



# Nomad Foods

FIRST QUARTER 2024

# Earnings Results

May 9, 2024



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Certain statements and matters discussed in this Presentation may constitute forward-looking statements. Forward-looking statements are statements that are not historical facts and may be identified by words such as “aim”, “anticipate”, “believe”, “continue”, “estimate”, “expect”, “intend”, “may”, “should”, “strategy”, “will” and words of similar meaning, including all matters that are not historical facts. This Presentation includes forward-looking statements about the Company’s: (i) future operating and financial performance, including its expectations regarding sales trends, margins, capital expenditures, market share performance, and its 2024 guidance with respect to revenue growth, organic revenue growth, volume growth, adjusted free cash flow conversion, Adjusted free cash flow, Adjusted EBITDA, Adjusted EBITDA growth, Adjusted EPS, and Adjusted EPS growth, (ii) commercial and financial goals, (iii) expectations regarding cash flows and sustainable, long-term growth, (iv) expectations regarding increasing investments in A&P, (v) expectations regarding the Company’s future success and growth potential in 2024 and beyond, (vi) expectations regarding inflation, volume, and ability to rebuild margins, (vii) the strength and benefits of its supply chain, (viii) ability to regain volume and market share momentum, including capturing a greater share of the frozen food market, (ix) strategic goals for the remainder of 2024, (x) expectations regarding moderating costs, increasing productivity, higher margin mix and optimized promotions, (xi) expectations regarding its capital allocation strategy, (xii) ability to develop a balanced mix of pricing and volume, (xiii) expectations regarding our key commodities, (xiv) expectations regarding volume growth, including as a result of our renewed flywheel, and (xv) expectations regarding its ability to maximize shareholder returns, including through future dividends and share repurchases. The forward-looking statements in this Presentation speak only as of the date hereof and are based upon various assumptions, many of which are based, in turn, upon further assumptions. Although the Company believes that these assumptions were reasonable when made, these assumptions are inherently subject to significant known and unknown risks, uncertainties, contingencies and other important factors which are difficult or impossible to predict and are beyond its control.

These statements are not guarantees of future performance and are subject to known and unknown risks, uncertainties and other factors that could cause actual results to differ materially from those expressed or implied by such forward-looking statements, including: (i) the Company’s ability to effectively mitigate factors that negatively impact its supply of raw materials, including the conflict in Ukraine; (ii) the Company’s ability to successfully mitigate inflationary changes in the market, (iii) disruptions or inefficiencies in the Company’s operations or supply chain, including as a result of the conflict in Ukraine, and the Company’s ability to maintain the health and safety of its workforce; (iv) the Company’s ability to successfully implement its strategies (Including its M&A strategy) or strategic initiatives and recognize the anticipated benefits of such strategic initiatives; (v) the commercial success of the Green Cuisine brand of products, including as a result of its expansion into continental Europe, and other innovations introduced to the markets and the Company’s ability to accurately forecast the brands’ performance; (vi) the Company’s ability to effectively compete in its markets, including the ability of Green Cuisine to effectively compete in continental Europe; (vii) changes in consumer preferences, such as meat substitutes, and the Company’s failure to anticipate and respond to such changes or to successfully develop and renovate products; (viii) the impact of a pandemic on the Company’s business, suppliers, co-manufacturers, distributors, transportation or logistics providers, customers, consumers and employees; (ix) the effects of reputational damage from unsafe or poor quality food products; (x) increases in operating costs, including labor costs, and the Company’s ability to manage its cost structure; (xi) fluctuations in the availability of food ingredients and packaging materials that the Company uses in its products, including as a result of the conflict in Ukraine; (xii) the Company’s ability to protect its brand names and trademarks; (xiii) the Company’s ability to prevent, or remediate, any future cybersecurity incidents; (xiv) the loss of any of the Company’s major customers or a decrease in demand for its products; (xv) economic conditions that may affect the Company’s future performance including exchange rate fluctuations; and (xvi) the other risks and uncertainties disclosed in the Company’s public filings and any other public disclosures by the Company. 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.

