



**Nōmad Foods**

# CAGNY

Investor Presentation

February 23, 2023

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Given these risks and uncertainties, prospective investors are cautioned not to place undue reliance on forward-looking statements. Other than in accordance with its legal or regulatory obligations, the Company is not under any obligation and the Company and its affiliates expressly disclaim any intention, obligation or undertaking to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. This Presentation shall not, under any circumstances, create any implication that there has been no change in the business or affairs of the Company since the date of this Presentation or that the information contained herein is correct as at any time subsequent to its date. No statement in this Presentation is intended as a profit forecast or estimate.

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# Company Overview

**Stéfan Descheemaeker**

Chief Executive Officer

# Nomad Foods is the Most Attractive Growth Story in Global Frozen Food

**1** Market leader in European Frozen Food, a category which leads FMCG on Health and Sustainability

**2** Dynamic portfolio of leading brands in important staples like frozen fish and vegetables as well as growing segments like Plant Protein

**3** Strong free cash flow available for accretive capital allocation (M&A, share buyback)

**4** Consistent organic growth with strong top and bottom line contributions from strategic acquisitions

**5** An established track record of winning in the market while delivering excellent financial performances

**6** A proven value-creating acquisition model supported by a highly effective integration execution

Nomad consistently delivers organic sales growth, strong cash flows, accretive M&A, and share buyback for double-digit EPS expansion

# Nomad Foods

## Company Overview

€3 billion  
REVENUES

19  
NUMBER OF  
PRODUCTION  
FACILITIES

>8,000  
COMPANY  
EMPLOYEES

3%  
AVERAGE ORGANIC  
REVENUE GROWTH PER  
YEAR 2016-2022

12%  
ADJUSTED EPS  
CAGR  
2016-2022

A Portfolio  
of Europe's Leading  
Frozen Food Brands



# Nomad Foods European Footprint

SEPTEMBER 2021

**Acquisition of Fortenova's  
Frozen Food Business**

DECEMBER 2020

**Acquisition of Findus Switzerland**

APRIL & JULY 2018

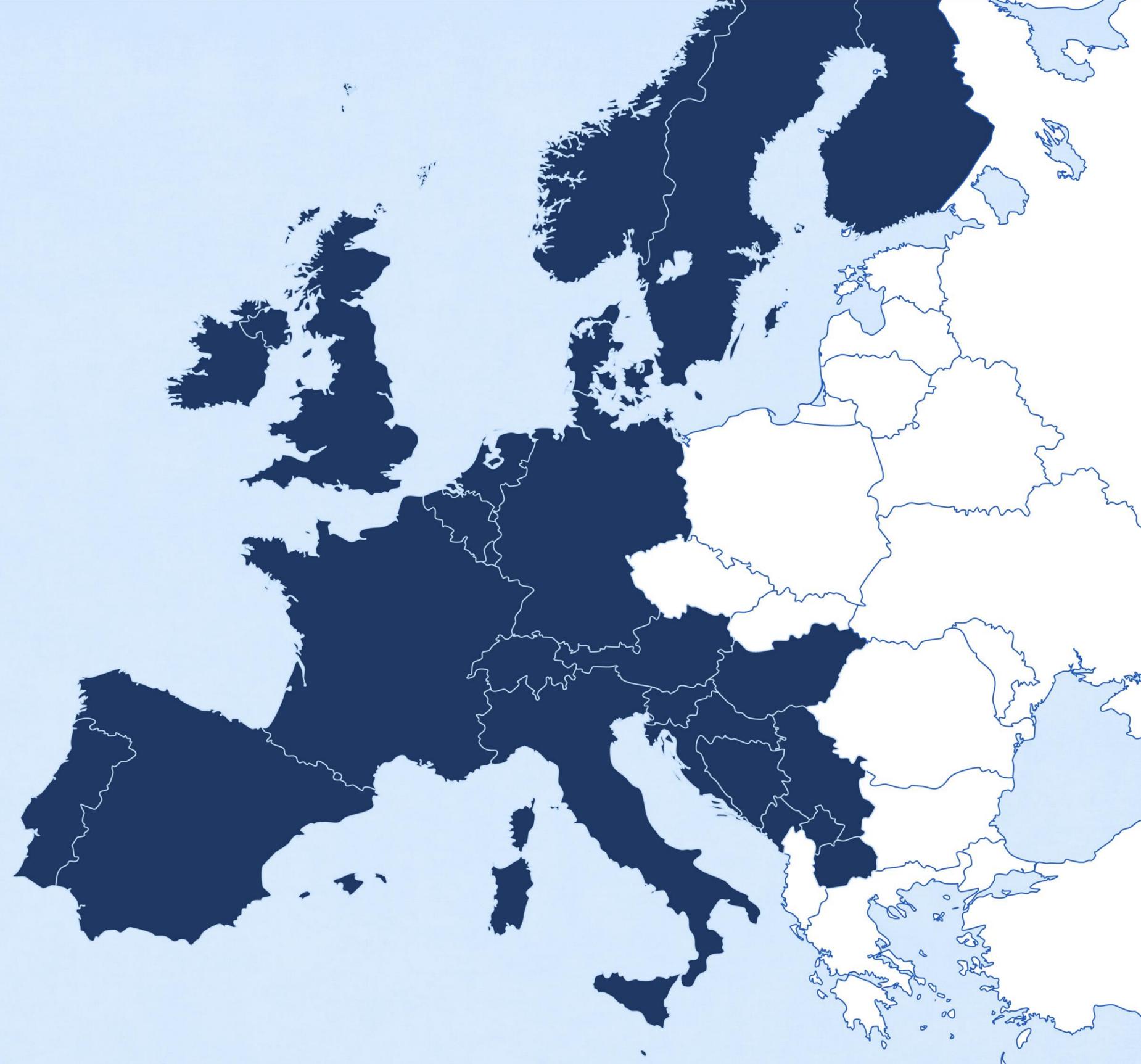
**Acquisition of Goodfella's  
and Aunt Bessie's**

NOVEMBER 2015

**Acquisition of Findus Group**

JUNE 2015

**Initial acquisition of the Iglo Group**



**22**  
COUNTRIES

**8,000**  
EMPLOYEES

**8**  
CATEGORIES

**€3bn**  
TURNOVER

# Fun Facts About Nomad Foods

The **2.5 BILLION FISH FINGERS** we produce annually would stretch around the world five and half times

Last year, **THE UK REMOVED 193 TONS OF MATERIAL FROM ITS PACKAGING** – this is the equivalent to 16 London double-decker buses

We have **THE LARGEST FISH FACTORY IN THE WORLD** in Bremerhaven and **THE LARGEST HERB FIELD IN EUROPE** in Reken

