1- External Macroeconomic Scenario

In addition to raising doubts regarding the global recovery process, the persistence of low inflation could lead to new monetary stimuli in China, Europe and Japan.

The minutes from the last Federal Open Market Committee (FOMC) meeting signaled concerns about the low level of inflation and global growth. The persistence of inflation below the 2.0% target has begun to bother some Fed directors. Low inflation in the other main economic blocs has also raised questions about the consistency of the global recovery, increasing volatility in the global markets. Despite the concern about low inflation, it is understood that the consistency of the American recovery will gradually pressure inflation, especially with the growth of wages, leading to higher interest rates in mid-2015. In this sense, the recovery of the labor market continues consistent, generating more than 200,000 jobs on average per month. The unemployment rate, meanwhile, slipped from 5.9% to 5.8% in October. The favorable employment data reflects an economy that is recovering and which grew +3.9% in 3Q14.

In Europe, the monetary authority is willing to implement additional liquidity injection measures. As expected, the European Central Bank (ECB) maintained its three main interest rates unchanged at record lows. The president of the institution, Mario Draghi, adopted a dovish tone in admitting that the ECB is ready to implement additional measures to inject liquidity if the current program proves insufficient or inflation slides even further. In terms of the economic data, despite having surprised slightly on the upside, the +0.2% growth during the third quarter still indicates a weak regional economy and in need of new monetary stimuli. Inflation also remains at a level well below 2.0%, the target pursued by the ECB.

In China, the October activity indicators reinforced the perception of a slowdown, with inflation also revealing an absence of pressure. The data set released for October composed of industrial production, retail sales and fixed asset investments signals the economy slowing to a growth rate of 7.2% in 2014. The inflation numbers also reinforce the perception of weaker activity. Reacting to concerns of a more intense deceleration, the Chinese central bank (PBoC) cut its benchmark interest rate for the first time since July 2012.

Frustrating expectations, Japanese GDP contracted unexpectedly in the third quarter. Compared to the previous quarter, economic activity retracted an annualized -1.6% in 3Q14, well below the market consensus (which expected annualized growth of +2.2%). With this, Japanese Prime Minister Shinzo Abe postponed a new round of tax hikes (VAT) scheduled for October 2015 to 2017, dissolved the lower house of Parliament and called for new elections within forty days in order to renew his mandate before questions about economic policy begin to deepen.

The generalized containment of inflationary pressure around the world could be heightened by a further decline in oil prices. Corroborating this trend, OPEC (Organization of the Petroleum Exporting Countries) decided to maintain its current production ceiling, reinforcing downward expectations for the price of this commodity. From a global point of view, lower oil prices have two implications: an important gain in real income for importing countries – notably the United States, Europe, Japan and China –, and maintenance of low inflation around the world. There are implications, however, for investments in oil projects in a number of countries (including the US, Brazil and Argentina) should prices remain at these levels or drop even further.

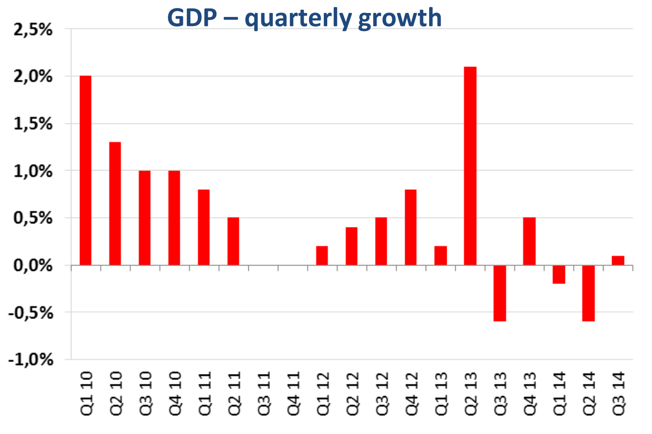
2- Domestic Macroeconomic Scenario

New ministers Joaquim Levy and Nelson Barbosa promised a fiscal adjustment, while the central bank toughened up its message against inflation. Fiscal spending slowed down in October, moderating the downward trend in the primary budget surplus. GDP expanded 0.1% during the third quarter, after two quarters of declines. Investment increased, but consumption fell. Notwithstanding net job losses, the unemployment rate remained at an all-time low as the labor force shrank. The current-account deficit stood at 3.7% of GDP. Inflation lost steam in November. At its meeting on December 3rd, the Monetary Policy Committee (Copom) increased the Selic rate by 50 bps.