Unless otherwise indicated, market and competitive position data in this Presentation has been published by Nielsen or Euromonitor. Given this data has been obtained from industry publications and surveys or studies conducted by third-party sources, there are limitations with respect to the availability, accuracy, completeness and comparability of such data. The Company has not independently verified such data, can provide no assurance of its accuracy or completeness and is not under any obligation to update, complete, revise or keep current the information contained in this Presentation. Certain statements in this document regarding the market and competitive position data are based on the internal analyses of the Company, which involves certain assumptions and estimates. These internal analyses have not been verified by any independent sources and there can be no assurance that the assumptions or estimates are accurate.

This Presentation includes certain additional key performance indicators which are considered non-IFRS financial measures including, but not limited to, organic revenue growth, Adjusted EBITDA, Adjusted EPS, Adjusted EPS growth, Adjusted EBITDA growth, Adjusted EPS growth, Adjusted operating expenses, Adjusted net income, Adjusted Free Cash Flow and Free Cash Flow Conversion. Nomad Foods believes these non-IFRS financial measures provide an important alternative measure with which to monitor and evaluate the Company’s ongoing financial results, as well as to reflect its acquisitions. Nomad Foods’ calculation of these financial measures maybe different from the calculations used by other companies and comparability may therefore be limited. You should not consider the Company’s non-IFRS financial measures an alternative or substitute for the Company’s reported results. For a reconciliation of these non- IFRS financial measures to the most directly comparable IFRS measures, refer to the Appendix to this Presentation. The Company is unable to reconcile, without unreasonable efforts, Adjusted EBITDA and Adjusted EPS guidance to the most directly comparable IFRS measures.

# First Quarter Highlights

- Net sales increased by 1.1%, including seventh consecutive quarter of positive organic growth
- Solid start to the year as volume declines moderated to -2.2%, a significant improvement from -9.7% and -8.0% in 1Q23 and 4Q23, respectively
- Increased focus on our biggest and best opportunities is beginning to pay off as our top 25 must-win-battles posted much stronger growth and margins
- Accelerating growth flywheel fueled by higher A&P spending, data-driven insights, and ongoing growth investments, positioning us for stronger growth through the rest of the year
- As expected, quarterly margins were impacted by balance sheet inventory revaluation; however, underlying margins benefited from moderating costs, higher productivity, and favorable mix
- Reiterate 2024 guidance implying attractive top-tier top and bottom-line growth

# Key Financial Metrics



\*Q1 24 Adjusted EPS 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 May 1, 2024

\*\* Represents a non-IFRS measure. Please see Appendix for a reconciliation of these non-IFRS measures to their directly comparable measures



# Operating Highlights

(in €m unless otherwise noted)	1 Q 2024	1 Q 2023	YoY Change
<b>Revenue</b>	<b>€784</b>	<b>€775</b>	<b>1.1%</b>
Organic revenue growth/(decline)			0.3%
<b>Gross profit</b>	<b>211</b>	<b>224</b>	<b>(6)%</b>
Gross margin	26.9%	28.9%	(200) bp
Adjusted operating expense*	(112)	(100)	11%
Depreciation & amortization	23	22	4%
<b>Adjusted EBITDA*</b>	<b>€122</b>	<b>€146</b>	<b>(16)%</b>
Adjusted EBITDA margin	15.6%	18.9%	(330) bp
Adjusted profit for the period	61	81	(25)%
<b>Adjusted EPS*</b>	<b>€0.37</b>	<b>€0.46</b>	<b>(20)%</b>

\* Represents a non-IFRS measure. Please see Appendix for a reconciliation of these non-IFRS measures to their directly comparable measures

# Free Cash Flow Highlights

(in €m unless otherwise noted)	3 months ended March 31, 2024	3 months ended March 31, 2023
<b>Adjusted EBITDA*</b>	<b>€122</b>	<b>€146</b>
Change in working capital	11	(65)
Capital expenditures <sup>1</sup>	(19)	(21)
Cash taxes	(9)	(10)
Cash interest & other <sup>2</sup>	(56)	(25)
<b>Adjusted free cash flow*</b>	<b>€49</b>	<b>€25</b>
Adjusted profit for the period*	€61	€81
<b>Adjusted free cash flow as % adjusted profit for the period</b>	<b>81%</b>	<b>32%</b>