Our King Majestic Ice Cream was recently voted **BEST ICE CREAM\* IN THE WORLD**

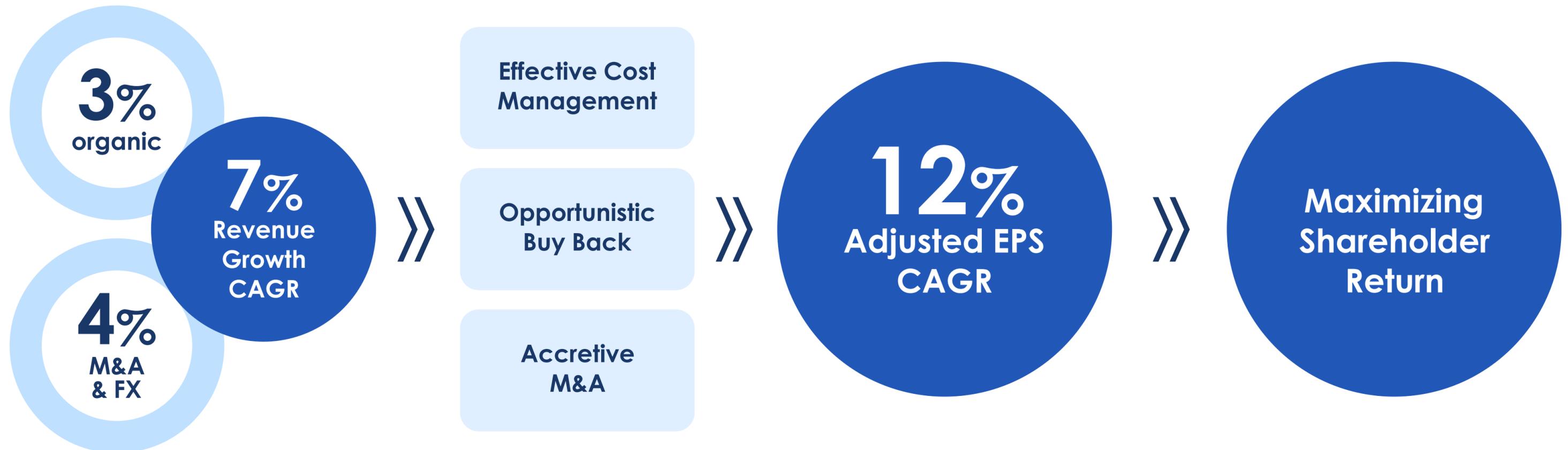
Our UK pea harvest will create **TWO BILLION PORTIONS OF PEAS THIS YEAR** and our spinach goes from field to frozen in less than three hours

Finally, **ONLY MCDONALD'S RIVALS NOMAD** as the largest fish processor

# Double-digit Adjusted EPS Built on Consistent Organic Sales Growth, Disciplined Cost Control and Effective Capital Allocation

6-year historical performance

2016-2022



# Nomad Generates Strong Free Cash Flow to Fund Accretive Capital Allocation

**Total Adjusted Free Cash Flow**

2016-2022

**€1.7bn**

**Average Adjusted Cash Flow Conversion**

2016-22

**108%**

**Average Free Cash Flow as % of Sales**

2016-2022

**11%**

# Iconic Brands with High Brand Awareness



**Birds Eye**  
REAL FOOD, SIMPLY MADE

10 Fish Fingers  
COD

Sustainable sourcing is in our DNA, with our portfolio being 100% MSC Certified. That's what makes us the largest frozen brand in the UK when it comes to sustainable seafood. Together we can preserve ocean life and help protect fish stocks for future generations.

**MSC UK AWARDS WINNER 2020**

Winner of the MSC UK Frozen Brand of the Year award for the 7th consecutive year



**Birds Eye**  
**Green Cuisine**  
powered by plants

discover **MEAT-FREE** in the **FREEZER**

**Birds Eye**  
**GREEN CUISINE**  
powered by plants

**MEATBALLS**

**2x BURGERS**



EASY, PEASY  
**FRESH & FREEZY**

**Birds Eye**  
**EAT IN FULL COLOUR**

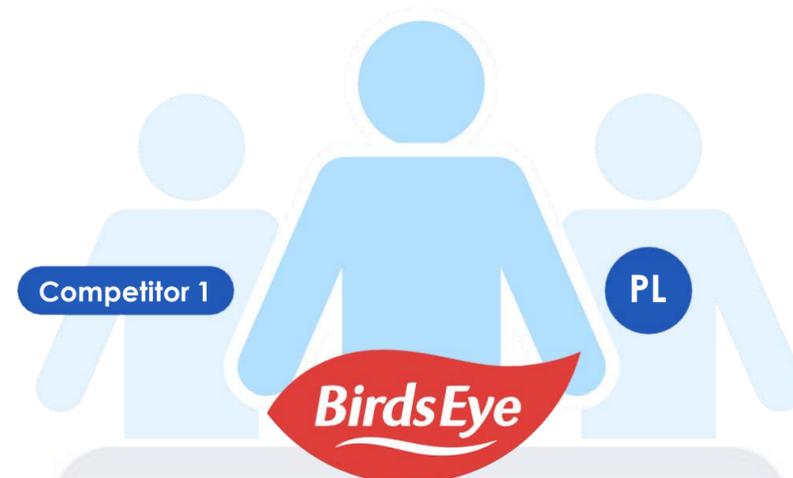


**iglo**  
**VEGGIE BOWLS**  
**BULGUR**

# Our Commercial Strategy Combines Great Products, Outstanding Communication and World Class Brands

## We have Superior Products

The n°1 driver on repeat is product superiority



**57%**

of our Must Win Battles products are preferred on taste versus competition

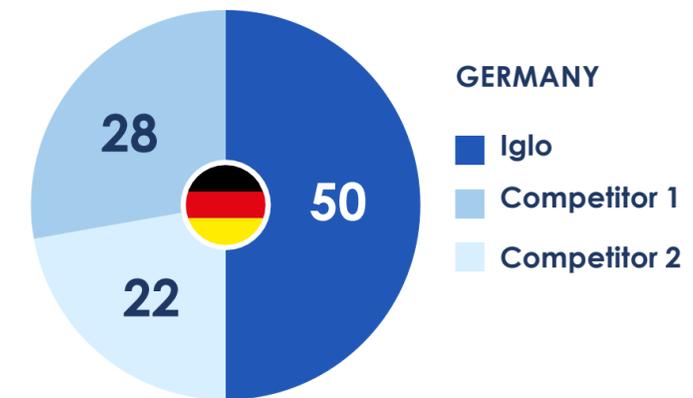
## We have Great Communications



Source: Nomad/System1

## We have The Most Relevant Brands

Brand Equity Score



Source: Nomad/ Deloitte

# A Portfolio and Strategy Anchored in **MUST WIN BATTLES**

Key Facts  
About our  
MWB portfolio:

