

Growing in Fish & Vegetables

Albert Mathieu

Chief Commercial Officer



We Have an Advantaged Portfolio





Our Products are Nutritious and Accessible



*90% of 2019 branded product revenues choices, excluding Spain (owing to data reliability)

Eating for the Planet

A future diet aligned
with maximum 1.5 degree
global warming means...



Fish

Consume 2 times
a week



Vegetables

Double consumption
by 2050



Plant Protein

Consume more

...which will reduce
carbon emissions
from food



*Moving to a mainly plant based diet, has potential to reduce greenhouse gas emissions up to 60%, assuming efficiencies across the value chain

Initial Life Cycle Assessments Show Frozen as Having a Lower Carbon Footprint



*Screening life cycle analysis on frozen fish fingers and frozen peas, July 2020

**Life cycle analysis of pea protein products, March 2020

Creating a Healthier Future with Fish

Strong Brand Icons



Category Leadership



Aligned with Macro Trends



Building Relevance and Superiority with Consumers

New Design



New Captain on pack and design to modernise and promote freshness

Product & Packaging Renovation



Recyclable paper tray

Sustainability



On pack activation linking to our sustainability strategy

Ecolabelling



Product superiority and leading the way with ecolabelling

Innovation to Engage and Grow the Category

QR Code and Augmented Reality to Engage Consumers in Traceability



Unlocking Aquaculture and New Species



Healthy Exciting Ways to Enjoy Fish



Our Core Vegetable Portfolio is Superior and is Uniquely Suited to Local Needs



BirdsEye

has been
growing unique
varieties of peas
since 1946



Over **50%**
Market Share
in Local Hero
Vegetables



Our Core Vegetable Portfolio is Superior and is Uniquely Suited to Local Needs

High Quality to Command Price Premiums



Picked to Frozen
in 2.5 Hours



Italian IGP and DOP
Ingredients in our Minestrone



The Optimal Leaf-Stem
Ratio in Our Spinach



Our Core Vegetable Portfolio is Superior and is Uniquely Suited to Local Needs

Sustainability is in our DNA



Birds Eye Pea Harvest
Verified as First SAI Platform
Farm Sustainability
Assessment (FSA) Gold Level



>15years

We have been planting
flowering strips along our
German fields for
biodiversity protection

Our Vegetables Innovations Modernize the Category and Will Drive Consumption

Prepared Vegetables with Modern Ingredients



Vegetable Mixes with Pulses, Cauliflower Rice, Quinoa

Modern Wok Curries



Crispy Vegetable Curry Bases

Sustainable Core Renovation

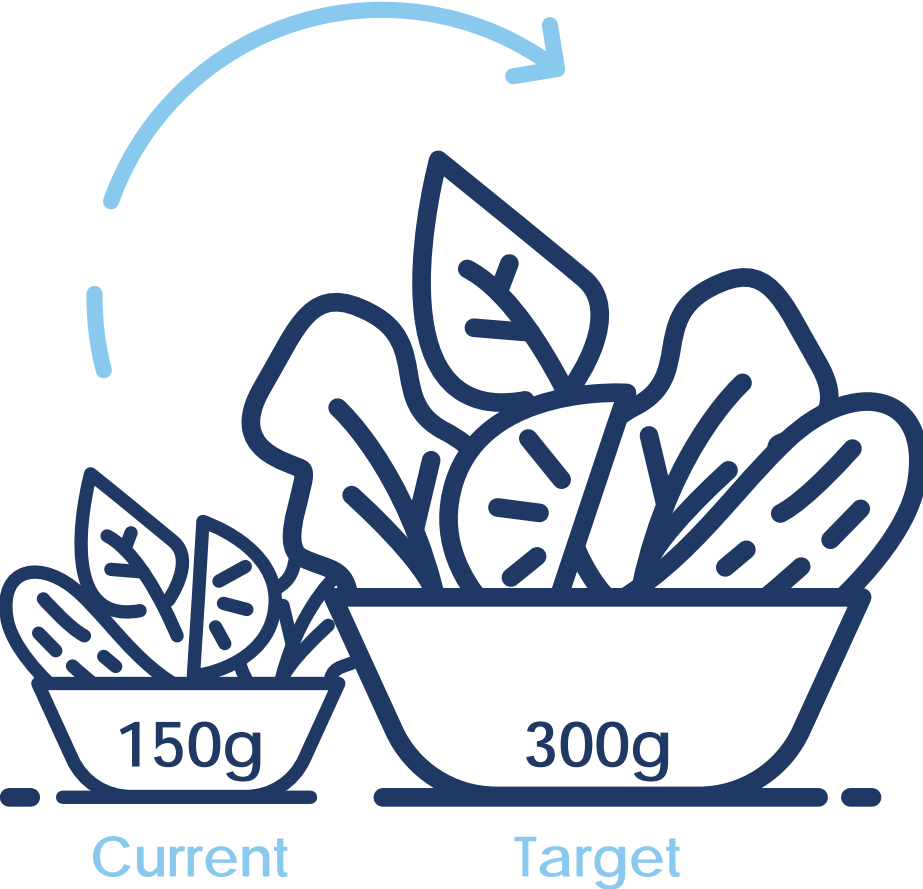


Recyclable Packaging



Sustainable Peas & Minestrone

Driving Behavior Change and Unlocking New Technology to Drive Vegetable Consumption



Double the Veg Intake by 2050



Change

Behavior Changing
Innovation, Packaging
& Communication



R&D

New Vegetable
Breeding
Techniques



Innovation

New Freezing
Techniques



Agricultural

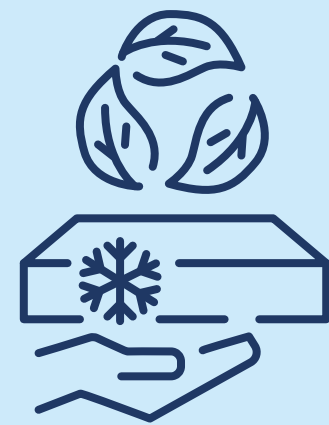
Carbon Capturing
Initiatives

We are Extending Our Pipeline with Breakthrough Growth Platforms



Future Proteins

New source & processes of proteins
Stay ahead of competition



Next Generation Packaging

E-commerce, and recycling / upcycling



"Fresher" Frozen Meals

Decontamination process, freezing and packaging solutions



Increase the frequency that the freezer door is opened

IoT digitisation
Connectivity of devices

Select Sustainability Partnerships



Dow Jones
Sustainability Indexes

