

Winning Across Europe

Wayne Hudson

Managing Director Northern Europe

Steven Libermann

Managing Director Southern Europe

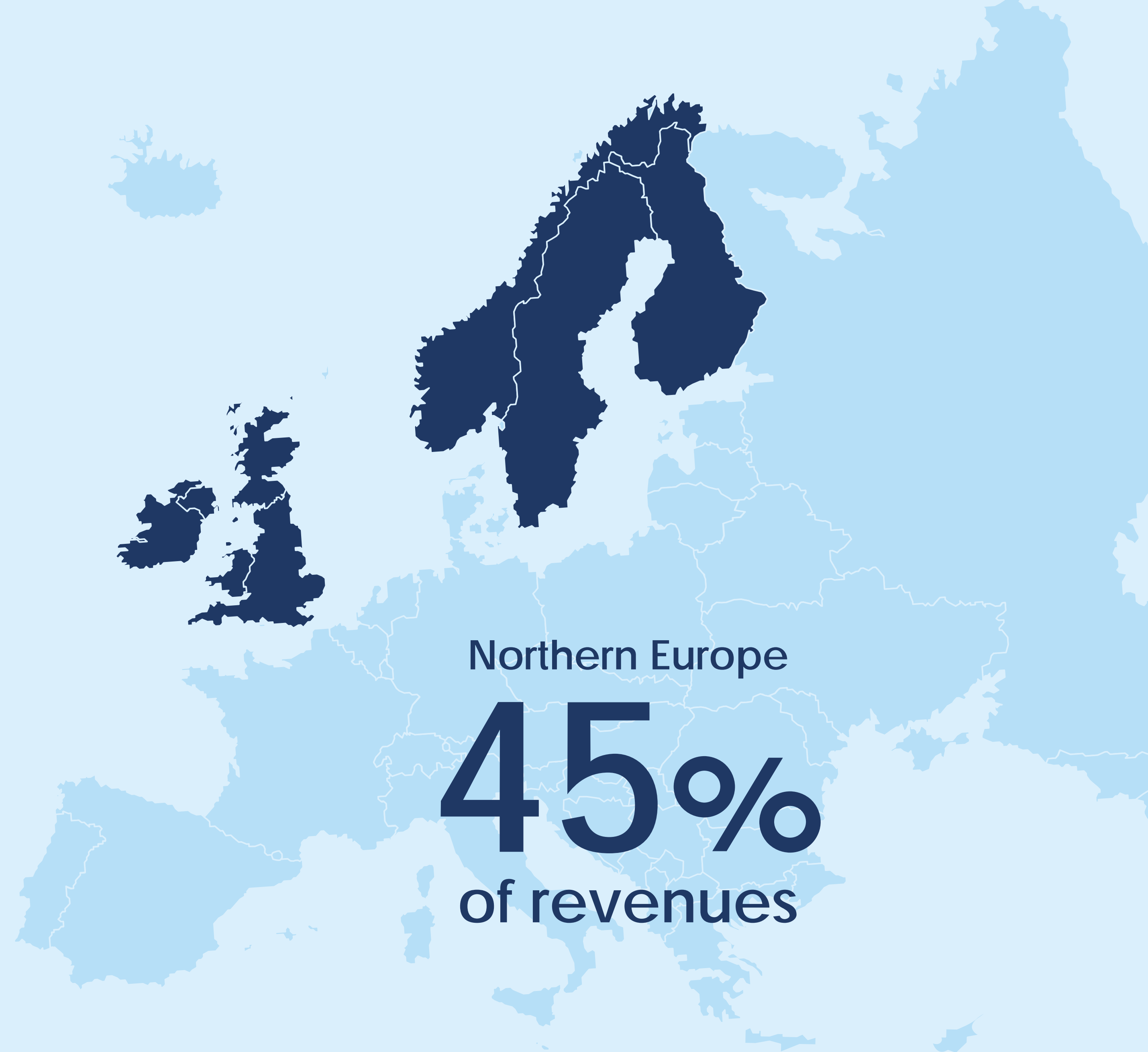
Antje Schubert

Managing Director Western Europe

UK Transformation



Wayne Hudson
Managing Director
Northern Europe



Northern Europe

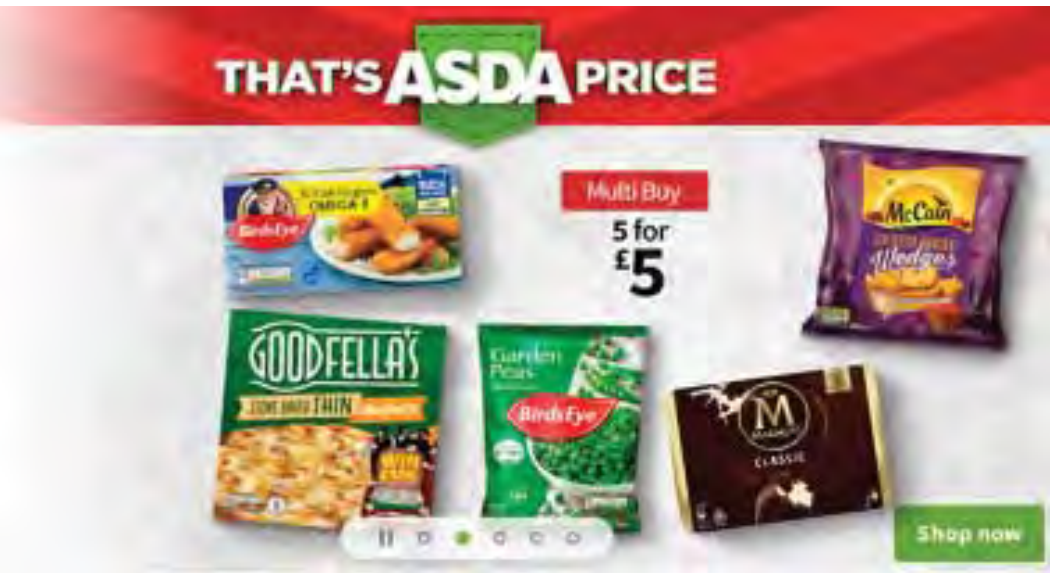
45%
of revenues





Strategic Joint Business Plans with our Retail Partners