**70%**  
of total sales

**5%**  
annual organic revenue  
growth since 2017

**40%**  
market share\*



\*includes Adriatic region and within MWB categories

# Driven by Strategic Acquisitions, We Have Grown Nomad Sales >50%, EBITDA >60%, and Doubled Adjusted EPS Since 2016



2015

Acquisition for approximately €700 million



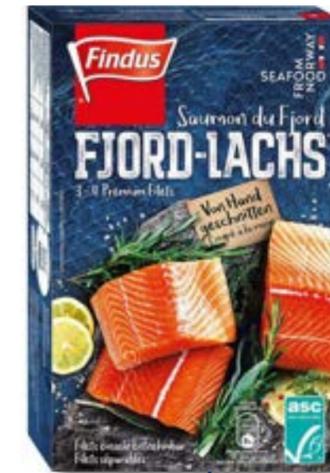
2018

Acquisition for approximately €225 million



2018

Acquisition for approximately €240 million



2020

Acquisition for approximately €110 million



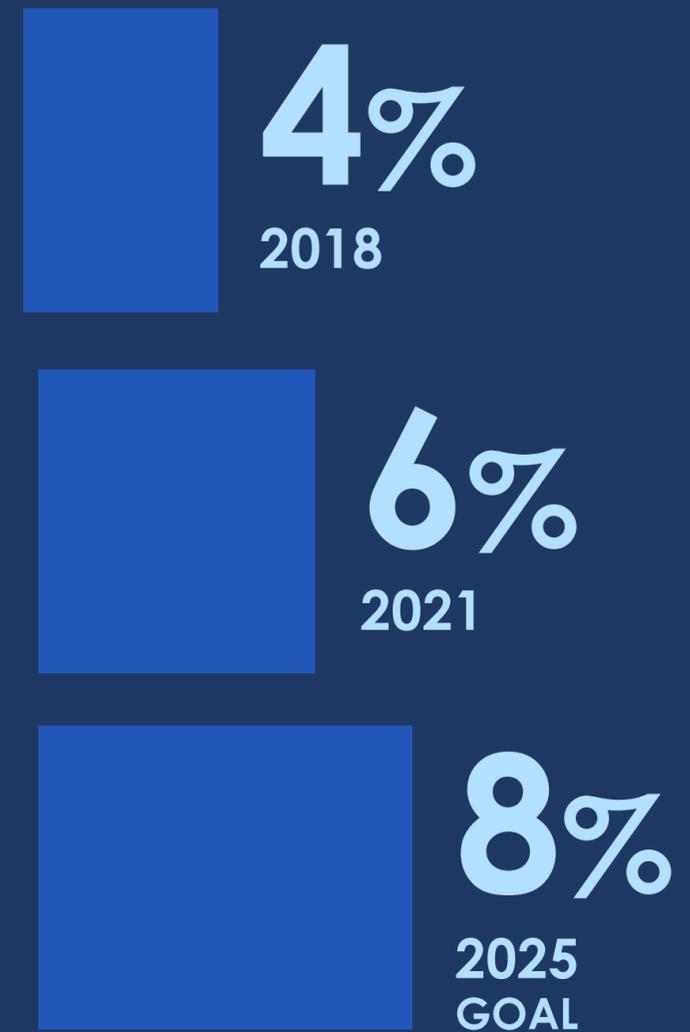
2021

Acquisition for approximately €615 million



# Growing Contribution from INNOVATION

Innovation  
as a % of Sales



Note: Innovation defined as new products introduced within the past two years

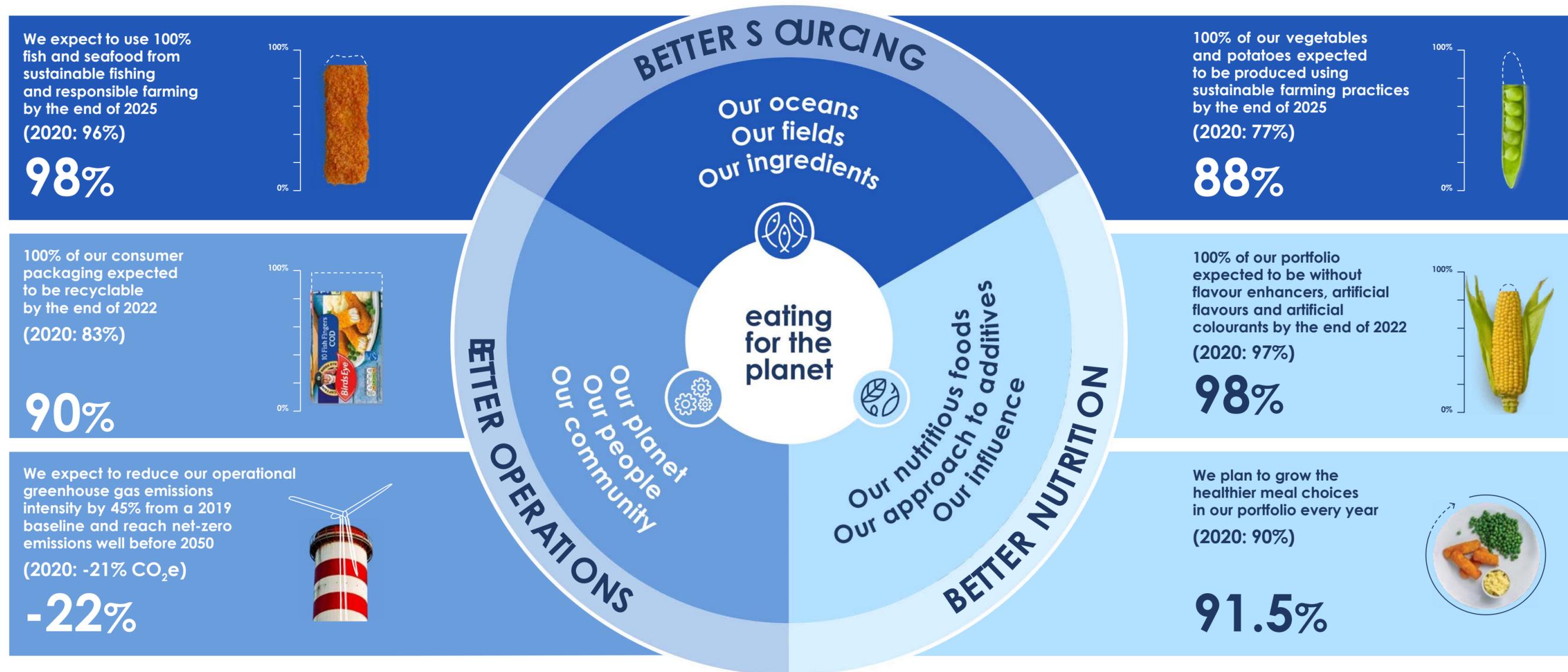
# Green Cuisine is Outperforming Competitors, Gaining Share & Challenging for Market Leadership