New ministers Joaquim Levy and Nelson Barbosa promised a fiscal adjustment - The government named Joaquim Levy and Nelson Barbosa to the Finance and Planning Ministries, respectively. Alexandre Tombini will remain at the head of the Brazilian Central Bank. During a press conference attended by the three of them, Levy stated that the target for the primary budget surplus will increase to 1.2% of GDP in 2015 and "to at least 2% in 2016 and 2017." He also said that there will be no packages or big surprises, and that he will work for transparency in public accounts. Nelson Barbosa will be responsible for the government's main investment programs (the Growth Acceleration Program known as PAC, the *Minha Casa Minha Vida* low-income housing program, concessions and public-private partnerships) and announced that his goal is to lift the economy's investment rate. According to the recently named ministers, the adjustments are necessary and compatible with the maintenance of social gains.

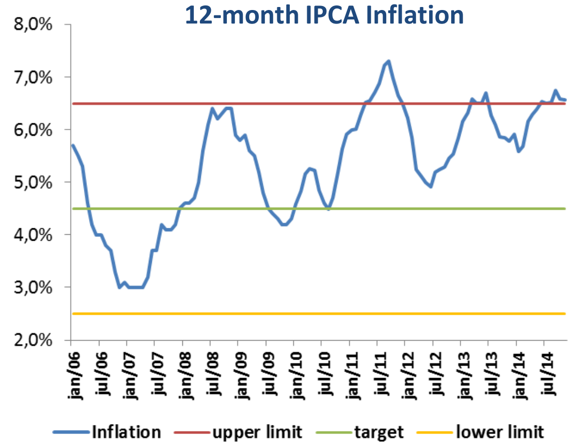
Federal spending slows down in October - The consolidated public sector posted a primary surplus of BRL 3.7 billion in October. Public spending decelerated, driven by the investment and discretionary spending lines, enabling moderation of the downward trend in the primary surplus. The conventional result over 12 months slid to 0.56% of GDP from 0.61%. The estimate for the recurring result (excluding atypical revenues and expenses) fell to -0.55% of GDP from -0.47%.

GDP expands 0.1% in the third quarter, slightly below market consensus. The advance does not compensate declines in the previous quarters, so the economy remains weak. Investments increased 1.3%, after four consecutive quarters of sharp drops. Private consumption fell 0.3%. The third quarter was the first with positive GDP growth in 2014.



Net loss of 30K jobs in October - The reading disappointed market expectations, which were pointing to the creation of about 50K jobs. Breaking down by sector, construction (-34K) and manufacturing (-11K) had the worst performance, while the retail sector added 33K net positions. Seasonally adjusted, 40K jobs were created, confirming the recent cooling trend in the labor market. Nevertheless, the unemployment rate remains at an all-time low (4.8% in October, seasonally adjusted), thanks to the shrinking labor force.

Consumer price index (IPCA) advanced 0.51% in November, slightly below expectations – On y/y basis, IPCA inflation decelerated from 6.59% in October to 6.56%, remaining above the ceiling of the inflation target. The main contributions to the monthly increase came from food and beverages (+19 bps), housing (+10 bps) and transportation (+8 bps). Price changes for durable consumer goods (new and pre-owned automobiles, electronics and fornitures) were smaller than anticipated. Market-set prices climbed 0.45% in November, while the year-over-year change slowed to 6.8% (6.9% in the previous month). Regulated prices increased 0.72%, while the year-over-year change picked up to 5.8% (5.6% in October). Market expectations is that 12-month IPCA inflation ends 2014 at 6.4%, slightly below the ceiling of the target.



First trade deficit over 12 months since 2001 – The trade balance posted a deficit of USD 2.3 billion in November. Price declines for the main commodities exported by Brazil and poor competitiveness in the manufacturing sector continue to be the main reasons for the weak performance of exports. Imports also slid, in line with currency depreciation and weaker economic activity, but not enough to ensure a positive trade balance. With a negative result in November, the trade balance has a deficit of USD 4.2 billion year to date.

Current account deficit over 12 months remained at 3.7% of GDP in October – The current account deficit during the month stood at USD 8.1 billion, pressured by a negative contribution from the trade balance. Market forecasts for 2014 increased to a deficit of USD 86 billion. On the other hand, the deficit continues being partially financed by a strong flow of foreign direct investment (FDI), which reached USD 5 billion in October (YTD: USD 51 billion); however, the FDI composition was not so favorable, with 34% of the total amount coming from intercompany loans. Foreign investment in the local capital markets was positive once again, with USD 3.5 billion in inflows to fixed income and USD 1.2 billion to the stock market.