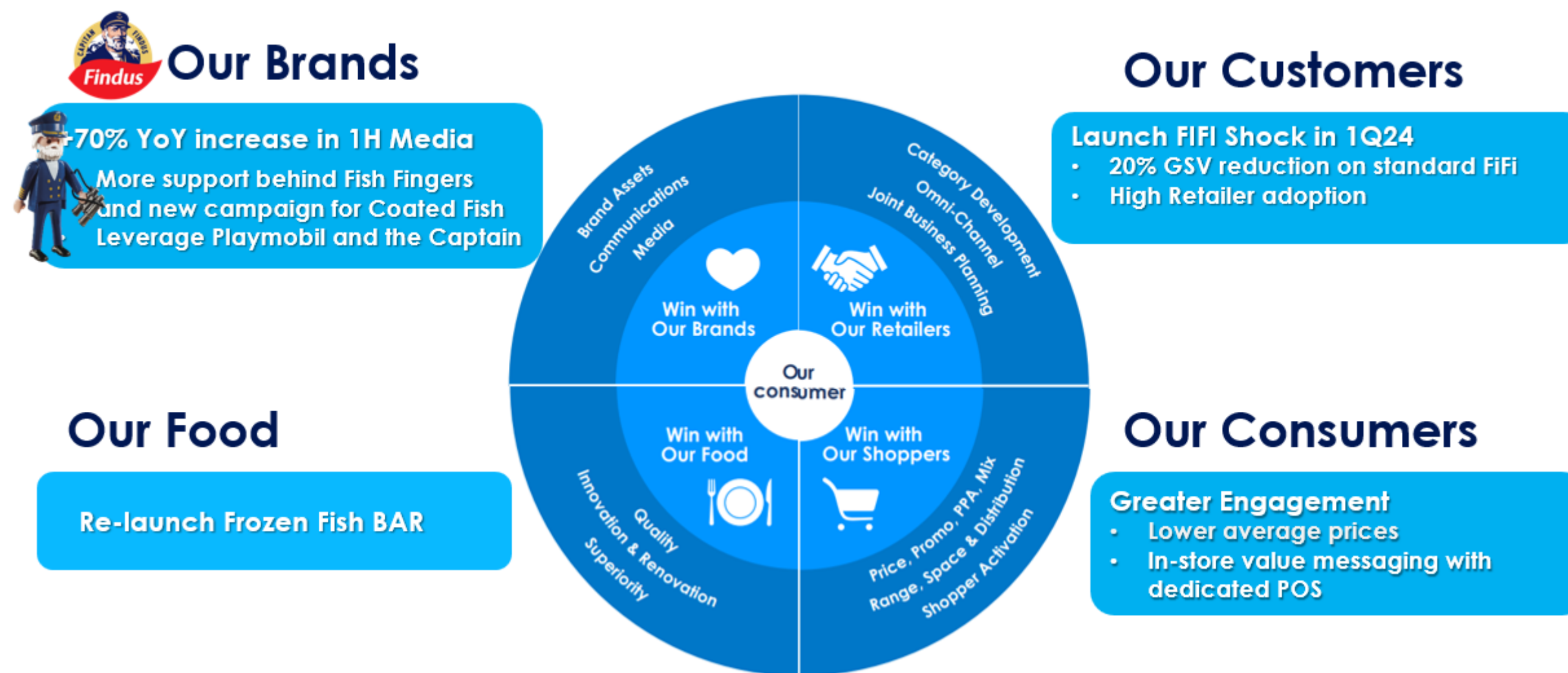
\* Represents a non-IFRS measure. Please see Appendix for a reconciliation of these non-IFRS measures to their directly comparable measures

<sup>1</sup> Calculated as the sum of purchases of property, plant & equipment and intangible non-current assets. ; Calculated as the sum of net interest paid, proceeds/payments on settlement of derivatives and lease liability payments.



