

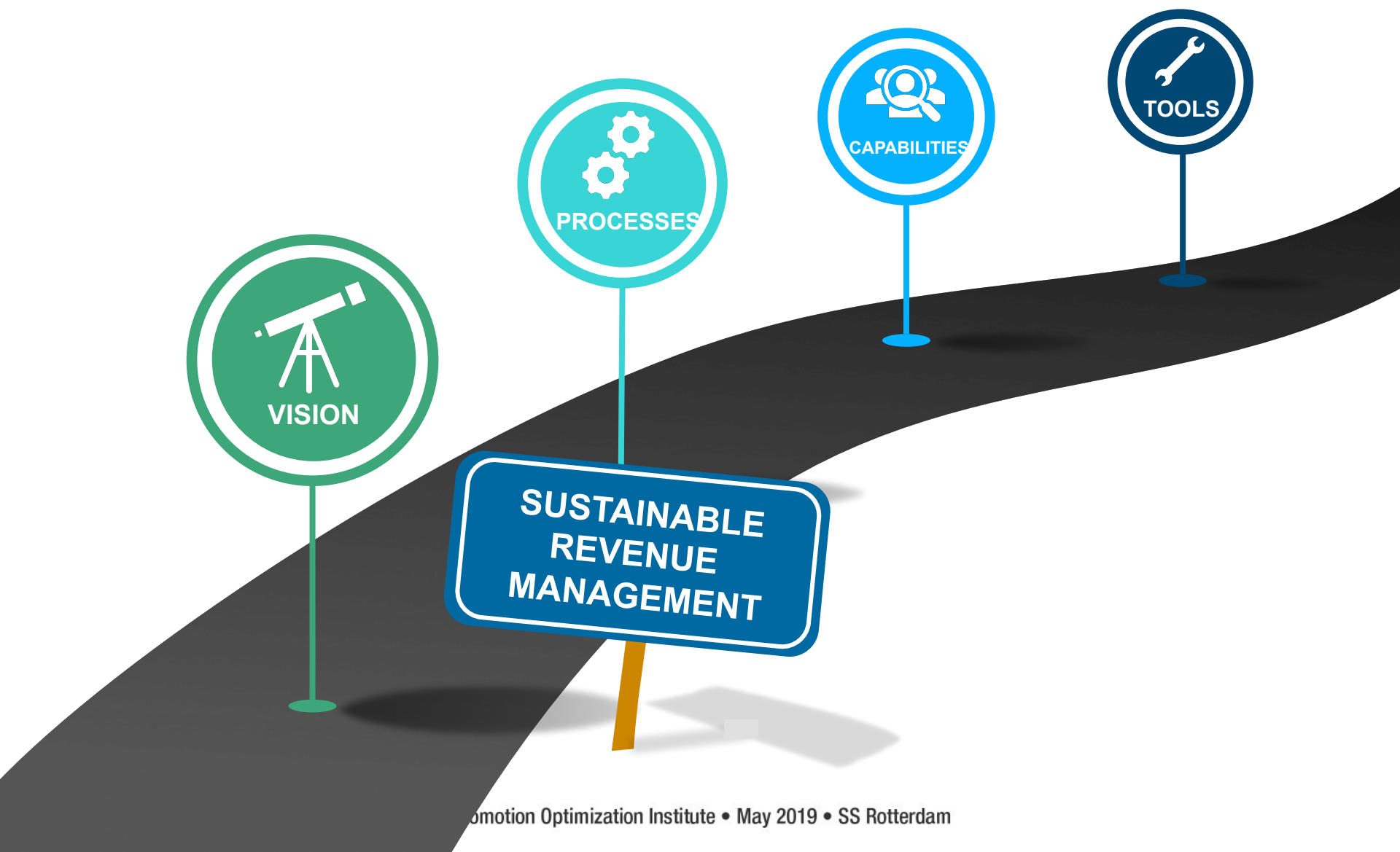
POI European Summit

Successfully Navigating Growth in the New CPG and Retail World

Net Revenue Management Revenue Growth Management in a Global Organisation

Key Success drivers of implementation
Tangible P&L impact

Piet Surmont – StepUp Consulting
Matthew Webb – Nomad Foods



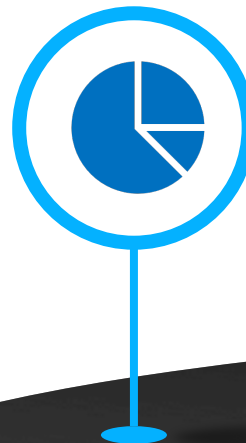
Promo
Effectiveness



Pack-Price
Architecture



Trade Profitability
& Profit Pool