Aligning with Retailer Strategies



Strategic Brand Partnerships



Innovation Ranging Wins



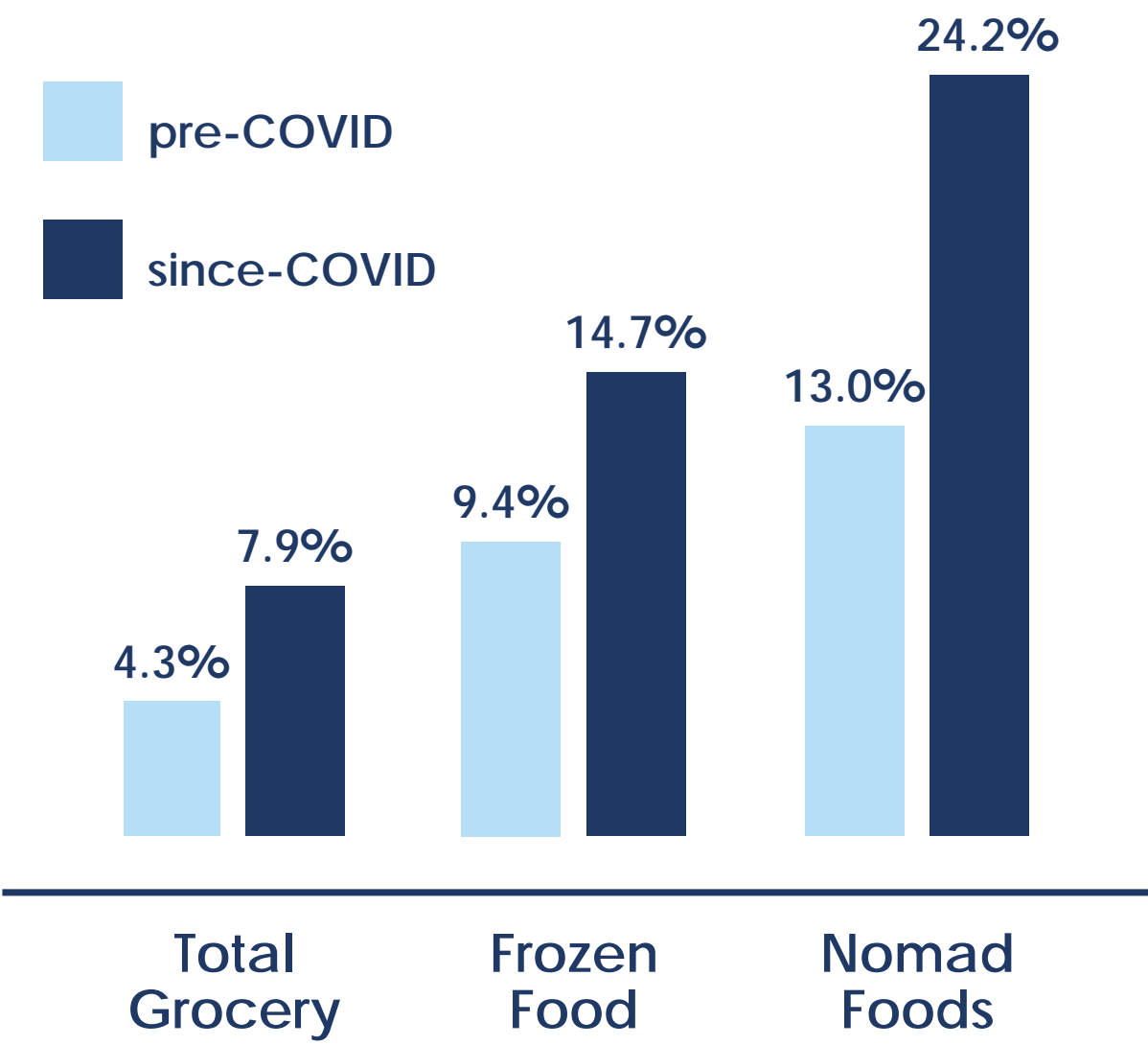
Distribution Optimization on the Core



E-commerce Provides a Strong Foundation for Growth

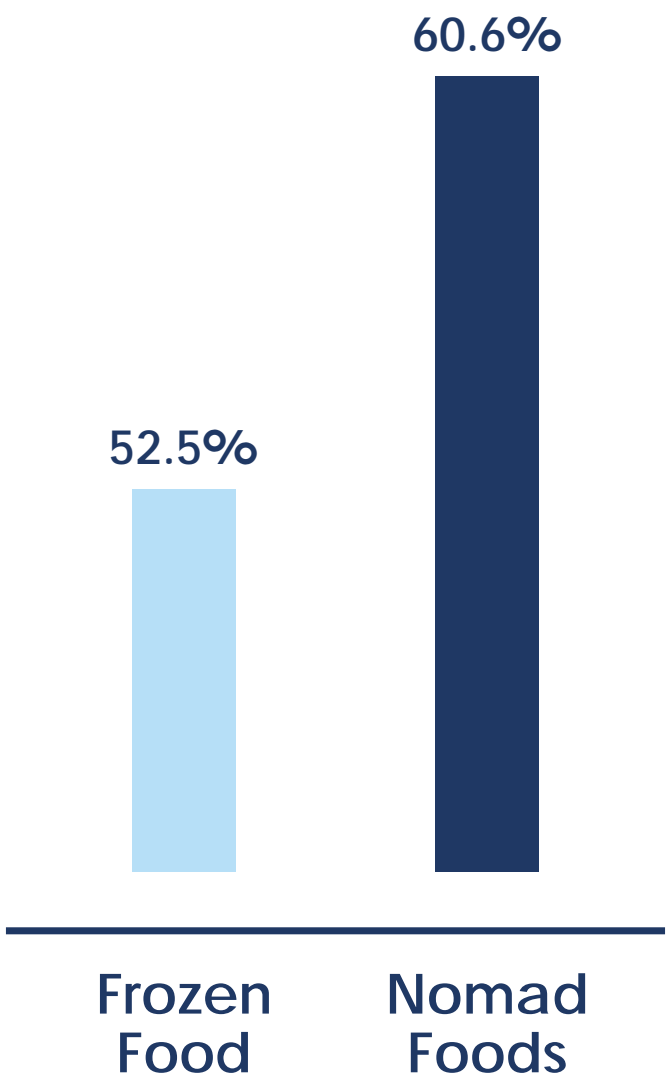
Online Share of Sales

Source: Kantar, Internal Covid19 E-commerce Insights

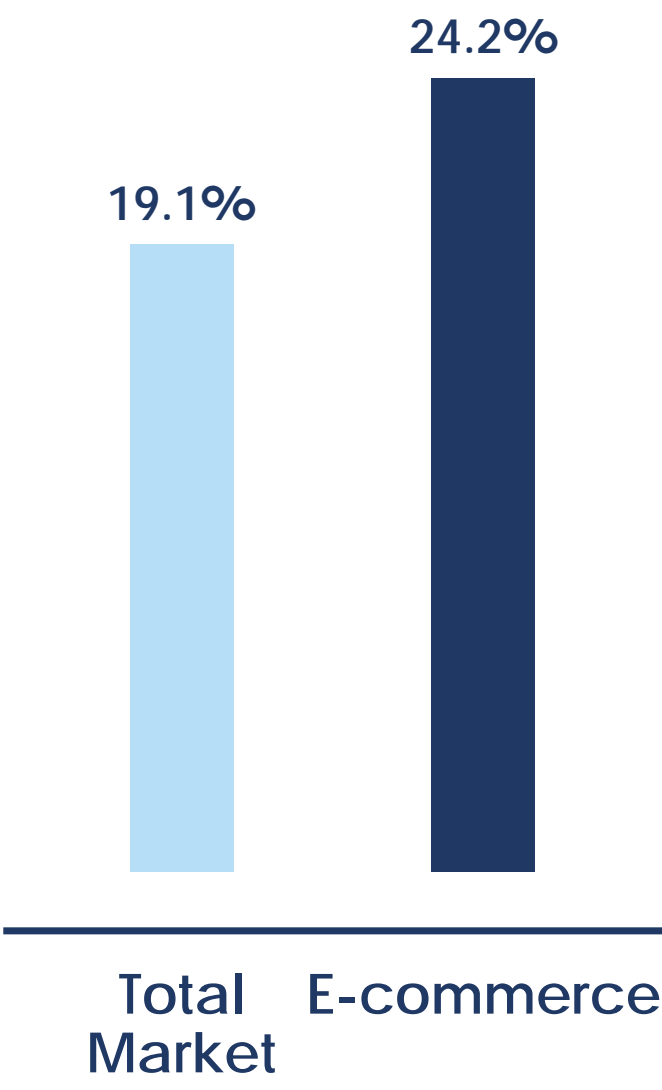