## European Meat-Free Frozen Food

3-year CAGR Growth 2020-2022



# ESG is Becoming More Crucial for Investors, and We are Raising our Game



# Nomad is at the Cutting Edge of Key Consumer Trends



**CONVENIENCE AND  
AFFORDABILITY**



**PLANT  
PROTEIN**



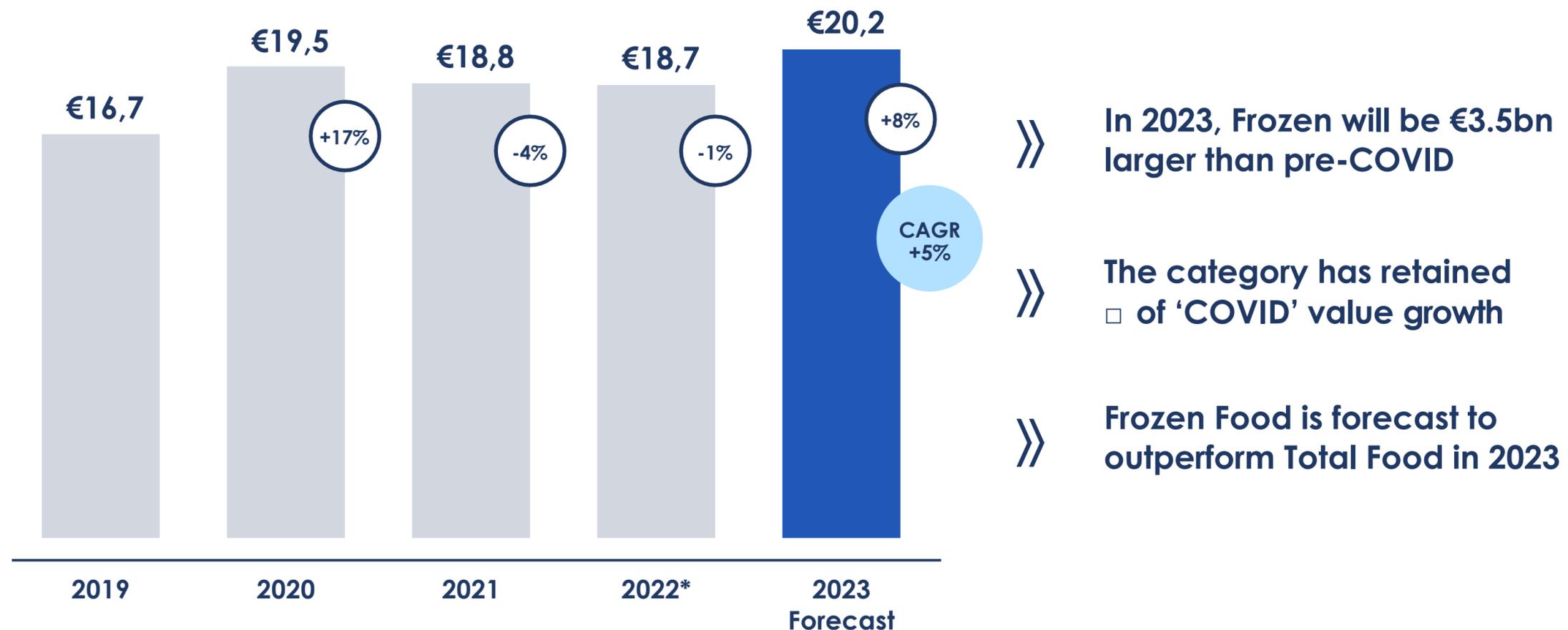
**HEALTH AND  
SUSTAINABILITY**



**TASTE AND  
NUTRITION**

# Frozen is Expanding its Post-COVID Consumer Gains across Europe

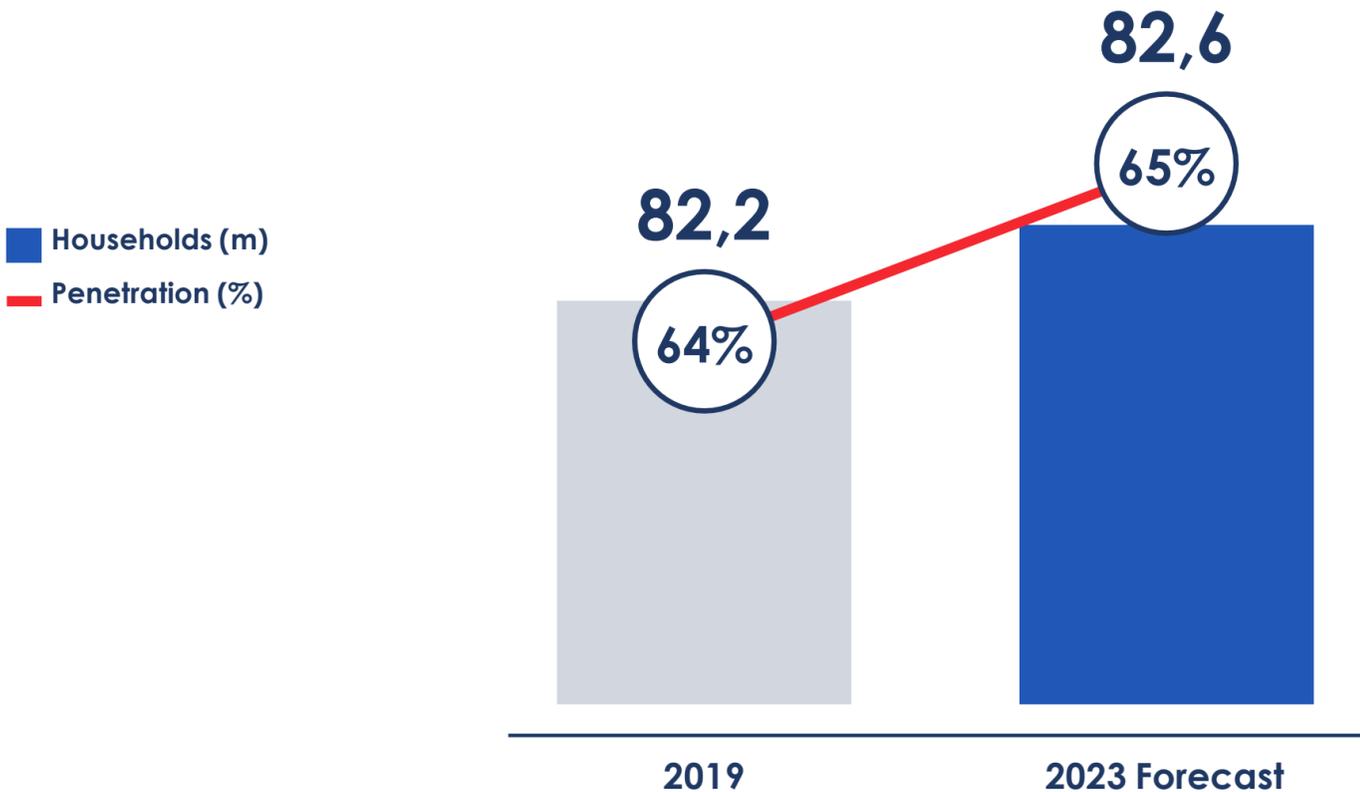
## Total Savory Frozen Category – Value (BN) and % Change



\*Total Food FY22 projection, Category Footprint YTD 22  
Source: Nielsen/IRI Category Footprint excl. Adriatic region

# We Have Added Nearly 500,000 Households While Increasing Our Overall Penetration Levels Since Covid

Nomad Savory Frozen Household Penetration % 52 weeks\*



- » We have expanded our consumer reach since the pandemic
- » We expect nearly 83m households will consume our products in 2023
- » Household penetration has increased by 1% since COVID

Source: Europanel Q3 22. \*Nomad Top 5 markets (UK, Germany, Italy, France, Sweden)

# We Have the Right Plans to Meet New Challenges in 2023

## IN 2022 WE SUCCESSFULLY

**Secured our  
long-term fish supply**

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**Leveraged our supply chain  
to address volatile markets despite  
unprecedented cost increases**

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**Priced to close the gap with inflation**

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**Refinanced our debt portfolio  
to extend our maturities  
to 2028/29**

## IN 2023 WE PLAN TO

**Strengthen our  
brands while adding to  
our consumer value and  
affordability propositions**

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**Leverage our world-class supply  
chain to help fund topline growth**

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**Execute Revenue Growth  
Management (RGM) strategies  
to maximize our portfolio and  
recoup 2022 & 23 costs**

# Our 2023 Commercial Strategy will Maximize Portfolio Value, Helping Offset Costs while Meeting Consumer Needs

## REFRAME AFFORDABLE CORE

Innovate & renovate to offer convenient, affordable solutions to consumers

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Grow Nomad share versus Private Label

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Preserve brand value at all costs

## LEVERAGING GROWING OCCASIONS

Capture new in-home occasions with 'fakeaway' meal deals positioned to replicate takeaways

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Develop convenient Ready Meals as consumers 'hybrid' work & eat from home post-COVID