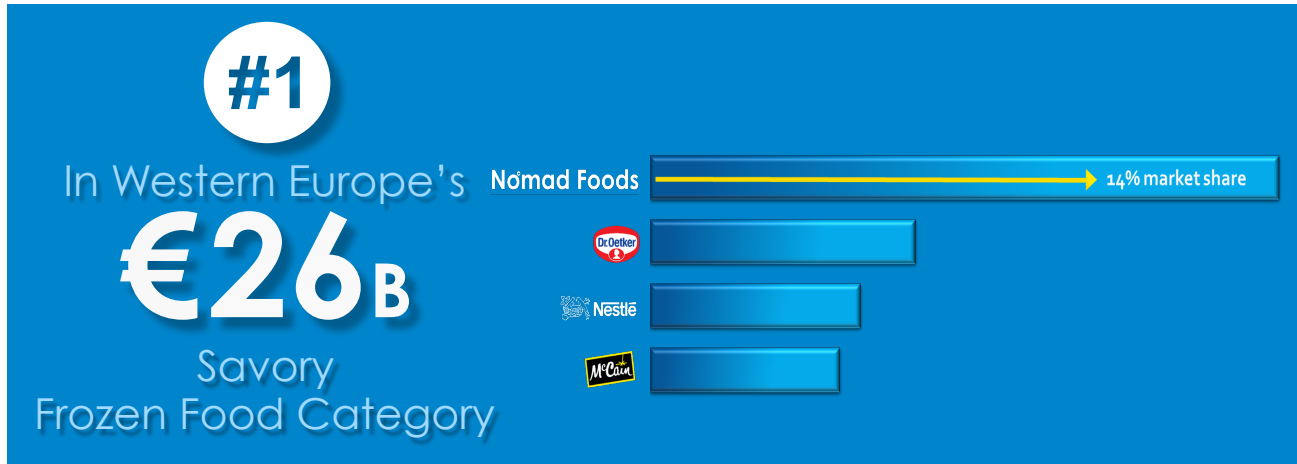
Portfolio Performance
& Mix Management



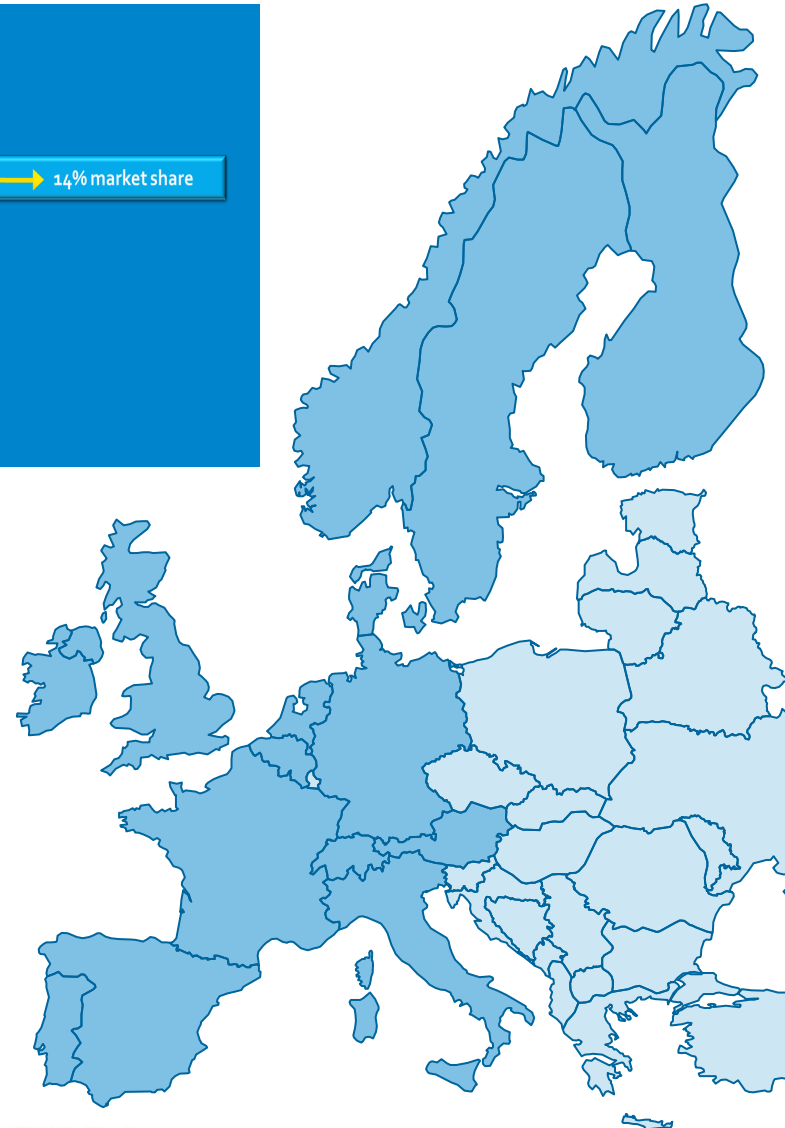
**SUSTAINABLE
REVENUE
MANAGEMENT**

Nomad Foods Overview

Since June 2015

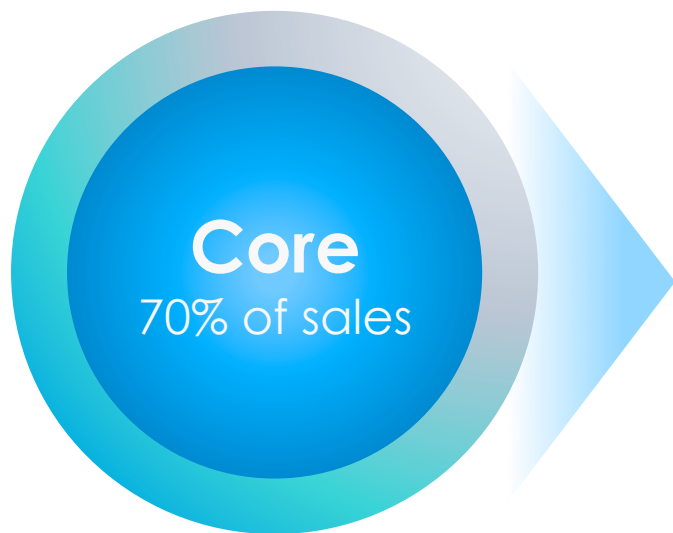


€2.2_B
Net Revenues



Growth Strategy Rooted in Relentless Focus on the Core

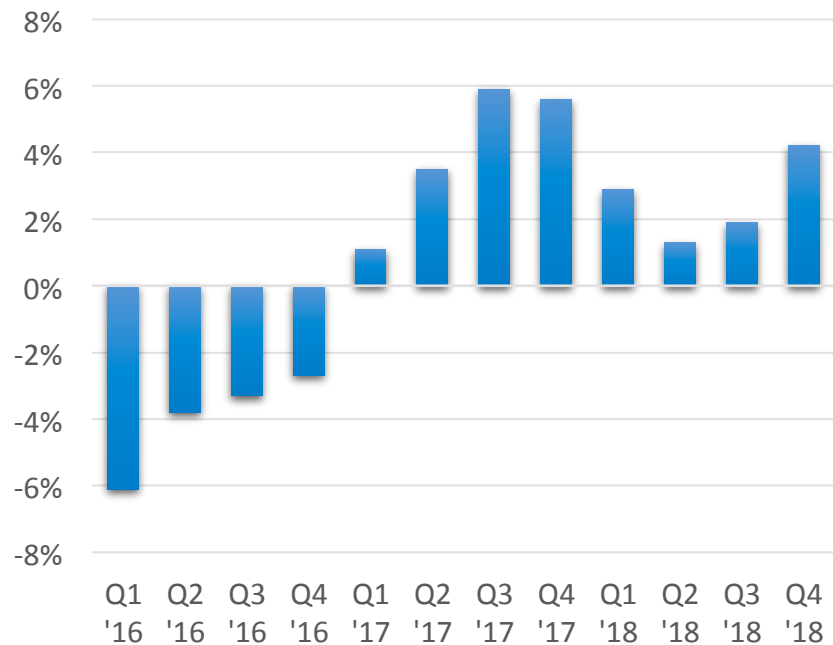
Invest disproportionately in the highest margin and most attractive growth areas