The exchange rate is under pressure from external factors and factors that are specific to Brazil - Internationally, the slide in commodity prices continues to have an impact, not only on the BRL, but also on the currencies of commodity exporters. The recovery in the U.S. economy has also strengthened the dollar against other currencies. In Brazil's case in particular, deterioration in external accounts should weigh on the BRL throughout the next years. In November, the BRL depreciated 4.7%, ending the month at 2.56 per USD. In December, by the 15th, BRL exceeded 2.67 per USD, the highest price in the last 9 years.

Key Macroeconomic Indicators

	2009	2010	2011	2012	2013	2014(f)	2015(f)
GDP							
Real GDP growth	-0,3%	7,5%	2,7%	1,0%	2,5%	0,2%	0,7%
Per capita GDP (USD)	8.469	11.084	12.532	11.279	11.019	10.686	10.120
Labor market							
Unemployment rate (IBGE) -avg	8,1%	6,7%	6,0%	5,5%	5,4%	4,9%	5,3%
Inflation							
IPCA (IBGE)	4,3%	5,9%	6,5%	5,8%	5,9%	6,4%	6,5%
Interest rates							
Selic (end of period)	8,75%	10,75%	11,00%	7,25%	10,0%	11,50%	12,50%
Real interest rate	5,4%	3,7%	4,8%	2,4%	2,2%	4,4%	5,5%
Exchange rate							
BRL/USD (year end)	1,74	1,67	1,88	2,04	2,35	2,60	2,72
BRL/USD (year avg.)	2,00	1,76	1,67	1,95	2,16	2,36	2,65
External sector							
Trade Balance (USD bn)	25,4	20,3	29,8	19,5	2,6	-2,0	5,0
- Exports (USD bn)	153,0	201,9	256,0	242,6	242,2	233,0	251,0
- Imports (USD bn)	127,6	181,6	226,2	223,1	239,6	235,0	246,0
Current account (USD bn)	-24,3	-47,5	-52,5	-54,2	-81,4	-86,0	-78,0
Foreign direct investment (USD bn)	25,9	48,5	66,7	65,3	64,0	60,0	58,0
International reserves (USD bn)	239,1	288,6	352,0	379,0	375,8	380,0	380,0
External debt (USD bn)	202,3	255,7	261,5	313,0	323,0	319,0	312,0
Sovereign rating (S&P)	BBB-	BBB-	BBB	BBB	BBB	BBB-	BBB-
Fiscal accounts							
Primary fiscal result (%GDP)	2,1%	2,8%	3,1%	2,4%	1,9%	0,0%	1,5%
Net public sector debt (%GDP)	42,9%	40,4%	36,5%	35,1%	33,8%	35,9%	37,0%

Sources- Macroeconomics: Itaú, Bradesco, HSBC, Santander, Citibank, Central Bank's Focus Survey

3- Portfolio – per asset manager and per segment

(BRL mio)

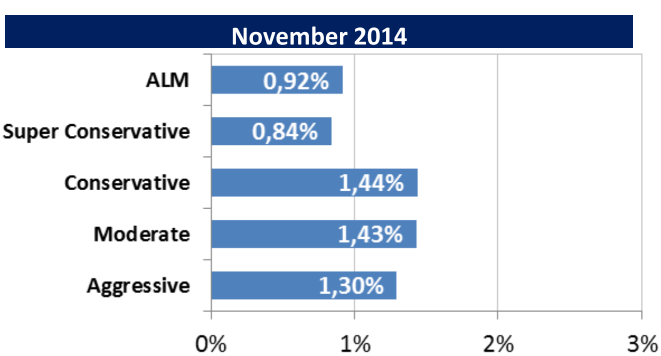
Asset Manager & Funds	Fixed Income			Structured		Equities			Total	
	ALM	IMA-S	IMA-G exC	Hedge Funds	Long & Short	IBrX	Dividends	Value / Growth	$	%
ARX				1,3					1,3	0,2%
BNP Paribas		178,7			2,6				181,2	22,0%
BBM				1,2					1,2	0,2%
Bradesco (BRAM)	257,4		88,5			5,5			351,4	42,6%
BRZ								2,4	2,4	0,3%
BTG							2,3		2,3	0,3%
Itaú		178,2	89,1						267,3	32,4%
Oceana					2,1	5,6			7,7	0,9%
Pollux								2,2	2,2	0,3%
Safra				0,9					0,9	0,1%
Santander					2,5				2,5	0,3%
Vinci							2,2	2,2	4,5	0,5%
Total	**257,4**	**356,9**	**177,6**	**3,4**	**7,2**	**11,0**	**4,5**	**6,8**	**824,9**	**100,0%**