## TURBOCHARGE EXISTING MUST WIN BATTLES VALUE PORTFOLIO

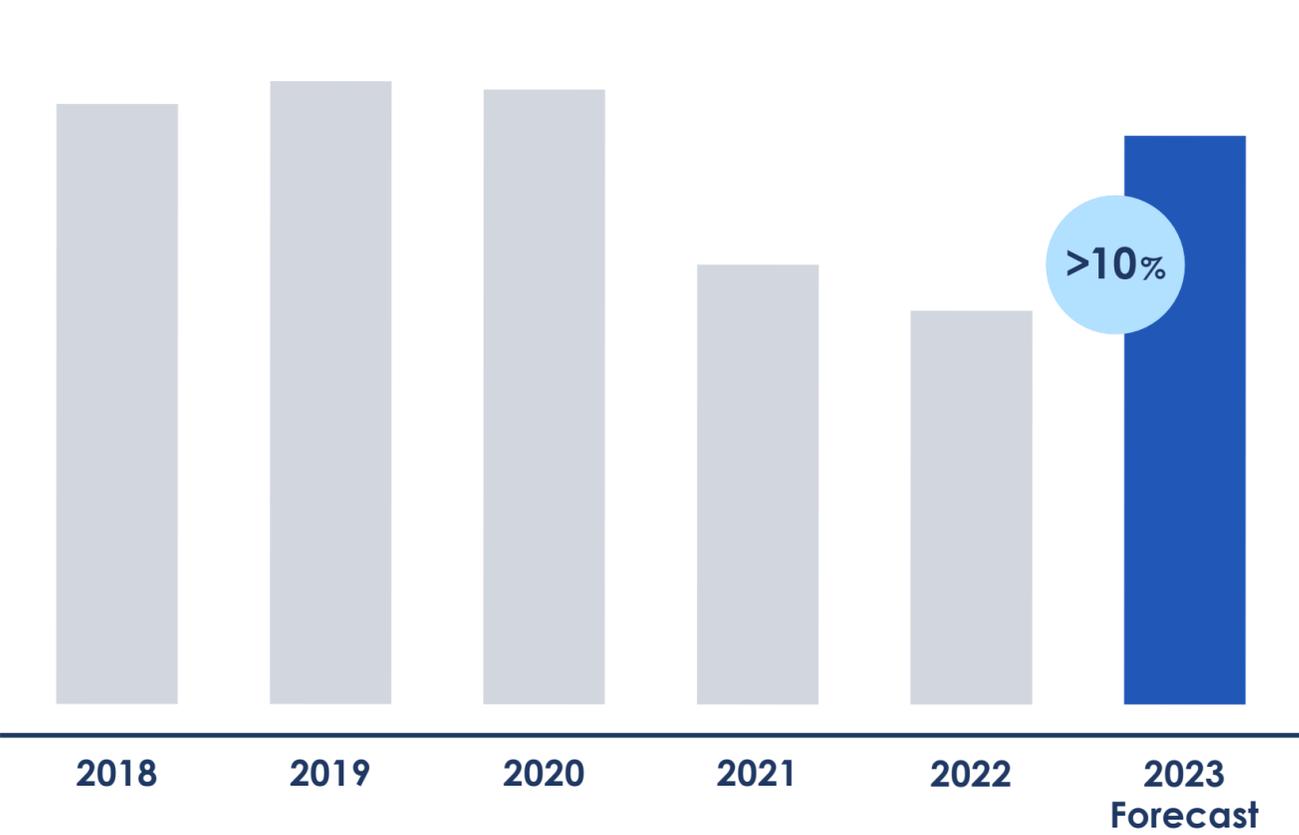
Invest in affordable categories that will benefit from increased consumer stress (chicken, pizza, potatoes)

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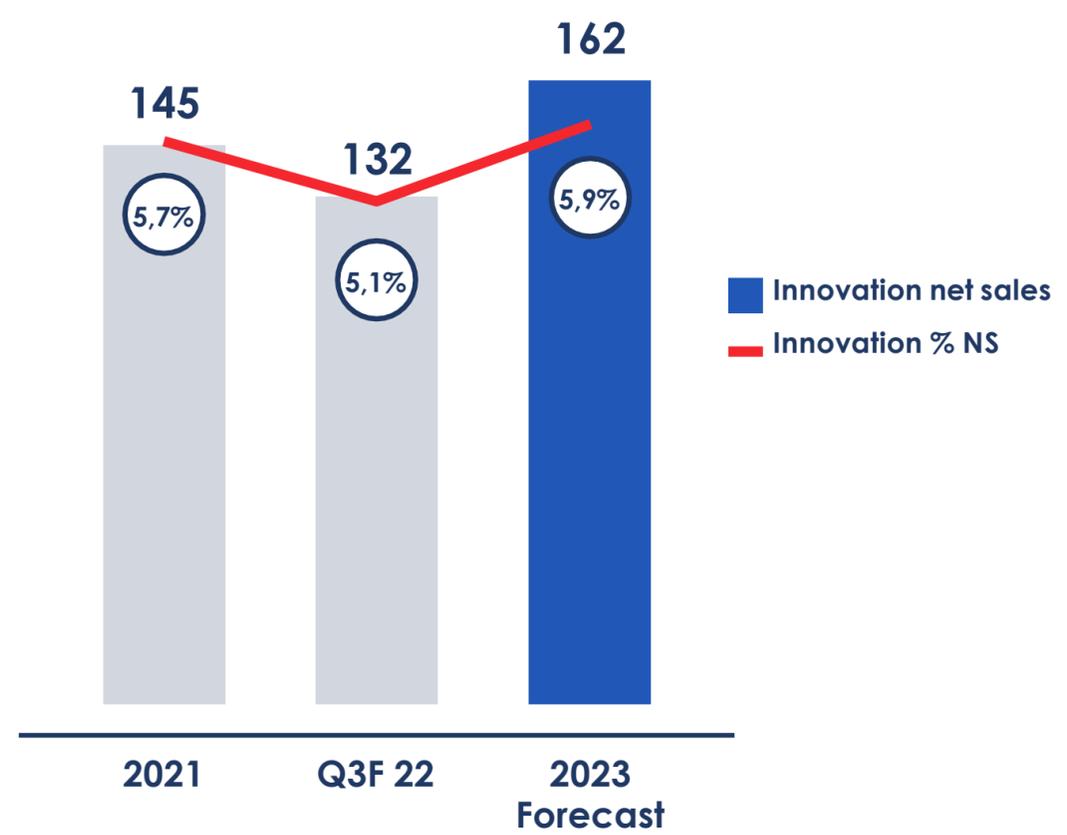
Support the local Must Win Battles that are well placed to capture these consumer in-flows

# Enhanced Media investment and Product Innovation Will Drive Success in the Market

### Nomad Foods Media Spend Evolution



### Nomad Foods Innovation NS & % of NS



# Our Supply Chain is Evolving Rapidly, Lowering our Costs and Fueling Growth

## 2022 Challenges

Inflation up nearly €300m,  
an unprecedented 10x increase

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Disrupted global supply chains coming out of  
COVID lockdowns, war in Ukraine, bad harvests,  
logistics disruptions, labour shortages

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Product scarcity and supply chain  
deterioration (fish especially)

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Easing COVID restrictions in Europe, supply  
chain constraints, retailer dislocations, volume  
elasticity in response to price increases



## 2023 Strategic Response

Focus on People Safety,  
Food Safety and Talent

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Supply for Resilience and Scarcity