- /// Portfolio choices - MWB
- /// Media investments behind brands
- /// Improved product quality
- /// Net Revenue Management



Eight Consecutive Quarters of Organic Revenue Growth



Tripling the share price

Market Summary > Nomad Foods Ltd
NYSE: NOMD




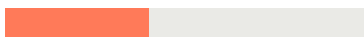

20.98 USD -0.12 (0.57%) ↓

29 Apr, 10:58 GMT-4 · Disclaimer

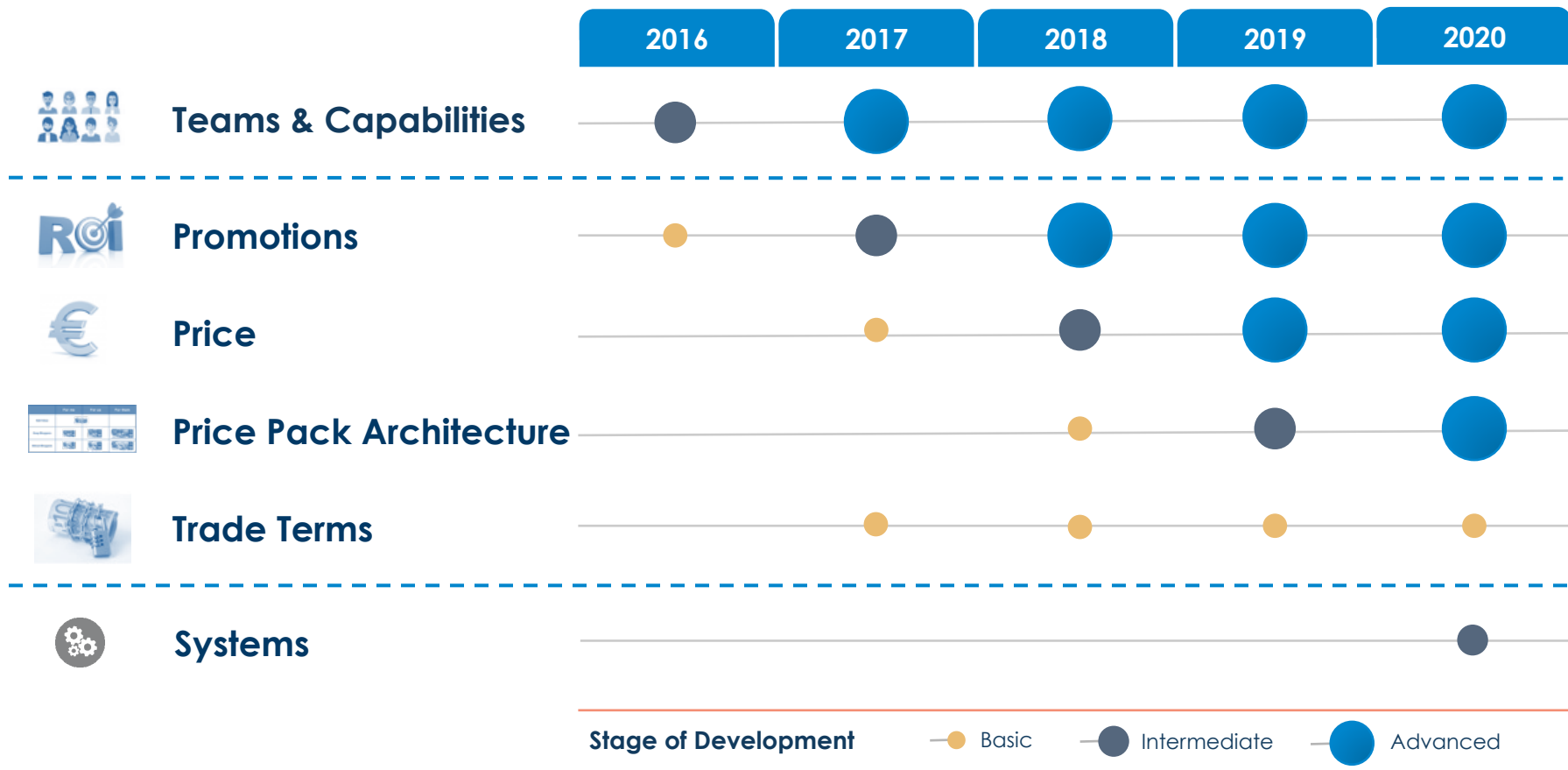
1 day 5 days 1 month 6 months YTD 1 year 5 years Max