RSV Growth in E-commerce YTD vs LY

Source: Nielsen/IRI as of Sep 2020



Nomad Foods Market Share Total vs E-comm



UK accounts for 2/3 of Nomad's online revenues



#2 Selling brand in the UK after Coca-Cola

Pillars of Growth in E-commerce

Brilliant Basics

Win Visually at POP



Demand Creation

Occasion Based
Meal Deals



Supplier of Choice

Lead for targeted
categories



Targeting & Remarketing

Drive retention using
e-CRM tools



UK Growth Strategy

Grow the Core



Grow Plant Protein Portfolio



Adapt to the Macro Environment



Drive Online Channel Growth





ST 
CKH
OLM



Winning in France



Steven Libermann
Managing Director
Southern Europe

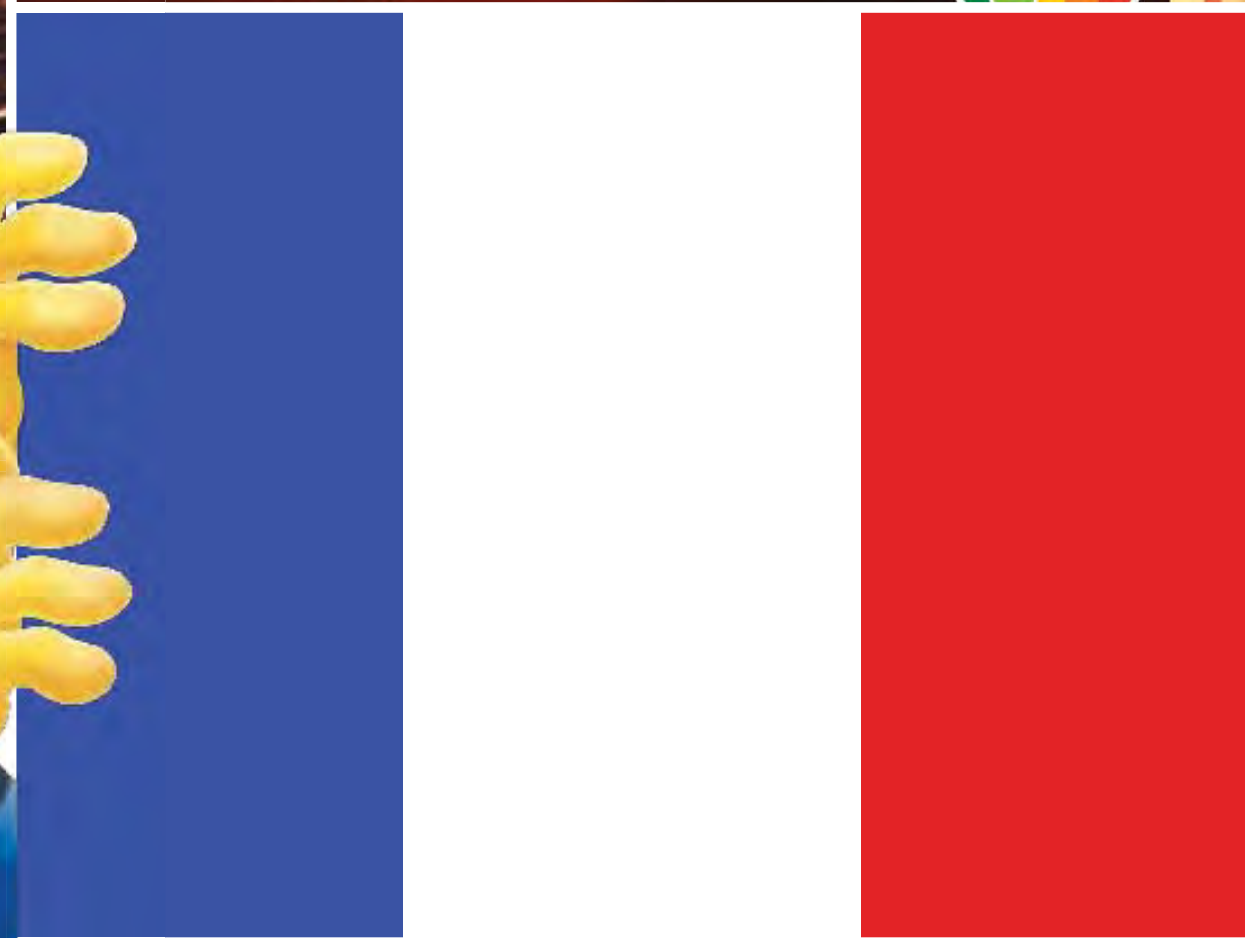
Southern Europe

30%
of revenues





Heureusement, IL Y A FINDUS !