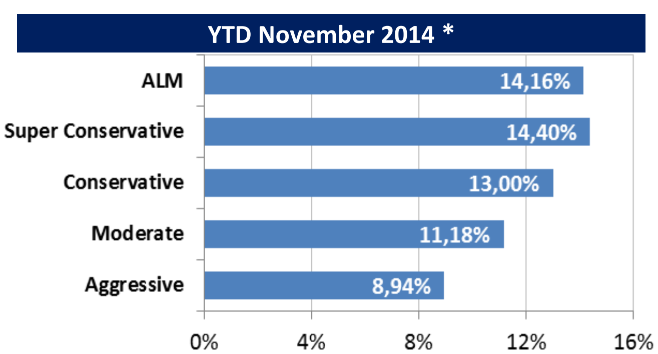
4- Portfolio – allocation per profile

Period	Allocation by profile (BRL mio)					Total
	ALM	Super Conservative	Conservative	Moderate	Aggressive	
Sep-14	263,7	343,0	90,7	109,7	3,2	810,2
Oct-14	265,3	345,8	91,5	111,5	3,2	817,3
Nov-14	257,4	355,8	93,7	114,6	3,4	824,9
Dec-14						

5- Performance

Profile	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Jul14	Aug14	Sep14	Oct14	Nov14	Dec14	2014	Last 12m	Last 24m	Last 36m
ALM									0,47%	1,08%	0,92%		2,49%			
Super Conservative									0,91%	0,93%	0,84%		2,70%			
Conservative									-1,31%	1,34%	1,44%		1,45%			
Moderate									-2,97%	1,42%	1,43%		-0,19%			
Aggressive									-4,74%	1,35%	1,30%		-2,20%			





* Including performance of +11,39% from January to August 2014 for all profiles

Segment	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Jul14	Aug14	Sep14	Oct14	Nov14	Dec14	2014	Last 12m	Last 24m	Last 36m
ALM									0,47%	1,08%	0,92%		2,49%			
Fixed Income																
- IMA-S									0,91%	0,93%	0,93%		2,80%			
- IMA-G exC									-1,44%	1,39%	1,44%		1,37%			
Structured																
- Hedge Funds									1,23%	0,26%	1,61%		3,12%			
- Long & Short									0,60%	1,08%	0,69%		2,39%			
Equities																
- IBrX									-11,01%	2,25%	0,46%		-8,59%			
- Dividends									-7,53%	1,57%	2,19%		-4,03%			
- Value / Growth									-8,62%	1,36%	2,26%		-5,28%			

Indicator	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Jul14	Aug14	Sep14	Oct14	Nov14	Dec14	2014	Last 12m	Last 24m	Last 36m
CDI (interbank deposit)	0,84%	0,78%	0,76%	0,81%	0,86%	0,82%	0,94%	0,86%	0,90%	0,94%	0,84%		9,76%	10,61%	19,22%	29,74%
IMA-S	0,84%	0,79%	0,76%	0,82%	0,86%	0,80%	0,94%	0,86%	0,90%	0,94%	0,84%		9,76%	10,63%	19,42%	30,04%
IMA-Geral ex-C	-0,79%	2,64%	0,69%	1,60%	2,51%	0,58%	1,09%	2,56%	-1,42%	1,43%	1,44%		12,95%	14,05%	13,27%	32,32%
Ibovespa	-7,51%	-1,14%	7,05%	2,40%	-0,75%	3,76%	5,00%	9,78%	-11,70%	0,95%	0,18%		6,25%	4,27%	-4,79%	-3,80%
IBrX **	-8,15%	-0,32%	6,89%	2,71%	-1,12%	3,62%	4,46%	9,59%	-11,25%	0,95%	0,32%		5,97%	2,70%	7,55%	16,23%
IDIV	-7,25%	-2,22%	7,12%	2,21%	-2,87%	4,57%	5,94%	7,83%	-12,95%	-5,62%	-2,79%		-7,98%	-9,95%	-5,13%	13,02%
Saving Accounts	0,61%	0,55%	0,53%	0,55%	0,56%	0,55%	0,61%	0,56%	0,59%	0,60%	0,55%		6,43%	7,02%	13,78%	21,22%
USD	3,57%	-3,83%	-3,02%	-1,19%	0,13%	-1,63%	2,95%	-1,23%	9,44%	-0,28%	4,74%		9,27%	10,10%	21,45%	41,34%
CPI (IPCA)	0,55%	0,69%	0,92%	0,67%	0,46%	0,40%	0,01%	0,25%	0,57%	0,42%	0,51%		5,58%	6,56%	12,71%	18,95%
IGP-DI (FGV)	0,40%	0,85%	1,48%	0,45%	-0,45%	-0,63%	-0,55%	0,06%	0,02%	0,59%	0,82%		3,06%	3,77%	9,47%	17,39%
Actuarial Target *	0,73%	1,18%	1,81%	0,78%	-0,12%	-0,30%	-0,22%	0,39%	0,64%	0,92%	1,15%		7,14%	7,92%	18,50%	33,43%

* IGP-DI + 4% p.a.