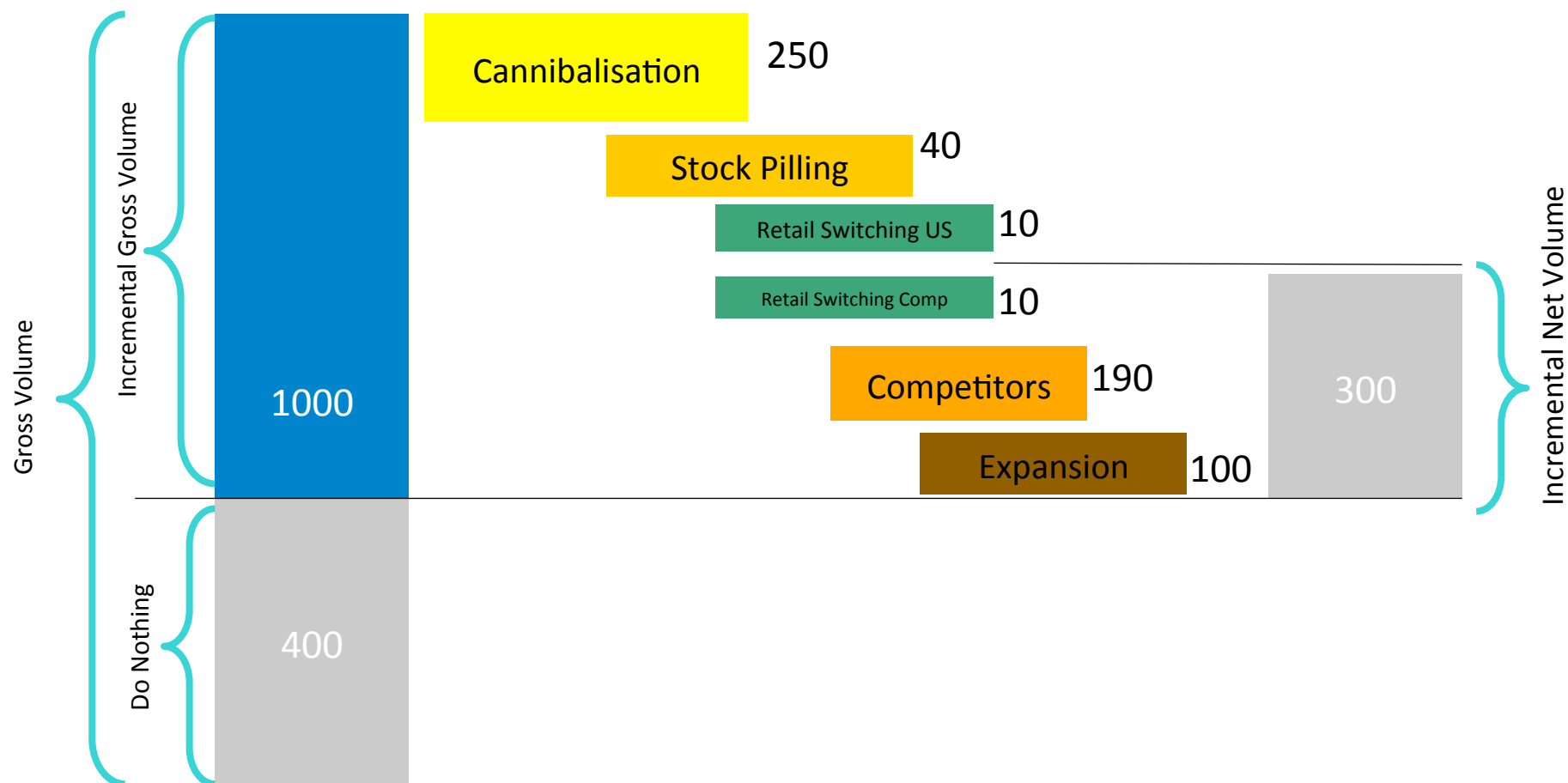
The building blocks of our success

Commercial Pillar	Key Initiatives	Stage of Development
Net Revenue Management	<ul style="list-style-type: none"> Promo optimization & pricing implemented PPA and trade terms in development 	
Media Efficiency	<ul style="list-style-type: none"> Increase working media spend with high improved execution and higher ROI 	
Sustainability & Nutrition	<ul style="list-style-type: none"> Leverage portfolio's structural qualities into consumer-facing communication 	
Innovation	<ul style="list-style-type: none"> Concentrated effort around 'big bets' Accretive to gross margins 	
Space & Place	<ul style="list-style-type: none"> Optimize placement in traditional trade Gain market share in growing channels 	