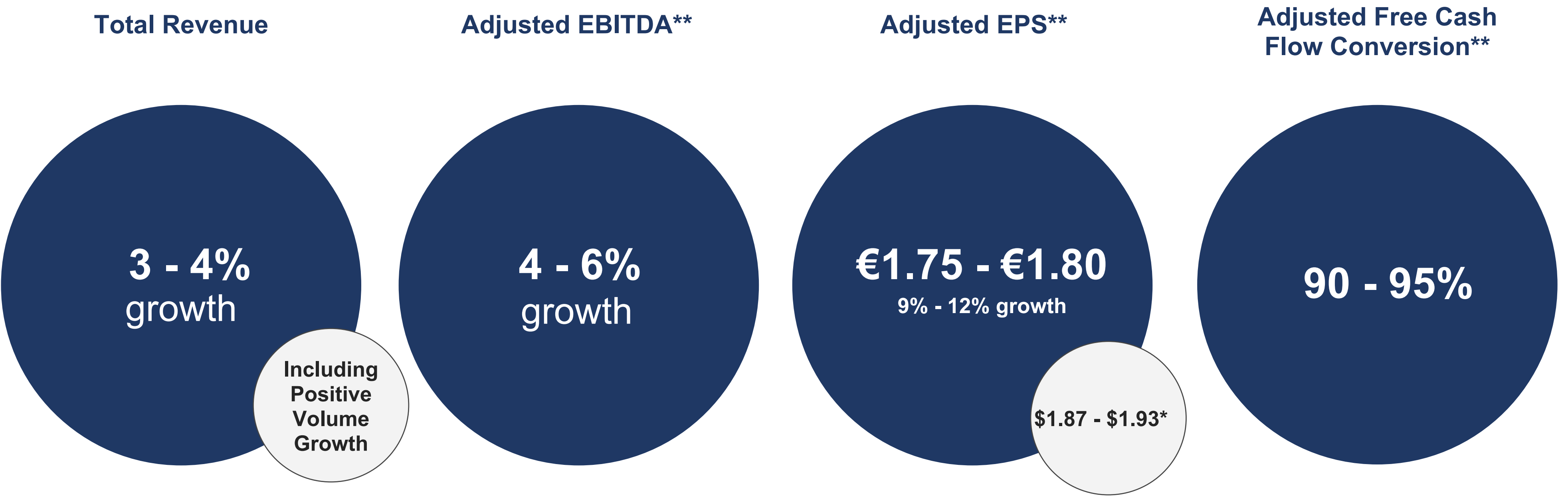
# Accelerating Growth Flywheel in Action

## Full Flywheel Activation for Fish Fingers in Italy - a Core Must Win Battle



- Strong turnaround of the Findus brand in Italy
  - Double digits volume growth and more than 200 basis points share improvement
- Driving total frozen fish category penetration and rate of sales

# With Building Momentum, Reiterating 2024 Guidance



\*2024 Adjusted 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 May 1, 2024.  
\*\*Represents a non-IFRS measure. Please see Appendix for a reconciliation of these non-IFRS measures to their directly comparable measures



# Attractive Organic Long-Term Growth

Enhanced Capital Allocation Expected To Amplify Organic Growth In-Line With Historical Levels

Revenue	EBITDA	EPS	Cashflow
3 - 4%	5 - 7%	7 - 9%	90 - 95%
Revenue growth	*Adjusted EBITDA Growth	*Adjusted EPS Growth	*Adjusted Free Cashflow Conversion
Balanced Price and Vol/Mix Growth			

\*Represents a non-IFRS measure. Please see Appendix for a reconciliation of these non-IFRS measures to their directly comparable measures



**Questions?**



A photograph of a plate of food, possibly a salad or a dish with bread and vegetables, is shown. The image is heavily overlaid with a dark blue color, making the details of the food less distinct. The word "Appendix" is centered over the image in a large, white, sans-serif font.

# Appendix

## Contents

The following tables have been included to allow users to reconcile Non-IFRS financial measures as well as Adjusted financial information included within this presentation to reported IFRS financial measures.

1. Definitions of Non-IFRS financial measures referred to in this presentation.
2. Reconciliation of reported to organic revenue growth/(decline).
3. Reconciliation of Non-IFRS financial measures.



## 1. Definitions of Non-IFRS financial measures referred to in this presentation

Non-IFRS financial measures should not be considered as substitutes for, or superior to, measures of financial performance prepared in accordance with IFRS. They are limited in value because they exclude charges that have a material effect on the Company's reported results and, therefore, should not be relied upon as the sole financial measures to evaluate the Company's financial results. The non-IFRS financial measures are meant to supplement, and to be viewed in conjunction with, IFRS financial measures. Investors are encouraged to review the reconciliation of these non-IFRS financial measures to their most directly comparable IFRS financial measures as provided in the tables accompanying this document.