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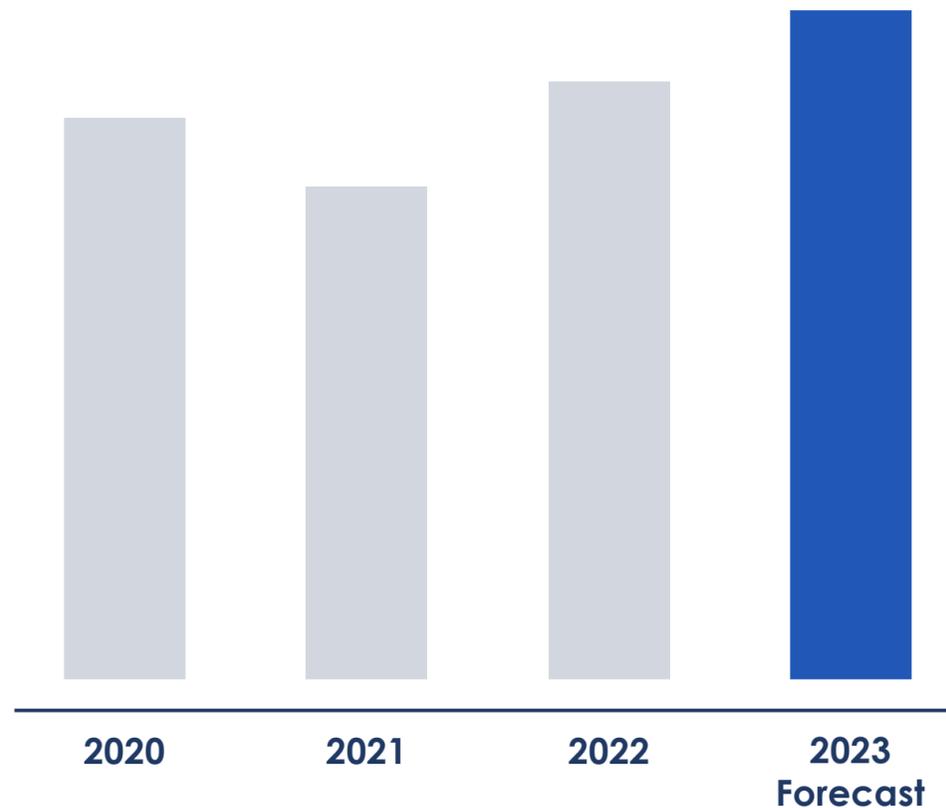
Manage for High Inflation  
and Increased Productivity

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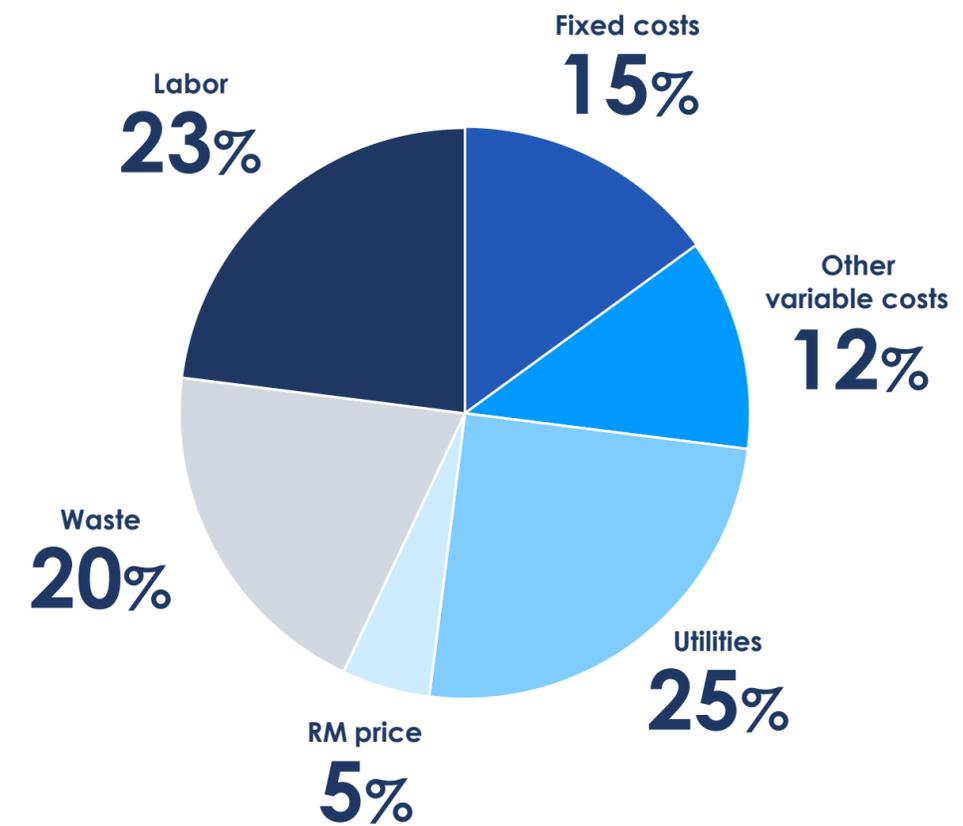
Deliver End to End  
Operations Excellence

# Manufacturing Savings will come from a Variety of Sources, Providing Cash for Reinvestment

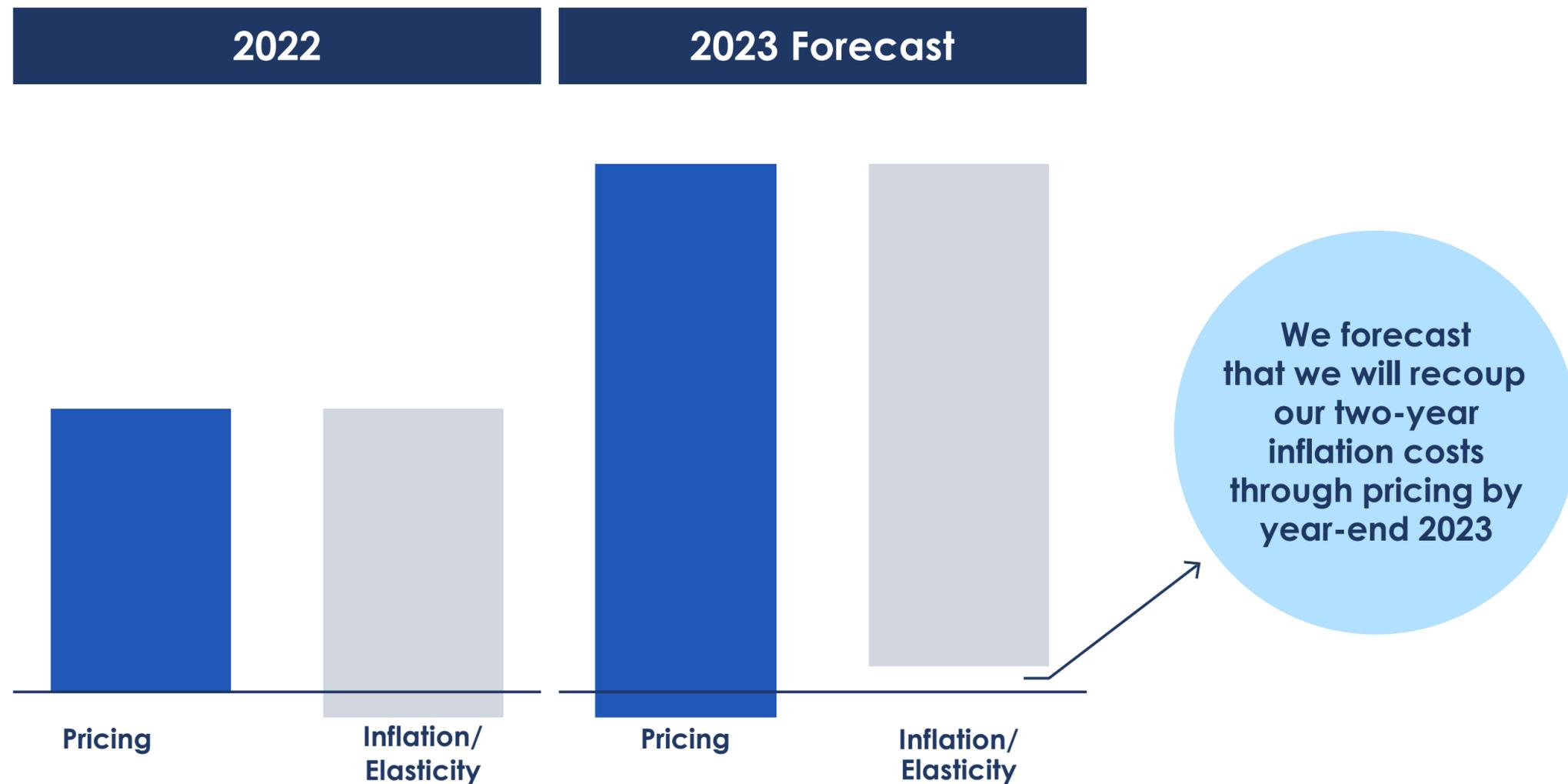
### Nomad Foods Manufacturing Savings Evolution