Strengthening Net Revenue Management Capabilities

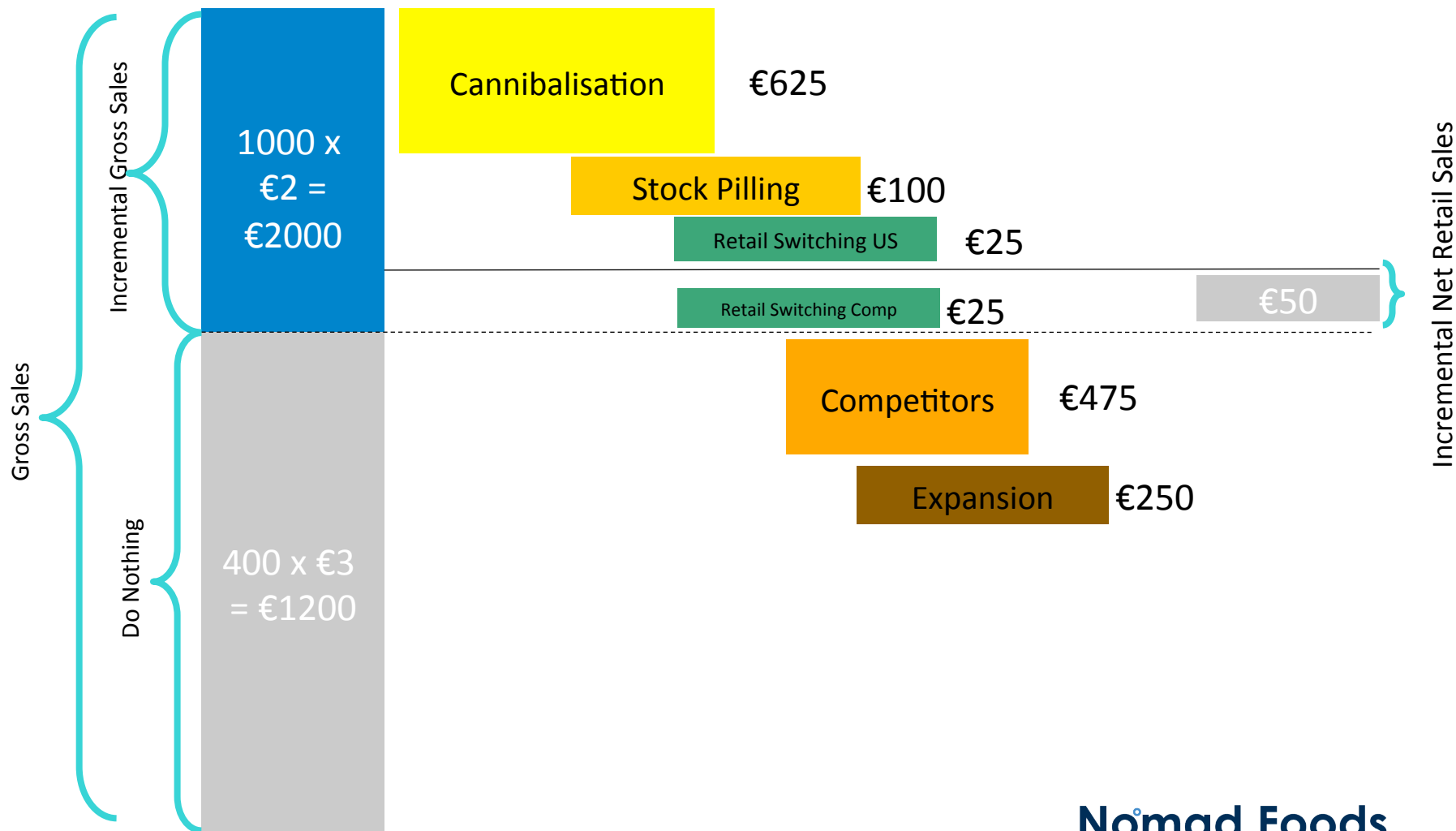


Volume

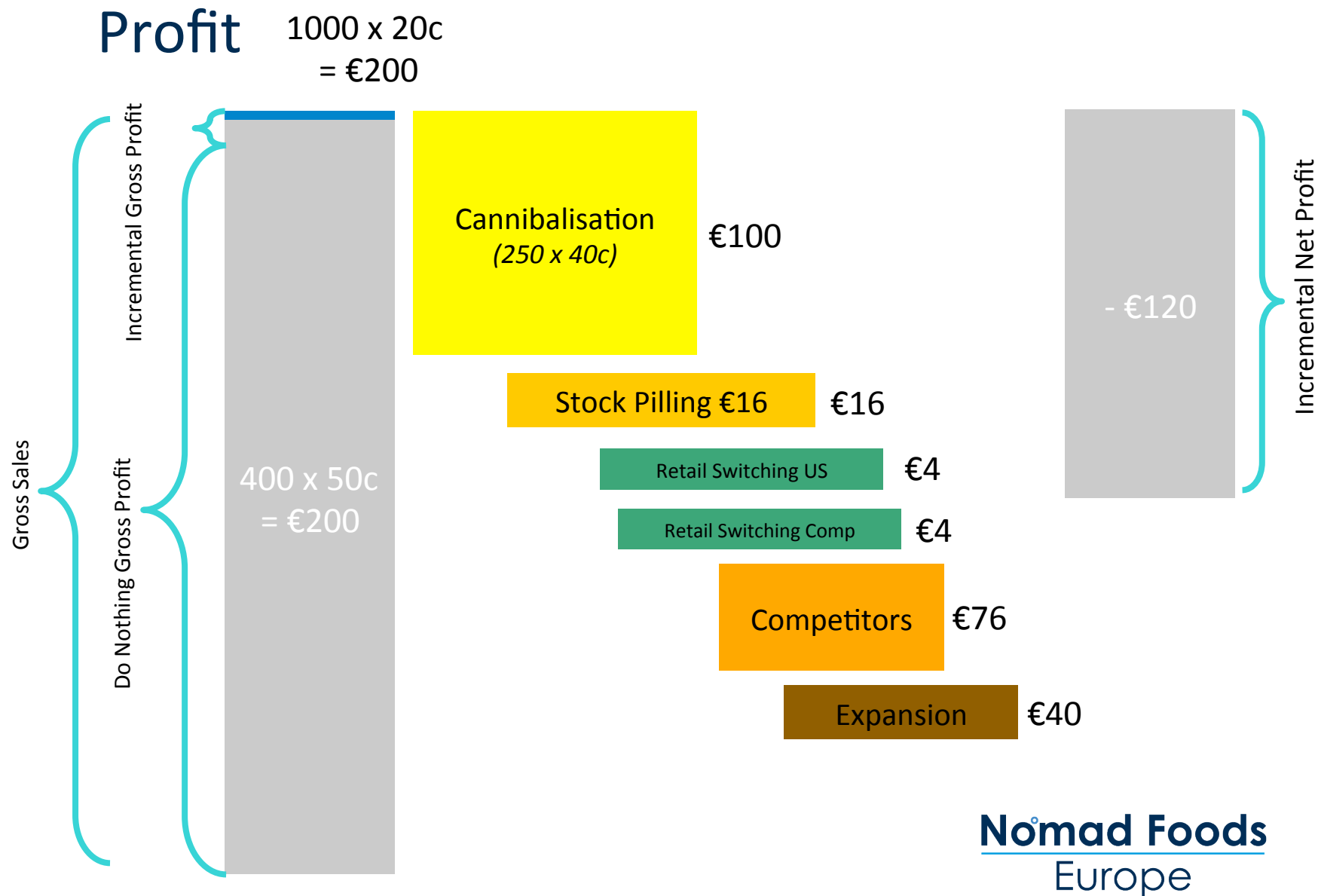


Nomad Foods
Europe

Retail Sales



Nomad Foods
Europe



Incremental Net Sales

Incremental Net Profit



- Analysis and workshops in all countries