Adjusted EBITDA – EBITDA is profit or loss for the period before taxation, net financing costs, depreciation and amortization. Adjusted EBITDA is EBITDA adjusted to exclude, when they occur, the impacts of exited markets, acquisition purchase price adjustments and exceptional items to the extent included in our financial statements such as material restructuring charges, material goodwill and intangible asset impairment charges, other material unusual or non-recurring items, as well as additional items that management deems to be exceptional and appropriate for adjustment. In addition, we exclude other adjustments such as the impact of share based payment expenses and related employer payroll taxes, and non-operating M&A related costs, because we do not believe they are indicative of our normal operating costs, can vary significantly in amount and frequency, and are unrelated to our underlying operating performance. The Company believes Adjusted EBITDA provides important comparability of underlying operating results, allowing investors and management to assess operating performance on a consistent basis.

Adjusted Profit for the period is defined as profit for the period excluding, when they occur, the impacts of exited markets, acquisition purchase price adjustments and exceptional items such as restructuring charges, goodwill and intangible asset impairment charges, net financing income/(cost) on amendment of terms of debt, interest cost on tax relating to legacy tax audits, foreign exchange translation gains/(losses), foreign exchange gains/(losses) on derivatives, as well as certain other items considered unusual or non-recurring in nature. In addition, we exclude other adjustments such as the impact of share based payment expenses and related employer payroll taxes, and non-operating M&A related costs, because we do not believe they are indicative of our normal operating costs, can vary significantly in amount and frequency, and are unrelated to our underlying operating performance. The Company believes Adjusted Profit after tax provides important comparability of underlying operating results, allowing investors and management to assess operating performance on a consistent basis.

Adjusted EPS - Adjusted EPS is defined as diluted earnings per share excluding, when they occur, the impacts of exited markets, acquisition purchase price adjustments and exceptional items such as restructuring charges, goodwill and intangible asset impairment charges, net financing income/(cost) on amendment of terms of debt, interest cost on tax relating to legacy tax audits, foreign exchange translation gains/(losses), foreign exchange gains/(losses) on derivatives, as well as certain other items considered unusual or non-recurring in nature. In addition, we exclude other adjustments such as the impact of share based payment expenses and related employer payroll taxes, and non-operating M&A related costs, because we do not believe they are indicative of our normal operating costs, can vary significantly in amount and frequency, and are unrelated to our underlying operating performance. The Company believes Adjusted EPS provides important comparability of underlying operating results, allowing investors and management to assess operating performance on a consistent basis.

Adjusted Financial Information – Adjusted financial information presented in this presentation reflects the historical reported financial statements of Nomad Foods, adjusted for share based payment charges including employer payroll taxes, exceptional items (as described above) and non-cash foreign currency translation charges/gain.

Organic Revenue Growth/(Decline) – Organic revenue growth/(decline) is an adjusted measurement of our operating results. This comparison of current and prior period performance takes into consideration only those activities that were in effect during both time periods. Organic revenue reflects reported revenue adjusted for currency translation and non-comparable trading items such as expansion, acquisitions, disposals, closures, trading day impacts or any other event that artificially impact the comparability of our results.

Adjusted Free Cash Flow – Adjusted free cash flow is the amount of cash generated from operating activities less cash flows (i) related to exceptional items (as described above), (ii) non-operating M&A related costs and (iii) working capital movements on employer taxes associated with share based payment awards, plus (i) capital expenditure (on property, plant and equipment and intangible assets), (ii) net interest paid, (iii) proceeds/(payments) on settlement of derivatives where hedge accounting is not applied and (iv) payments of lease liabilities. Adjusted free cash flow reflects cash flows that could be used for payment of dividends, repayment of debt or to fund acquisitions or other strategic objectives.