France has made Significant Progress Since Being Integrated into Nomad in 2016

Market share

Source: Nielsen

Fish Fingers



Coated Fish



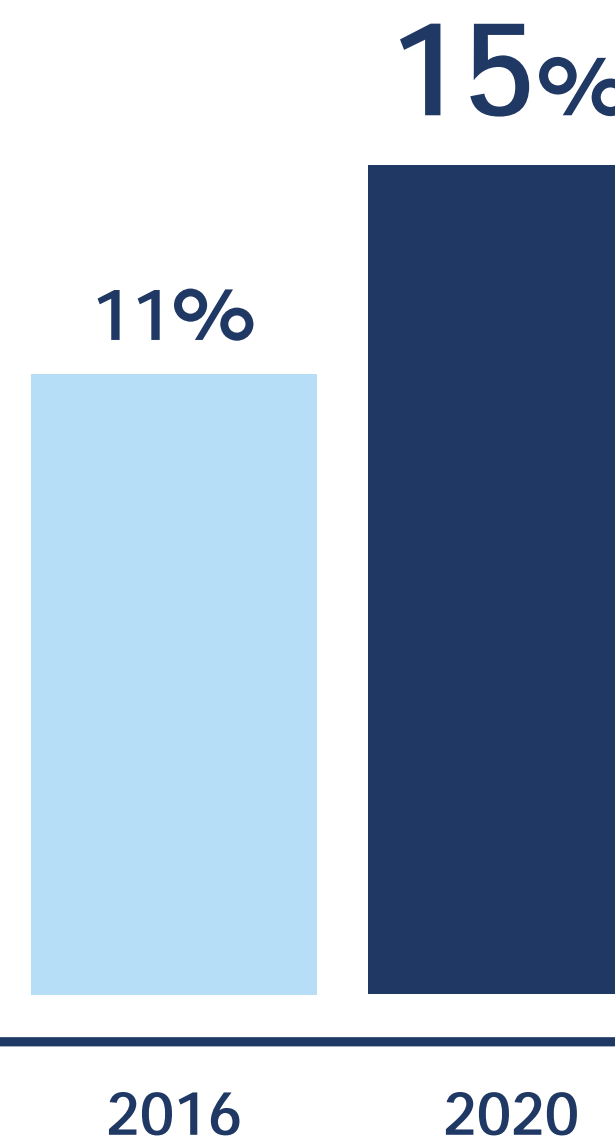
Natural Fish



Potatoes



Total France



Revenues



Gross Profit



EBITDA



2020 values are YTD P9

Growth in France from 2016 to 2020 projected

Success Has Been Enabled by Application of the Growth Model

