the knowledge that we are part of something great.



ALL IN!



THE VENTURA EDGE is so much more than words, or a name, or a logo. It is an effort to encapsulate who we are. It is our identity, and as such, it expresses how we see ourselves, how we work individually and together, what we aim for, how we go after what we're aiming for, and how we want our customers to view us.

Every employee at Ventura Foods lives and breathes THE VENTURA EDGE every day. You walk it, talk it and do it. In fact, it was created by evaluating the things you do so well and most importantly, aspire to do better. Now, we have a name for it, and we have a set of guiding principles that can help us preserve it, nurture it, introduce others to it, and embed it even further in our company culture. THE VENTURE EDGE is a true team effort that requires every one of us to go **ALL IN**.

Make no mistake...**you make the difference, because you are the embodiment of THE VENTURA EDGE.**