2. Reconciliation of reported to organic revenue growth/(decline)

Year on Year Growth - March 31, 2024 compared to March 31, 2023

	Three Months Ended March 31, 2024
	YoY Change
Reported Revenue Growth	1.1%
Of which:	
- Organic Revenue Growth/(Decline)	0.3%
- Translational FX (a)	0.8%
Total	1.1%

(a) Translational FX is calculated by translating data of the current and comparative periods using a budget foreign exchange rate that is set once a year as part of the Company's internal annual forecast process.



3. Historical Organic revenue growth/(decline) split by Volume and Price/Mix

YoY change	1Q 2024	FY 2023	4Q 2023	3Q 2023	2Q 2023	1Q 2023	FY 2022	4Q 2022	3Q 2022	2Q 2022	1Q 2022	FY 2021	4Q 2021	3Q 2021	2Q 2021	1Q 2021
Volume	(2.2)%	(10.9)%	(8.0)%	(12.7)%	(12.0)%	(9.7)%	(6.9)%	(8.3)%	(5.6)%	(7.3)%	(6.3)%	(2.4)%	(4.4)%	(0.3)%	(3.2)%	(1.6)%
Price/Mix	2.5%	15.8%	9.9%	14.3%	20.6%	17.7%	8.7%	16.0%	12.8%	4.1%	1.8%	0.3%	(0.1)%	(1.1)%	(1.3)%	3.4%
<i>Organic Revenue Growth/(Decline)</i>	<b>0.3%</b>	<b>4.9%</b>	<b>1.9%</b>	<b>1.6%</b>	<b>8.6%</b>	<b>8.0%</b>	<b>1.8%</b>	<b>7.7%</b>	<b>7.2%</b>	<b>(3.2)%</b>	<b>(4.5)%</b>	<b>(2.1)%</b>	<b>(4.5)%</b>	<b>(1.4)%</b>	<b>(4.5)%</b>	<b>1.8%</b>

## 4. Reconciliation of Non-IFRS Financial Measures

Adjusted Statement of Profit or Loss (unaudited)  
Three Months Ended March 31, 2024

€ in millions, except per share data	As reported for the three months ended March 31, 2024	Adjustments		As adjusted for the three months ended March 31, 2024
Revenue	783.7	—		783.7
Cost of sales	(572.8)	—		(572.8)
<b>Gross profit</b>	210.9	—		210.9
Other operating expenses	(115.4)	3.7	(a)	(111.7)
Exceptional items	(23.5)	23.5	(b)	—
<b>Operating profit</b>	72.0	27.2		99.2
Finance income	5.9	(4.1)		1.8
Finance costs	(36.0)	10.4		(25.6)
<b>Net financing costs</b>	(30.1)	6.3	(c)	(23.8)
<b>Profit before tax</b>	41.9	33.5		75.4
Taxation	(7.4)	(7.4)	(d)	(14.8)
<b>Profit for the period</b>	34.5	26.1		60.6
Weighted average shares outstanding in millions - basic	163.2			163.2
<b>Basic earnings per share</b>	0.21			0.37
Weighted average shares outstanding in millions - diluted	163.3			163.3
<b>Diluted earnings per share</b>	0.21			0.37

(a) Represents share based payment charge including employer payroll taxes of €3.4 million and non-operating M&A transaction costs of €0.3 million.

(b) Represents exceptional items which management believes are non-recurring and do not have a continuing impact. See Note 6, Exceptional items, within 'Exhibit 99.2 - Condensed Consolidated Interim Financial Statements' for a detailed list of exceptional items.

(c) Elimination of €4.1 million net gains on repricing of debt, €10.2 million of foreign exchange translation losses and €0.2 million of losses on derivatives.

(d) Represents tax impact of the above at the applicable tax rate for each adjustment, determined by the nature of the item and the jurisdiction in which it arises.