### Nomad Foods Sources of Savings, 2023



# Pricing will Focus on Recouping our Costs and Funding Investment and Innovation



# **Our Revenue Growth Management (RGM) Program Will Maximize Sales Growth by Applying Disciplined Analytics**

**We will protect and grow our brands versus private  
label through improving RGM execution**

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**We have a clear process map to build & execute our plan to deliver  
optimized sales value versus volume, fueling sustainable share & profit growth**

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**Our long-term RGM plans will create balanced, sustainable organic  
growth, ensuring we can further invest in our strategic capabilities**



# Financial Perspective

**Samy Zekhout**

Chief Financial Officer

# We Achieved Another Strong Year of Growth in 2022

**+13%**

Revenue  
Growth

**+8%**

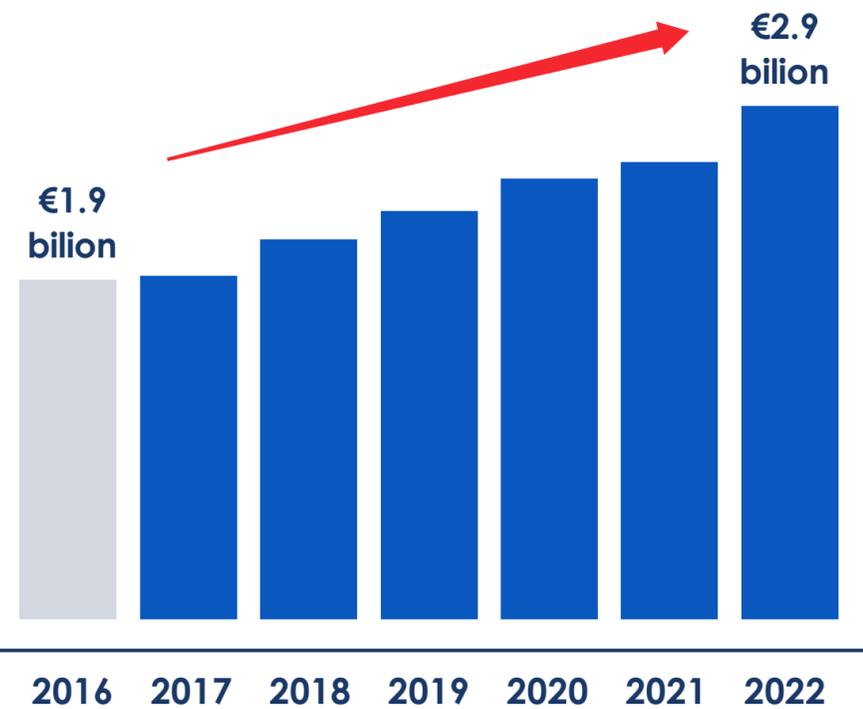
Adjusted EBITDA  
Growth

**+8%**

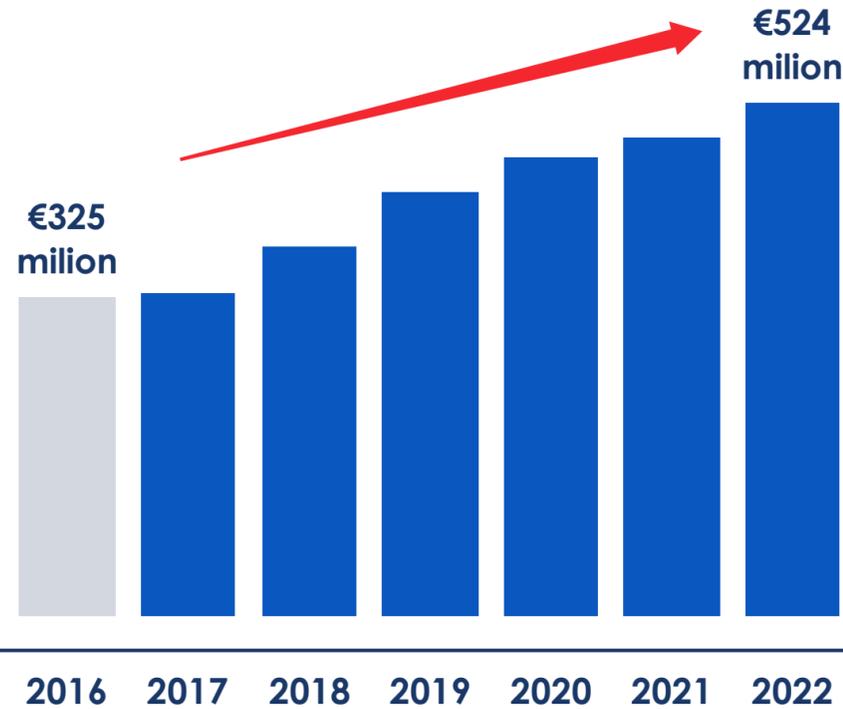
Adjusted EPS  
Growth

# 2022 Marks the Sixth Consecutive Year of Record Financial Performance

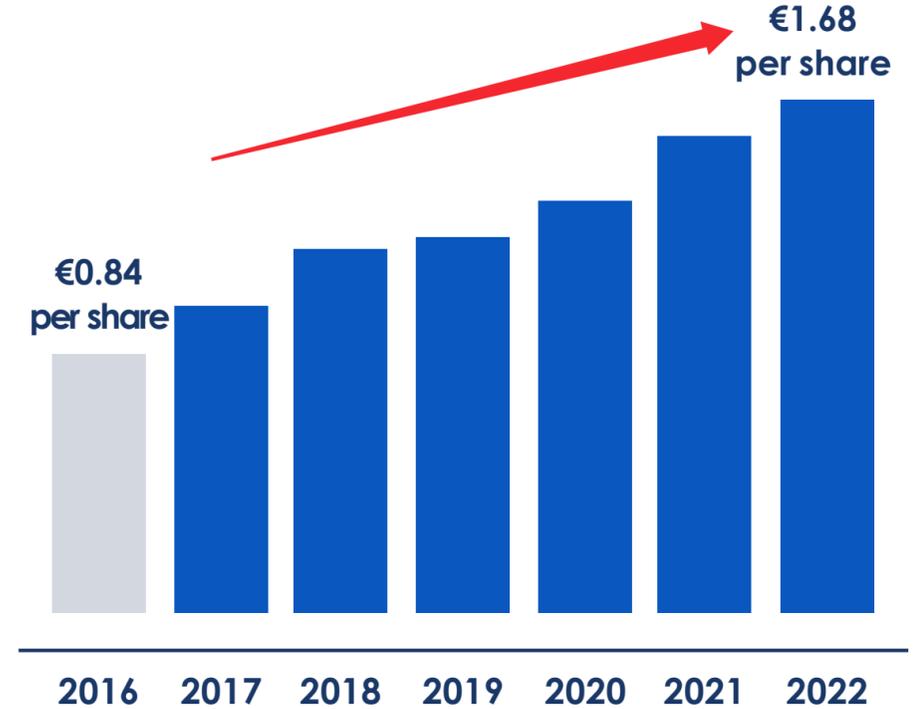