Product
superiority



Building
on group
scale



Media
efficiency

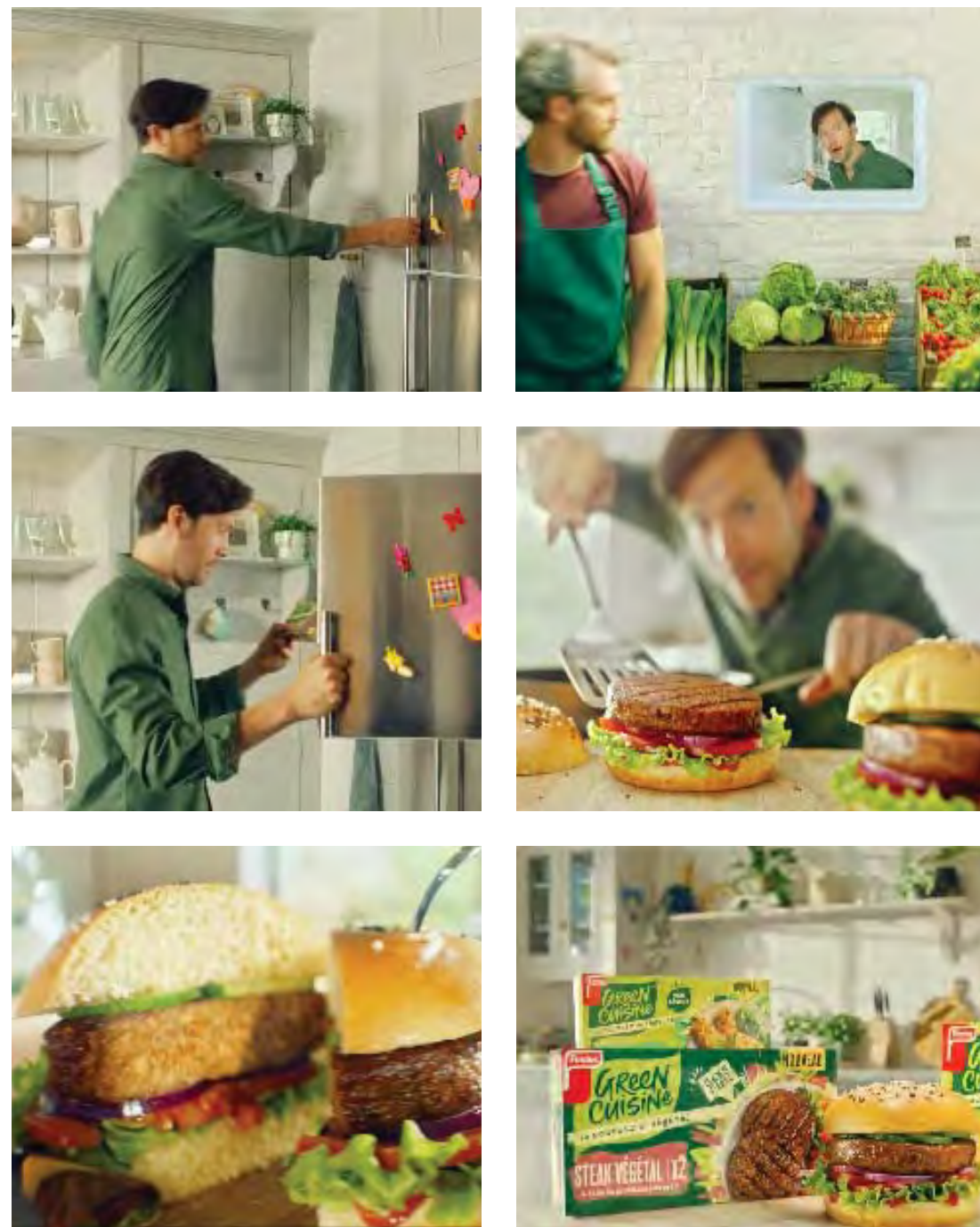


Commercial
execution
excellence



Green Cuisine Growth Strategy

Create Range Awareness



In Store Visibility



Generate Trial



Influencers



Growing with All Consumers in Germany



Antje Schubert
Managing Director
Western Europe

Western Europe