## 4. Reconciliation of Non-IFRS Financial Measures (continued)

### Adjusted Statement of Profit or Loss (unaudited) Three Months Ended March 31, 2023

€ in millions, except per share data	As reported for the three months ended March 31, 2023	Adjustments		As adjusted for the three months ended March 31, 2023
Revenue	775.1	—		775.1
Cost of sales	(550.9)	—		(550.9)
<b>Gross profit</b>	224.2	—		224.2
Other operating expenses	(114.5)	14.3	(a)	(100.2)
Exceptional items	(30.1)	30.1	(b)	—
<b>Operating profit</b>	79.6	44.4		124.0
Finance income	1.1	—		1.1
Finance costs	(30.1)	5.9		(24.2)
<b>Net financing costs</b>	(29.0)	5.9	(c)	(23.1)
<b>Profit before tax</b>	50.6	50.3		100.9
Taxation	(9.4)	(10.9)	(d)	(20.3)
<b>Profit for the period</b>	41.2	39.4		80.6
Weighted average shares outstanding in millions - basic	174.5			174.5
<b>Basic earnings per share</b>	0.24			0.46
Weighted average shares outstanding in millions - diluted	174.5			174.5
<b>Diluted earnings per share</b>	0.24			0.46

(a) Represents share based payment charge including employer payroll taxes of €13.9 million and non-operating M&A transaction costs of €0.4 million.

(b) Represents exceptional items which management believes are non-recurring and do not have a continuing impact. See Note 6, Exceptional items, within 'Exhibit 99.2 - Condensed Consolidated Interim Financial Statements' for a detailed list of exceptional items.

(c) Elimination of €5.8 million of foreign exchange translation losses and €0.1 million of losses on derivatives.

(d) Represents tax impact of the above at the applicable tax rate for each adjustment, determined by the nature of the item and the jurisdiction in which it arises.

## 4. Reconciliation of Non-IFRS Financial Measures (continued)

### Reconciliation of Profit for the period to Adjusted EBITDA (unaudited)

€ in millions	Three months ended	
	March 31, 2024	March 31, 2023
Profit for the period	34.5	41.2
Taxation	7.4	9.4
Net financing costs	30.1	29.0
Depreciation & amortization	23.1	22.3
Exceptional items <sup>(a)</sup>	23.5	30.1
Other add-backs <sup>(b)</sup>	3.7	14.3
Adjusted EBITDA	122.3	146.3
Revenue	783.7	775.1
Adjusted EBITDA margin <sup>(c)</sup>	15.6%	18.9%

- (a) Adjustment to add back exceptional items. See Note 6, Exceptional items, within ‘Exhibit 99.2 - Condensed Consolidated Interim Financial Statements’ for a detailed list of exceptional items.
- (b) Represents the elimination of share-based payment charges including employer payroll taxes for the three month period to March 31, 2024 of €3.4 million (2023: €13.9 million) as well as the elimination of non-operating M&A related costs for the three month period to March 31, 2024 of €0.3 million (2023: €0.4 million).
- (c) Adjusted EBITDA margin is calculated by dividing Adjusted EBITDA by Revenue.



## 4. Reconciliation of Non-IFRS Financial Measures (continued)

Reconciliation of reported net cash flows from operating activities to Adjusted free cash flow for the three months ended March 31, 2024 and the three months ended March 31, 2023

(in €m)	Three months ended March 31, 2024	Three months ended March 31, 2023
<b>Net Cash Flows From Operating Activities</b>	<b>99.0</b>	<b>55.3</b>
Add back:		
Cash flows relating to exceptional items <sup>(a)</sup>	24.0	14.0
Employer taxes related to share based payments <sup>(b)</sup>	0.3	1.6
Non-operating M&A costs <sup>(c)</sup>	0.3	0.4
Deduct:		
Capital expenditure <sup>(d)</sup>	(18.8)	(20.6)
Net interest paid	(48.4)	(18.2)
Payment of lease liabilities <sup>(e)</sup>	(7.2)	(7.0)
<b>Adjusted free cash flow</b>	<b>49.2</b>	<b>25.5</b>

(a) Adjustment to add back cash flows related to exceptional items which are not considered to be indicative of our ongoing operating cash flows.

(b) Adjustment to add back working capital movements related to employer taxes related to share based payments which are not considered to be indicative of our ongoing operating cash flows.

(c) Adjustment to add back cash flows related to non-operating M&A costs which are not considered to be indicative of our ongoing operating cash flows.

(d) Defined as the sum of property, plant and equipment and intangible assets purchased in the year, which are considered part of the underlying business cash flows.

(e) These lease liabilities are included in Net Cash Flows from Financing Activities. We believe these payments are part of the underlying business cash flows and should be reflected in Adjusted free cash flow.