The inaugural speech of the new economic team, in which the new Minister of Finance announced primary surplus target of 1.2% of GDP in 2015 and at least 2% of GDP in 2016 and 2017, improvement in transparency in fiscal policy, and the commitment to bring inflation to the middle of target, gave the "tone" of the new management. The market was receptive to the new approach, however awaits action in order to understand the level of autonomy of the new team and if indeed the measures will be effective. At the same time, economic activity is paralyzed, industrial production remains in contraction and retail sales, which sustained the economy in last years, shrinking. In addition, inflation should increase in the coming months, driven by BRL depreciation and rising regulated prices.

In this context, in fixed income market, the short-term maturities rose on average 20 bps, while longer maturities fell 30 bps on average. In the stock market, bad news related to Petrobrás, speculation about new economic team and drop in commodity prices contributed to the high volatility, and Ibovespa index closed the month almost stable. In FX market, signs still unclear about the continuity of swaps program contributed to the 4,74% BRL depreciation in the month.

6- Fixed Income

ALM	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Jul14	Aug14	Sep14	Oct14	Nov14	Dec14	2014	Last 12m	Last 24m	Last 36m
Bradesco									0,47%	1,08%	0,92%		2,49%			
Benchmark: N/A																

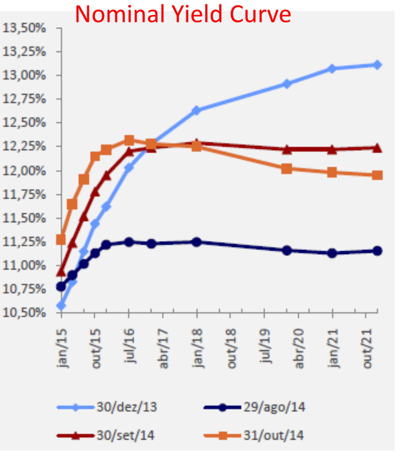
Fixed Income: IMA-S	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Jul14	Aug14	Sep14	Oct14	Nov14	Dec14	2014	Last 12m	Last 24m	Last 36m
BNP Paribas									0,92%	0,97%	0,85%		2,77%			
Itaú									0,90%	0,90%	0,84%		2,67%			
Benchmark: IMA-S									0,90%	0,94%	0,84%		2,71%			

Fixed Income: IMA-G exC	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Jul14	Aug14	Sep14	Oct14	Nov14	Dec14	2014	Last 12m	Last 24m	Last 36m
Bradesco									-1,55%	1,39%	1,52%		1,34%			
Itaú									-1,33%	1,37%	1,43%		1,45%			
Benchmark: IMA-G exC									-1,42%	1,43%	1,44%		1,43%			

Structured: Hedge Fund	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Jul14	Aug14	Sep14	Oct14	Nov14	Dec14	2014	Last 12m	Last 24m	Last 36m
ARX									1,40%	-0,76%	1,29%		1,93%			
BBM									-0,73%	1,41%	1,01%		1,68%			
Safra									3,81%	0,11%	3,10%		7,14%			
Benchmark: CDI									0,90%	0,94%	0,84%		2,70%			

Structured: Long & Short	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Jul14	Aug14	Sep14	Oct14	Nov14	Dec14	2014	Last 12m	Last 24m	Last 36m
BNP Paribas									0,93%	1,48%	0,81%		3,26%			
Oceana									0,91%	1,06%	0,47%		2,46%			
Santander									-0,02%	0,67%	0,78%		1,43%			
Benchmark: CDI									0,90%	0,94%	0,84%		2,70%			

Nominal Interest - During November, interest rates fluctuated with the speculation surrounding the new economic team of D. Rousseff (considered to be the main indicator of how her second term will unfold). Many names were speculated for the post of Minister of Finance during the month and Joaquim Levy was considered one of the best options. Once the name of Joaquim Levy began to be mentioned as a strong candidate for the ministry, the flattening of yield curves intensified the fall, with the shorter maturities rising 20 bps and the longer maturities falling 30 bps, thus anticipating a more orthodox stance in the conduct of monetary and fiscal policies.

