

# Supply Chain Value Creation

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**Jason Musk**

Chief Supply Chain Officer





# Nomad Foods Supply Chain Overview

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## Manufacturing



**3,300**

Factory Employees

**13**

Factories



## Procurement



**7,300**

Raw Materials

**44**

Employees



## Distribution

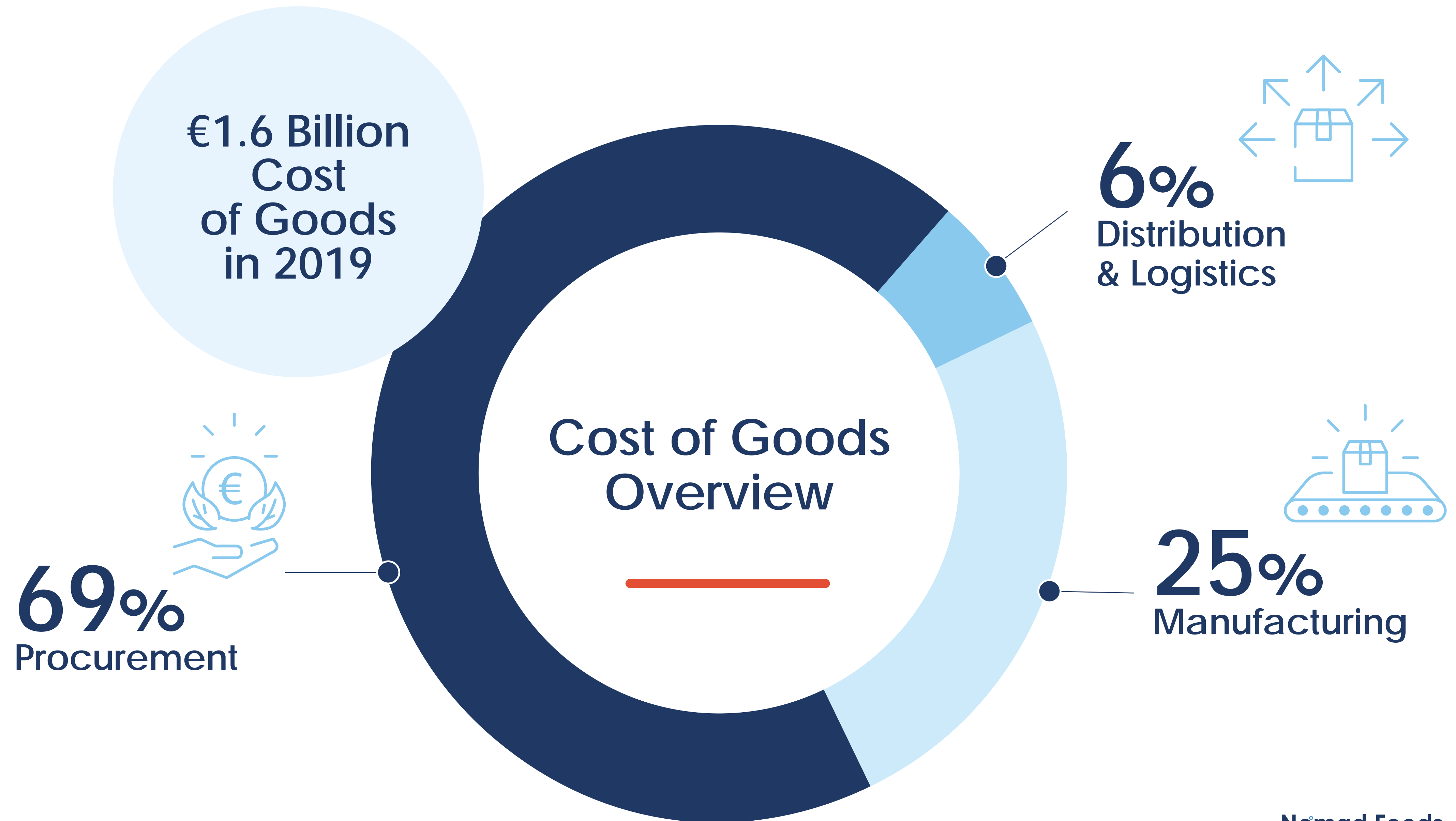


**1.7M**

Pallets Moved

**3,000**

Customer Locations





# We Are One of the Largest Buyers of White Fish in the World with a Global Sourcing Footprint

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Over  
**€ 450 M**  
**SPEND ON FISH**  
from across the world's  
oceans supporting  
40% of revenues

**96%**  
**SUSTAINABLY  
SOURCED**  
via certified fisheries  
(MSC, ASC)





# We Manage Relationships with Over 700 Farmers Across Europe

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**MANAGE  
RELATIONSHIPS**  
with over 700 farmers,  
growing 17,000 hectares  
of vegetables

Global Centre  
of Excellence for  
**PEA BREEDING**  
with exclusive  
varieties

Awarded  
**FSA GOLD LEVEL**,  
the first UK farm  
management group  
and first globally  
in frozen