- Centralization allows for country specific and cross country view



StepUp
Consulting

Trends
GAZELLEN
2019

50

Technology **Fast 50**
2018 BELGIUM
Deloitte.

KMO
van het jaar | 2018

- Established in 2010
- 40 people
- Based in Leuven
- 30 FMCG clients
- 12 countries
- Revenue Management platform

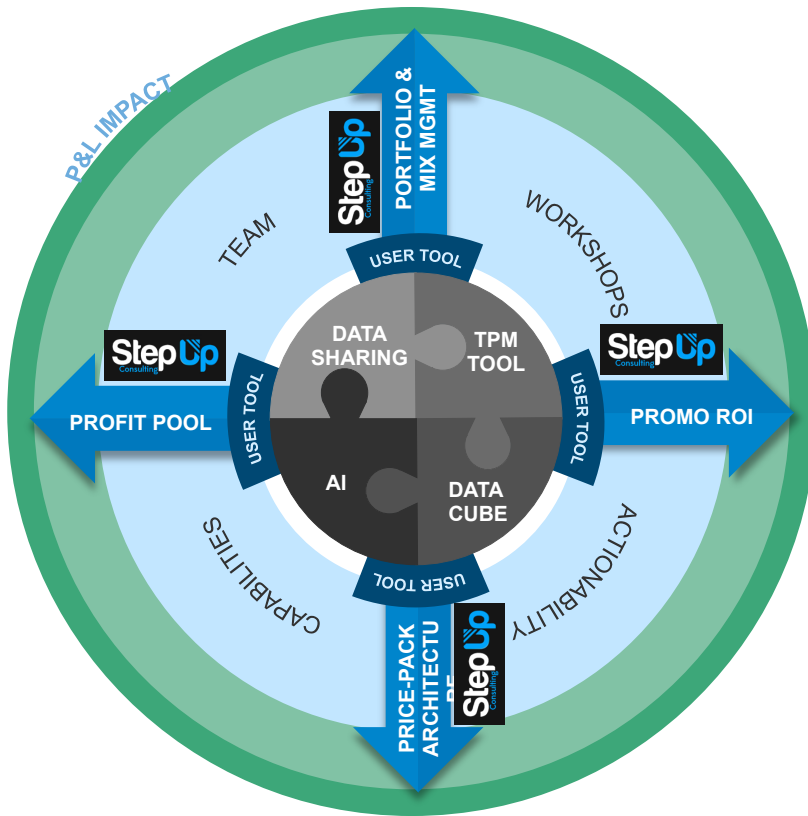
Some clients:



- Long-term partnerships
- Tools and capabilities
- Developing NRM across Europe



Impactfull and sustainable because ... The focus is outside the datacube and technology



StepUp
Consulting

10 to 15% ROI
improvement
on Trade Spend
Budget within
the first year of
implementation



Tools

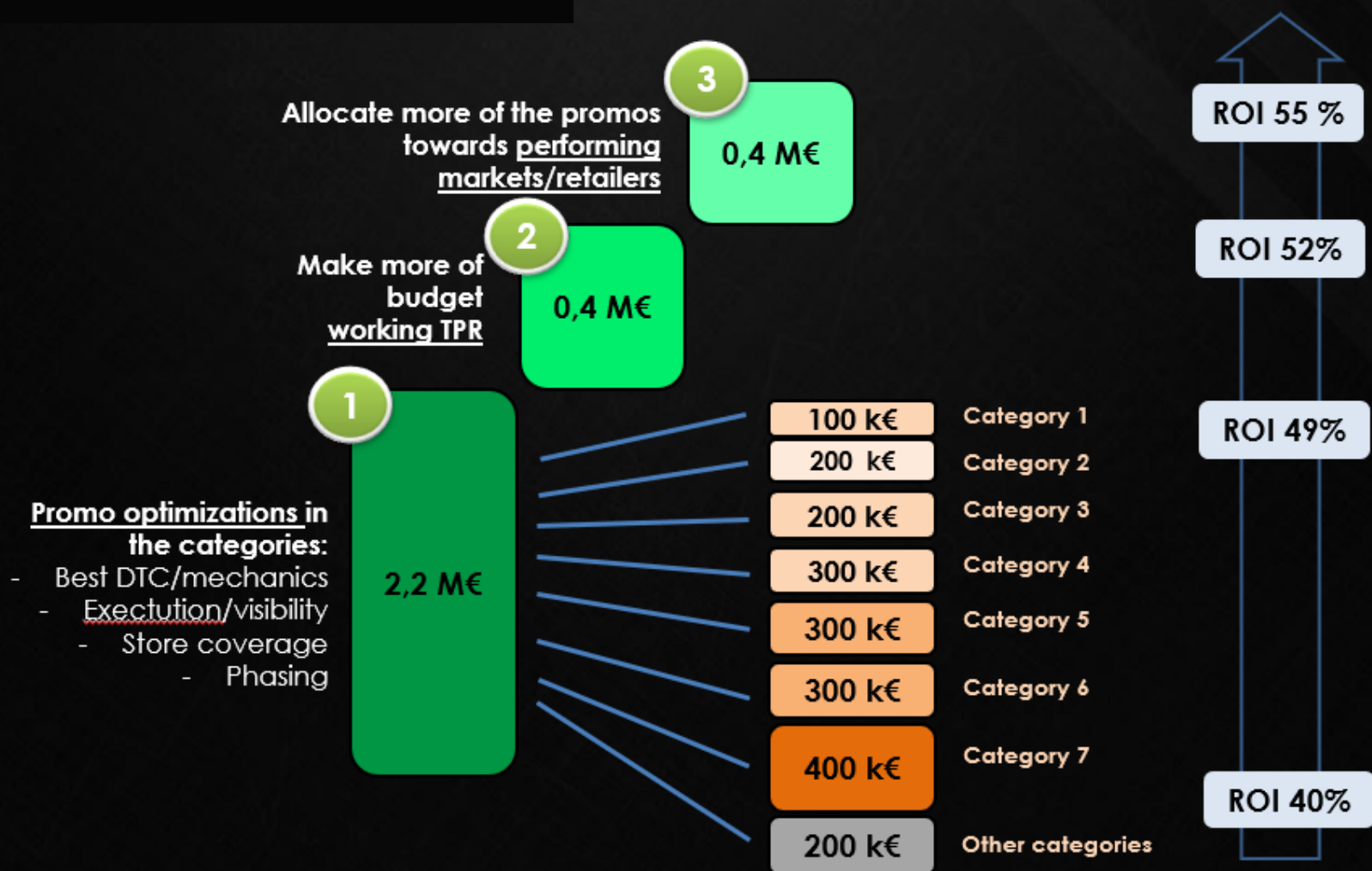


Workshops



Big Bets & Size of the Price Build Up

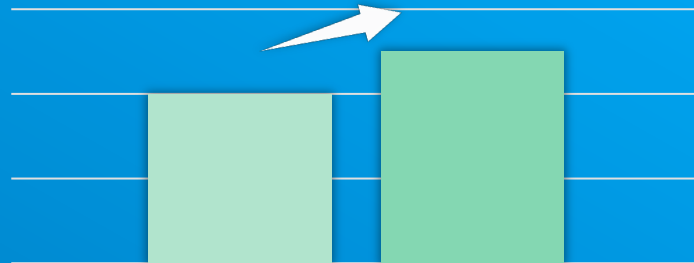
Total Opportunity → €3m



All Sell Out and promo KPI clearly modelled for strategic and tactic decisions



10% – 15% ROI IMPROVEMENT

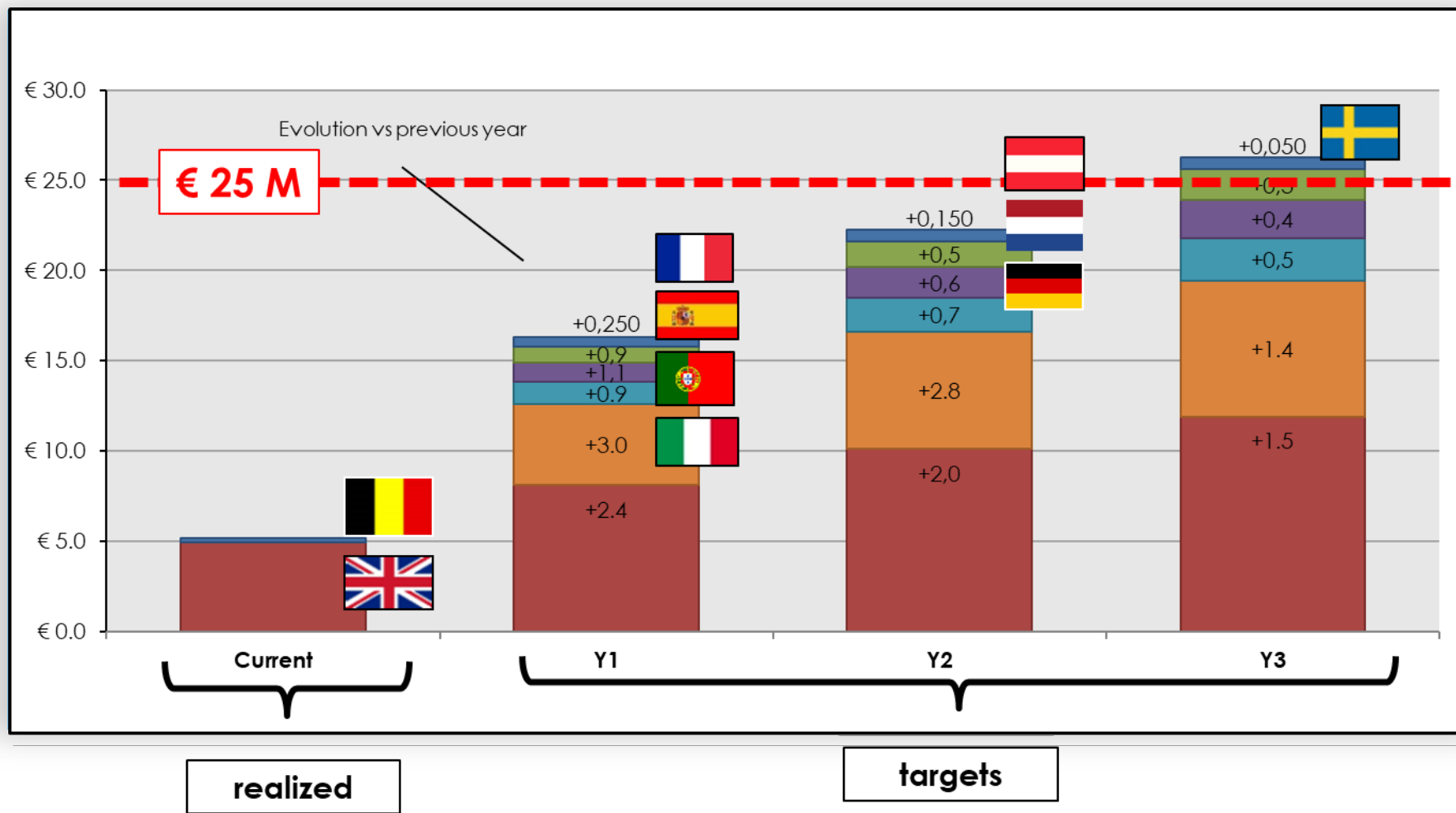


- Measure the financial (both top and bottom line) return of promotional investments (lift / ROI/ iGP / iNSV) on a **continuous basis**
- Have a **granular view** on **own GP impact and retailer margin impact** of promotions (even 1+1)
- Understand “**Share of Incremental Volumes**” within the portfolio.
- Have a **predictive modelling of future promo plan** both on the level of the own P&L and the retailer margin

- Understand the **impact of promotions on the baseline** performance.
- Understand the **Source of Business** behind the net incrementality of promotions

In the end generate 10-15% ROI improvement on promotional investments

Path to
impactful Promo
ROI



Promotions continue to be a big opportunity for the business with €23.6m GP in strategic plan (excl. acquisitions)

As we repeat StepUp projects we will move through these stages...

❖ **Stage 1:** Optimisation: How can I spend my promotional budget better to have higher promotional ROI and efficiency – **project 1**



❖ **Stage 2:** How can promotions support the strategic delivery of my plan – **project 2**



❖ **Stage 3:** How can I influence the category and engage the trade – **project 2/3**



StepUp Consulting remains a cornerstone of our ability to realise this opportunity and therefore requires continued investment

THANK YOU!

Feel free to visit us at our booth



Piet Surmont
StepUp Consulting
Managing Partner



Matthew Webb
Nomad Foods
Global Commercial
Strategy & Net Revenue
Management Director