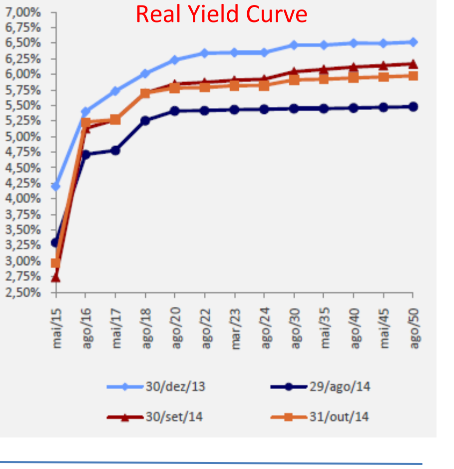


Real Interest - The movement of assets linked to inflation was similar to that of nominal interest rates. Longer- term assets performed better than shorter-term assets on the prospect of economic improvement in Brazil after decisions made in the post election period. The strong appreciation of USD against BRL added to the expected recovery of some regulated prices, led to a rise of implied inflation in shorter papers, while for longer papers it fell due to better expectations after announcement of the new economic team.

Within this context, the profile "Super Conservative“, which has the portfolio linked to the benchmark IMA-S (federal bonds linked to the Selic rate) showed good performance, especially the fund managed by BNP Paribas, above the benchmark for the third consecutive month.

Funds linked to benchmark IMA-G exC also showed good performance: Bradesco +1.52% and Itaú + 1.43%.

With respect to structured funds, excellent performance got the hedge fund managed by Banco Safra, + 7.14% over the last 3 months (vs. CDI + 2.70%) and the “long & short” fund managed by BNP Paribas, + 3.26% in the last quarter.



7- Equities

Equities: IBrX	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Jul14	Aug14	Sep14	Oct14	Nov14	Dec14	2014	Last 12m	Last 24m	Last 36m
Bradesco									-11,79%	1,82%	-0,03%		-10,22%			
Oceana									-10,24%	2,58%	0,96%		-7,04%			
Benchmark: IBrX									-11,25%	0,95%	0,32%		-10,12%			

Equities: Dividends	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Jul14	Aug14	Sep14	Oct14	Nov14	Dec14	2014	Last 12m	Last 24m	Last 36m
BTG Pactual									-9,09%	1,48%	3,16%		-4,83%			
Vinci Partners									-6,00%	1,60%	1,41%		-3,15%			
Benchmark: IDIV									-12,95%	-5,62%	-2,79%		-20,14%			

Equities: Value / Growth	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Jul14	Aug14	Sep14	Oct14	Nov14	Dec14	2014	Last 12m	Last 24m	Last 36m
BRZ									-5,37%	1,72%	3,69%		-0,19%			
Pollux									-10,51%	-0,40%	1,84%		-9,22%			
Vinci Partners									-10,22%	2,65%	1,41%		-6,54%			
Benchmark: IBrX									-11,25%	0,95%	0,32%		-10,12%			

IBrX index ended November with a slight increase of 0.32%, at 22,545 points, accumulating gain of 6.0% in the year. The main event was the announcement of the new economic team for the second government mandate of President Dilma Rousseff. Foreign flow was positive , + BRL 1.7 billion, increasing the surplus to BRL 22.6 billion in 2014.

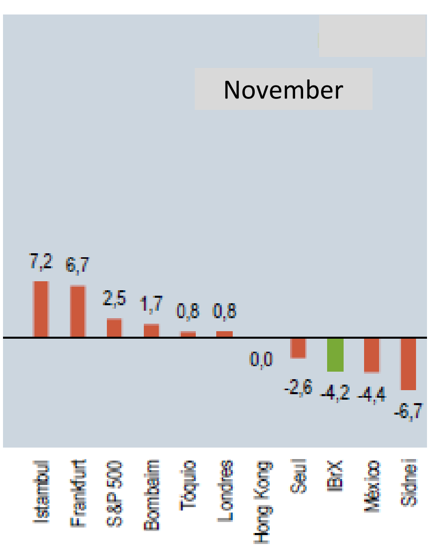
Performance was positive for sectors such as *health* (Qualicorp + 10.4%), *retail* (Lojas Americanas + 15.7%) and *pulp & paper* (Klabin + 14.8%), and negative for *oil* (Petrobras -16.2%) and *steel* (CSNA -26.6%).

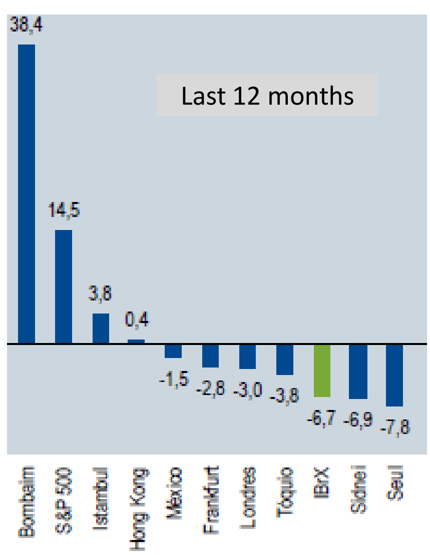
The main risks to the stock market continues to be the timing of the increase in interest rates in the US, the high risk of deflation in Europe, a possible slowdown in China and the oil price weakness. In Brazil, the worsening of macroeconomic fundamentals is the main risk.