# A High Performing Manufacturing Network



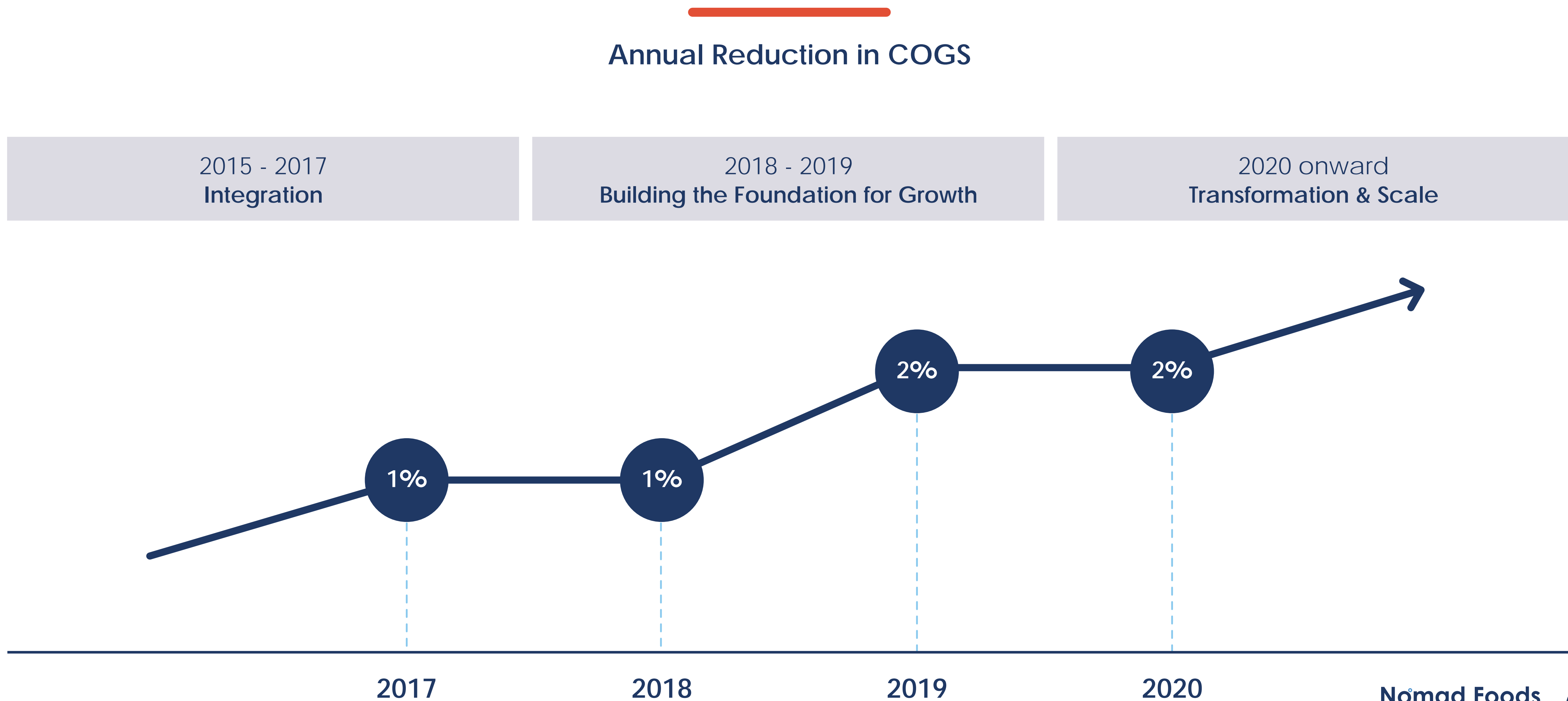
Scale & efficiency delivered via four flagship sites producing over 400k tonnes per annum

Agility & flexibility via satellite sites & an extensive co-pack network

Strategically positioned to serve our markets & customer base

Highly utilised network, including the world's largest frozen fish factory

# Supply Chain has Improved Significantly under Nomad Ownership







>2%

Annual reduction  
in cost of goods

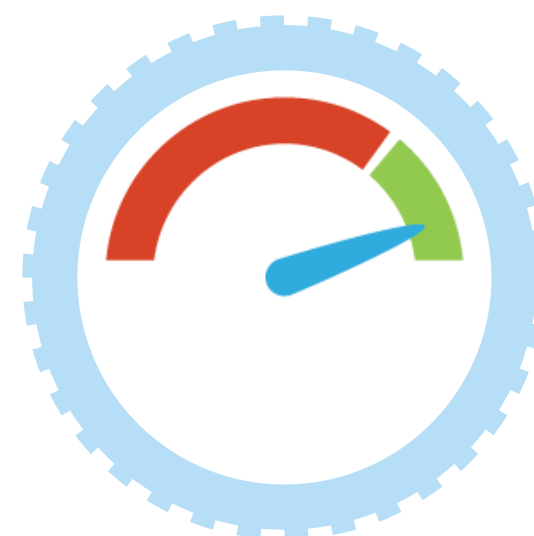
## Supply Chain Productivity will Enable Nomad's Goal of Accelerating Growth

Procurement

Manufacturing

Distribution  
& Logistics

Network  
Optimization



Fuel for  
Growth



Operational  
Excellence



Logistics  
Excellence



Network Design  
Excellence



# Supply Chain, in Summary

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Supply chain is an expansive and complex organization within Nomad Foods

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We have a clear productivity plan in place and know which levers to pull

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We have a good track record behind us

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More to come in the future