25%
of revenues

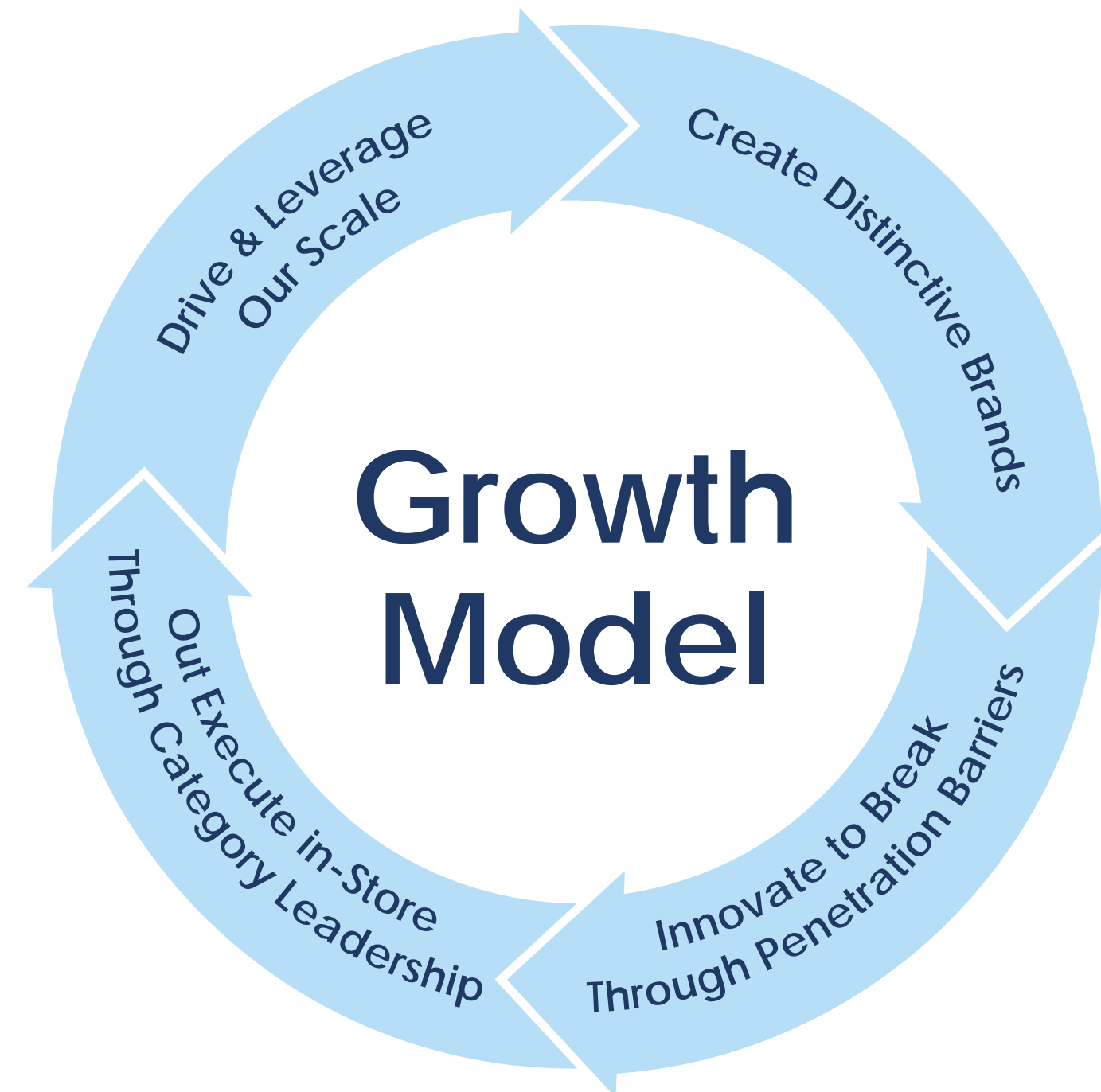


Our Winning Formula in Germany

Activation of our Brands



Excellence in Execution

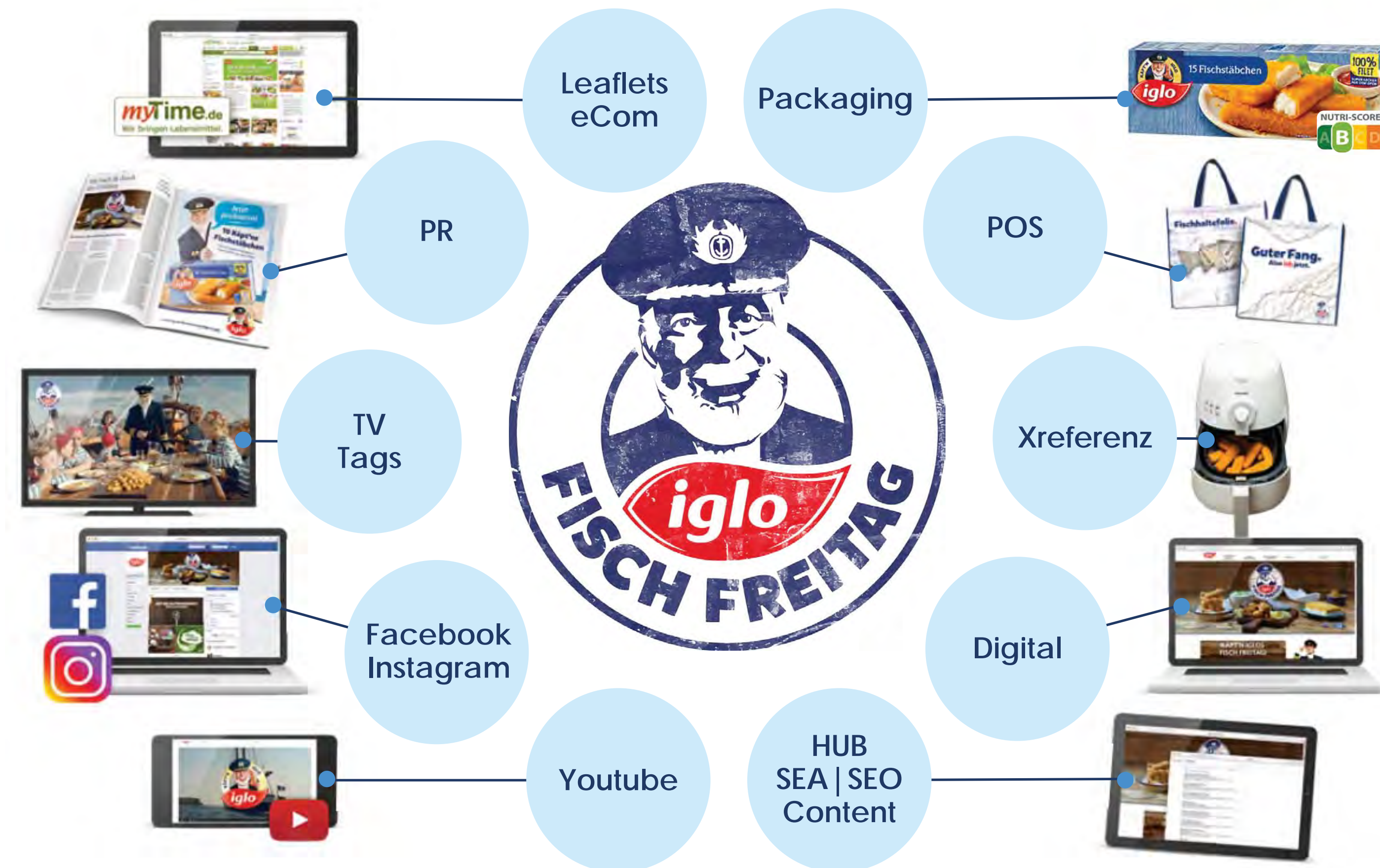


Culture Eats Strategy for Breakfast





We Mobilized a 360-Degree Campaign which Contemporized Every Element of Our Brand...



...Leading iglo to be Recognized as a 'Best Brand'