Revenues  
7% CAGR



Adjusted EBITDA  
8% CAGR



Adjusted EPS  
12% CAGR

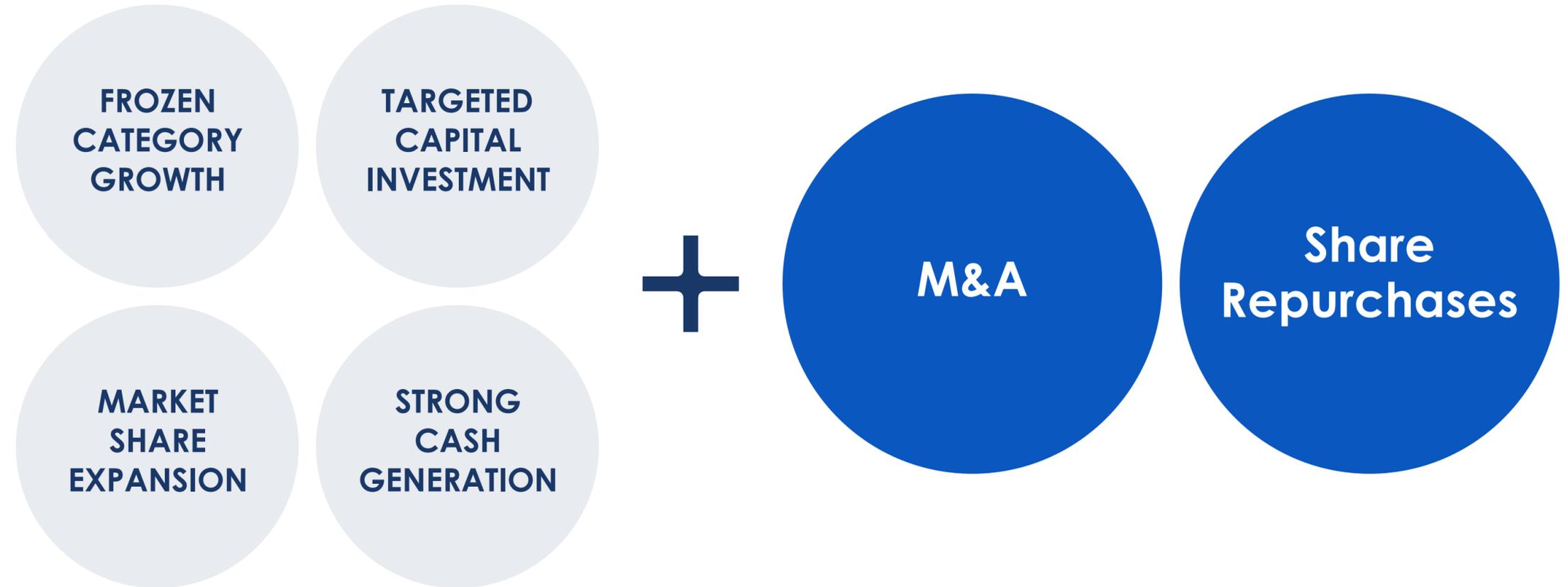




# Growth Levers

## Organic Growth

## Accretive Capital Deployment



**Approximately €2.2 Billion of Capital Deployed Towards Share Repurchase and Acquisitions Since 2017**

# Establishing 2023 Guidance

Total Revenue



Cash Flow Conversion



Adjusted EPS



\*2023 EPS guidance range converted to USD, the currency in which Nomad Foods shares trade, for illustrative purposes and based on USD/EUR FX rate of 1.07 as of February 17<sup>th</sup>, 2023

# To Meet Our Long-term Goals, We Will Execute the Following Strategies:

Excel in our “Must Win Battles”



Look for Accretive Acquisitions



Leverage Revenue  
Growth Management



Protect Product Supply



Innovate for Affordability



Accelerate Green Cuisine



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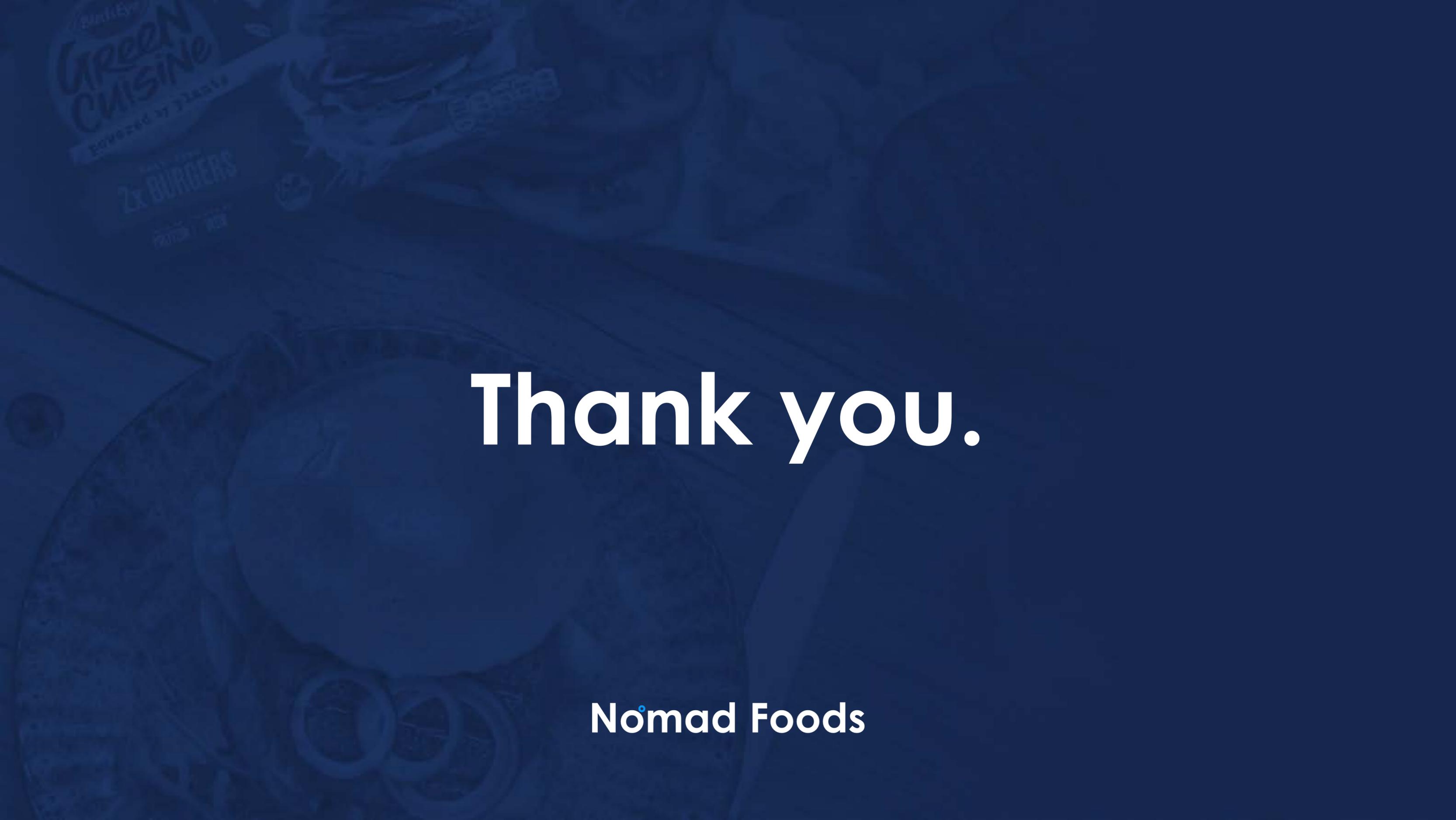
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**Thank you.**

**Nomad Foods**



**Questions?**

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