Among our funds linked to the IBrX, Oceana again showed good performance, above the benchmark. Dividend funds also perform very well: BTG Pactual + 3.16% and Vinci Partners + 1.41%, while IDIV benchmark was -2.79%.

All funds "Value & Growth" managed by BRZ, Pollux and Vinci Partners also had great performance, + 3.69%, + 1.84% and + 1.41%, respectively, all above the benchmark of +0.32 %.

In the charts below, we can see the **performance in USD** of the main stock exchange in the world. The Brazilian market is one of the worst performances.





Source: Western Asset

8- Performance “Super Conservative” profile

	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Jul14	Aug14	Sep14	Oct14	Nov14	Dec14	2014	Last 12m	Last 24m	Last 36m
Fixed Income: IMA-S																
BNP Paribas									0,92%	0,97%	0,85%		2,77%			
Itaú									0,90%	0,90%	0,84%		2,67%			
Benchmark: IMA-S									0,90%	0,94%	0,84%		2,71%			
Weighted Performance									0,91%	0,93%	0,85%		2,72%			
Weighted Benchmark									0,90%	0,94%	0,84%		2,71%			

9- Performance “Conservative” profile

	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Jul14	Aug14	Sep14	Oct14	Nov14	Dec14	2014	Last 12m	Last 24m	Last 36m
Fixed Income: IMA-G exC																
Bradesco									-1,55%	1,39%	1,52%		1,34%			
Itaú									-1,33%	1,37%	1,43%		1,45%			
Benchmark: IMA-G exC									-1,42%	1,43%	1,44%		1,43%			
Hedge Funds																
ARX									1,40%	-0,76%	1,29%		1,93%			
BBM									-0,73%	1,41%	1,01%		1,68%			
Safra									3,81%	0,11%	3,10%		7,15%			
Benchmark: CDI									0,90%	0,94%	0,84%		2,70%			
Long & Short																
BNP Paribas									0,93%	1,48%	0,81%		3,26%			
Oceana									0,91%	1,06%	0,47%		2,45%			
Santander									-0,02%	0,67%	0,78%		1,43%			
Benchmark: CDI									0,90%	0,94%	0,84%		2,70%			
Weighted Performance									-1,31%	1,34%	1,44%		1,45%			
Weighted Benchmark									-1,30%	1,41%	1,41%		1,50%			

10- Performance “Moderate” profile

	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Jul14	Aug14	Sep14	Oct14	Nov14	Dec14	2014	Last 12m	Last 24m	Last 36m
Fixed Income: IMA-G exC																
Bradesco									-1,55%	1,39%	1,52%		1,34%			
Itaú									-1,33%	1,37%	1,43%		1,45%			
Benchmark: IMA-G exC									-1,42%	1,43%	1,44%		1,43%			
Hedge Funds																
ARX									1,40%	-0,76%	1,29%		1,93%			
BBM									-0,73%	1,41%	1,01%		1,68%			
Safra									3,81%	0,11%	3,10%		7,15%			
Benchmark: CDI									0,90%	0,94%	0,84%		2,70%			
Long & Short																
BNP Paribas									0,93%	1,48%	0,81%		3,26%			
Oceana									0,91%	1,06%	0,47%		2,45%			
Santander									-0,02%	0,67%	0,78%		1,43%			
Benchmark: CDI									0,90%	0,94%	0,84%		2,70%			
Equities: IBrX																
Bradesco									-11,79%	1,82%	-0,03%		-10,22%			
Oceana									-10,24%	2,58%	0,96%		-7,04%			
Benchmark: IBrX									-11,25%	0,95%	0,32%		-10,12%			
Equities: Dividends																
BTG Pactual									-9,09%	1,48%	3,16%		-4,82%			
Vinci									-6,00%	1,60%	1,41%		-3,15%			
Benchmark: IDIV									-12,95%	-5,62%	-2,79%		-20,13%			
Equities: Value & Growth																
BRZ									-5,37%	1,72%	3,69%		-0,18%			
Pollux									-10,51%	-0,40%	1,84%		-9,23%			
Vinci									-10,22%	2,65%	1,41%		-6,54%			
Benchmark: IBrX									-11,25%	0,95%	0,32%		-10,12%			
Weighted Performance									-2,97%	1,42%	1,43%		-0,19%			
Weighted Benchmark									-3,21%	0,95%	1,03%		-1,28%			