Emotion Brand Icons



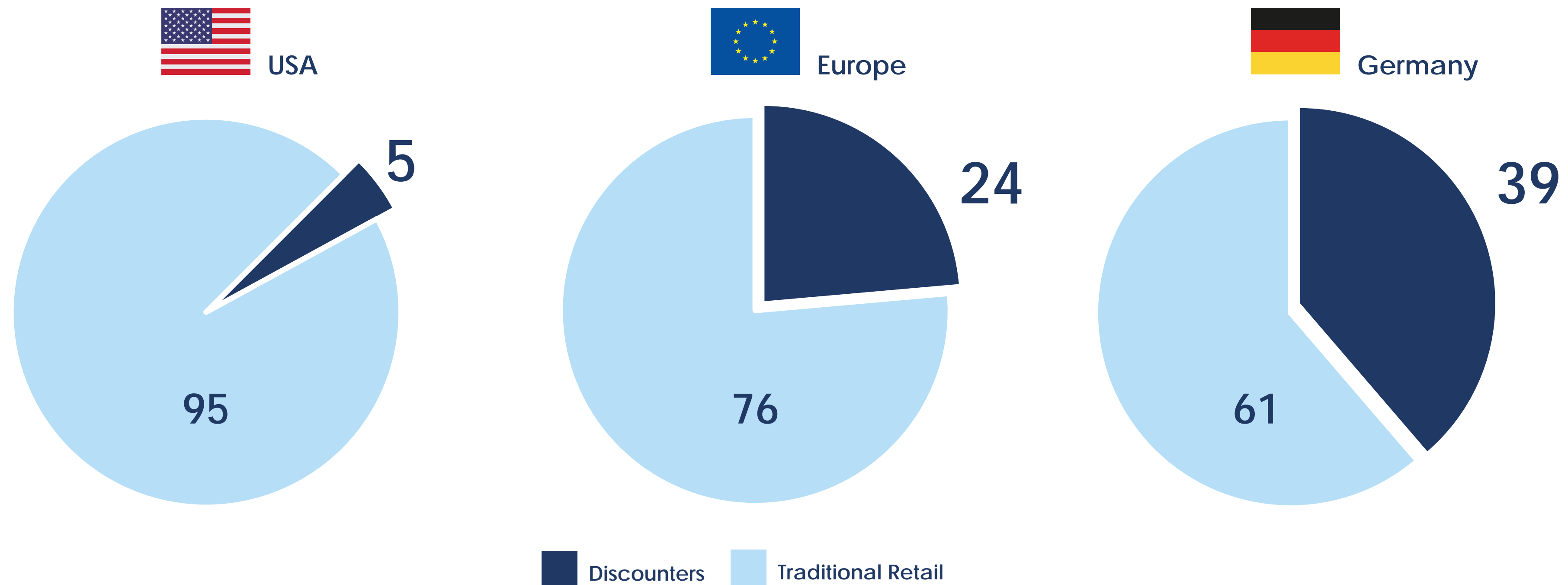
Innovation Award 2021



Discounters Represent a Large Share of Retail in Germany

Market Share of FMCG

Source: Nielsen



Discounters
originated in
Germany in the
1960's

Spirituosen Karl Albrecht Lebensmittel



Transcending Retail with Leading Brands

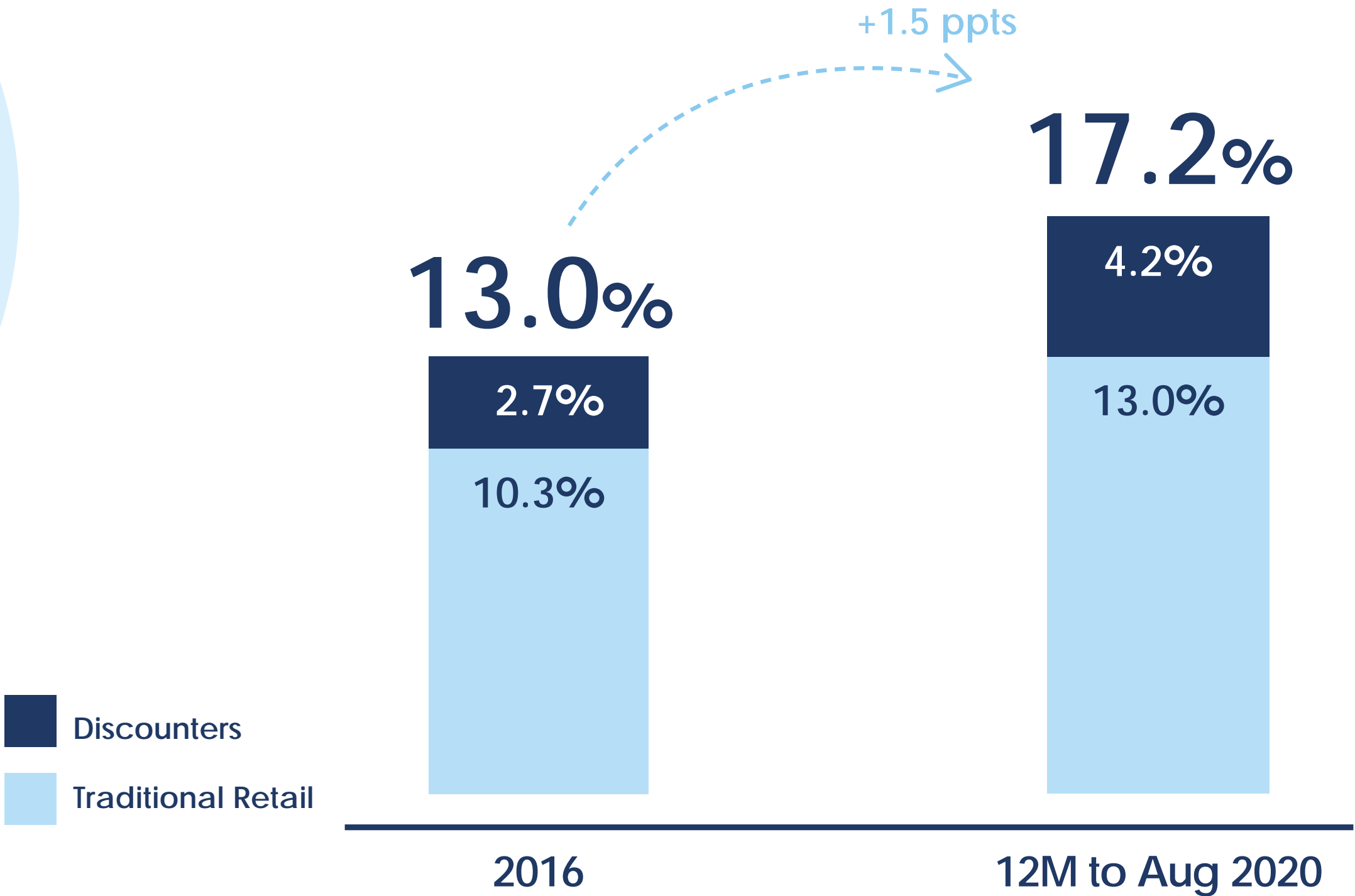


As a Result, We Gained Market Share Across Discounters and Traditional Grocers



iglo Market Share, Value Category Footprint

Source: Nielsen, Retail Panel



Discover
delicious food
in the freezer



Easy
inspiration for
a vegetarian
meal



Delicious
meatless

Ready
in
minutes