11- Performance “Aggressive” profile

	Jan14	Feb14	Mar14	Apr14	May14	Jun14	Jul14	Aug14	Sep14	Oct14	Nov14	Dec14	2014	Last 12m	Last 24m	Last 36m
Fixed Income: IMA-G exC																
Bradesco									-1,55%	1,39%	1,52%		1,34%			
Itaú									-1,33%	1,37%	1,43%		1,45%			
Benchmark: IMA-G exC									-1,42%	1,43%	1,44%		1,43%			
Hedge Funds																
ARX									1,40%	-0,76%	1,29%		1,93%			
BBM																
Safra																
Benchmark: CDI									0,90%	0,94%	0,84%		2,70%			
Long & Short																
BNP Paribas									0,93%	1,48%	0,81%		3,26%			
Oceana									0,91%	1,06%	0,47%		2,45%			
Santander									-0,02%	0,67%	0,78%		1,43%			
Benchmark: CDI									0,90%	0,94%	0,84%		2,70%			
Equities: IBrX																
Bradesco									-11,79%	1,82%	-0,03%		-10,22%			
Oceana									-10,24%	2,58%	0,96%		-7,04%			
Benchmark: IBrX									-11,25%	0,95%	0,32%		-10,12%			
Equities: Dividends																
BTG Pactual									-9,09%	1,48%	3,16%		-4,82%			
Vinci									-6,00%	1,60%	1,41%		-3,15%			
Benchmark: IDIV									-12,95%	-5,62%	-2,79%		-20,13%			
Equities: Value & Growth																
BRZ									-5,37%	1,72%	3,69%		-0,18%			
Pollux									-10,51%	-0,40%	1,84%		-9,23%			
Vinci									-10,22%	2,65%	1,41%		-6,54%			
Benchmark: IBrX									-11,25%	0,95%	0,32%		-10,12%			
Weighted Performance									-4,74%	1,35%	1,30%		-2,20%			
Weighted Benchmark									-4,88%	0,49%	0,66%		-3,78%			

12- Information about participants

Sponsors and participants

Sponsors	Active Members	Vesting	Retired members	Total
Novartis Biociências	1.897	518	461	**2.876**
Sandoz	508	145	9	**662**
Saúde Animal	118	28	18	**164**
Gerber	0	4	0	**4**
Previ Novartis	0	0	0	**0**
Total	**2.523**	**695**	**488**	**3.706**

Active members distribution

Plan of benefits	out/13	nov/13	dez/13	jan/14	fev/14	mar/14	abr/14	mai/14	jun/14	jul/14	ago/14	set/14	out/14	nov/14
Plan A	15%	15%	16%	16%	16%	16%	15%	15%	15%	15%	15%	15%	15%	15%
Plan D	85%	85%	84%	84%	84%	84%	85%	85%	85%	85%	85%	85%	85%	85%

Retired members by type of benefits

Payment options	out/13	nov/13	dez/13	jan/14	fev/14	mar/14	abr/14	mai/14	jun/14	jul/14	ago/14	set/14	out/14	nov/14
Lifetime annuity	74%	74%	75%	74%	75%	68%	75%	62%	62%	77%	77%	70%	70%	70%
Financial income	26%	26%	25%	26%	25%	32%	25%	38%	38%	23%	23%	30%	30%	30%

13- Other subjects

In November there were two important events: the 35th Brazilian Congress of Pension Funds and the Meeting of Novartis Retirees.

Held since 1979, the Brazilian Congress of Pension Funds is the main event of pension funds. This year 4000 people attended the congress, including professionals from various market segments, banks, asset managers, consulting firms, government authorities, investors and professionals from private complementary pension. Previ Novartis was present. The main objective is to update professionals with trends and movements related to complementary pension.

From left to right: Livia Toth (Previ analyst), Corinna Hoffmann (counselor), Eduardo Ambrosini (counselor), Yara Baxter (director), Renata Desiderio (Previ coordinator), Mucio Maia (director)

On November 27, about 100 retirees from Previ Novartis participated in the Annual Meeting of Novartis Retirees, sponsored by Novartis. The event aims to present to our former colleagues what Novartis has made in Brazil and in the world, as well as the main news related to the pension fund. Adib Jacob (President of Novartis Brazil), Corinna Hoffman, (Facilities & HSE Manager and Previ counselor), Yara Baxter (Director of Corporate Communications and Previ director), and Renata Desiderio (Previ Coordinator) were the speakers.