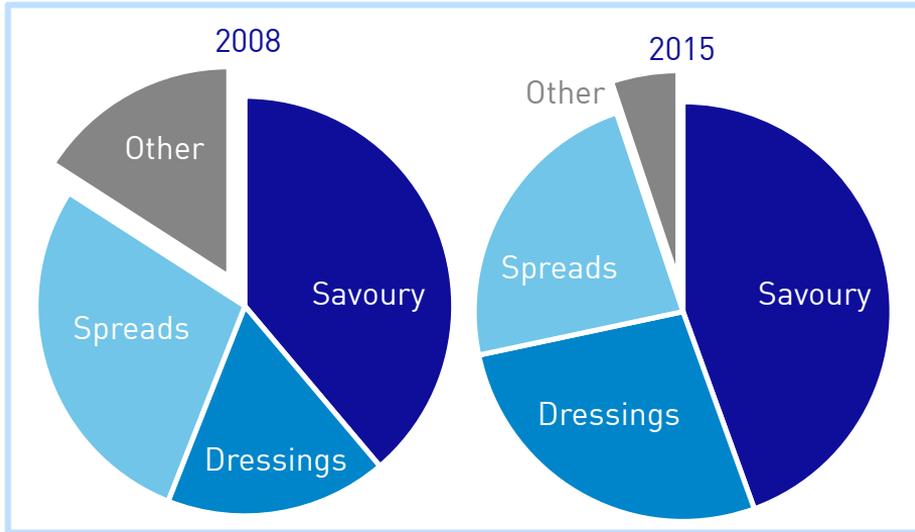


# Amanda Sourry, President Foods

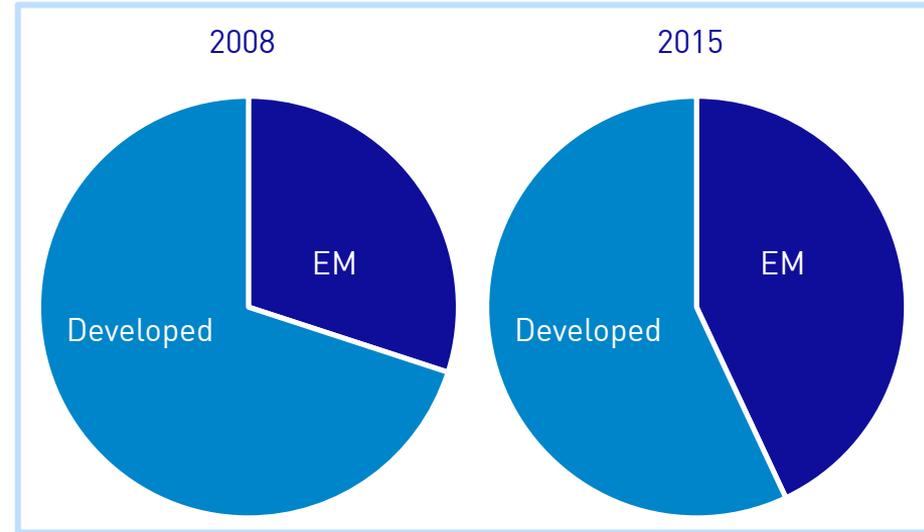


# Foods Business Transformation

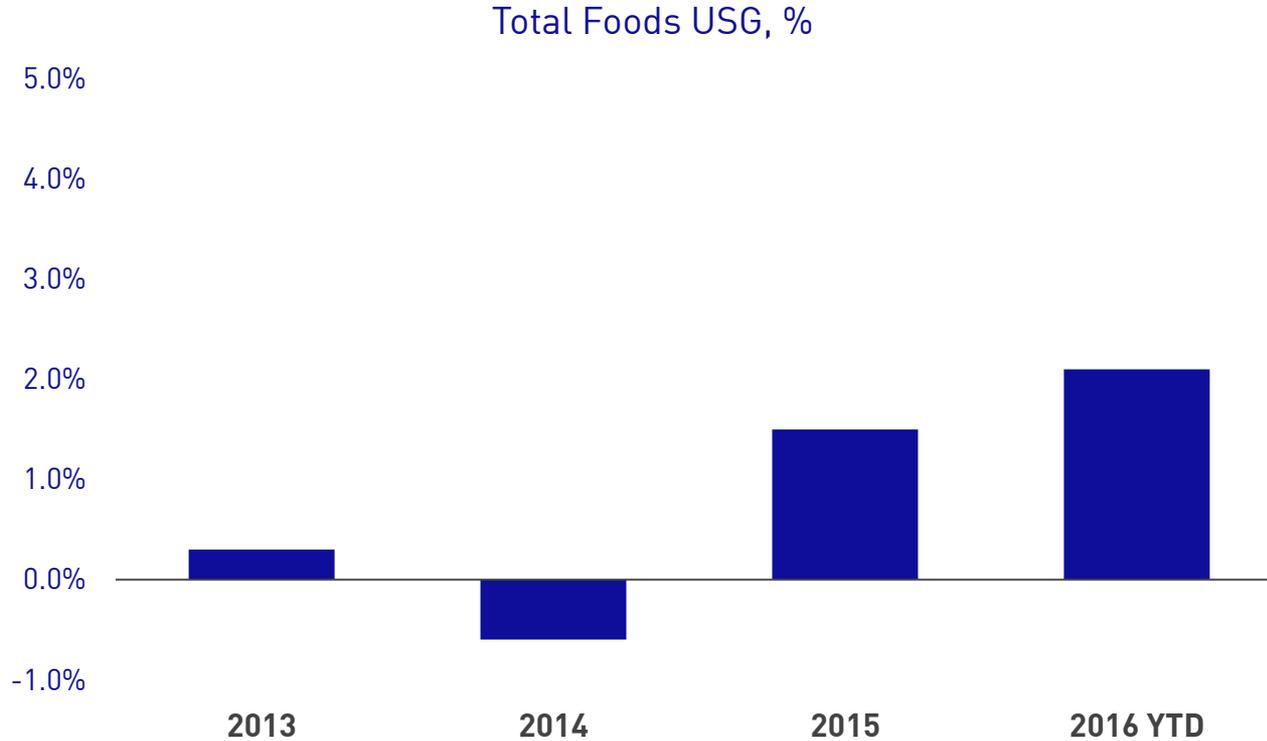
## More Focussed



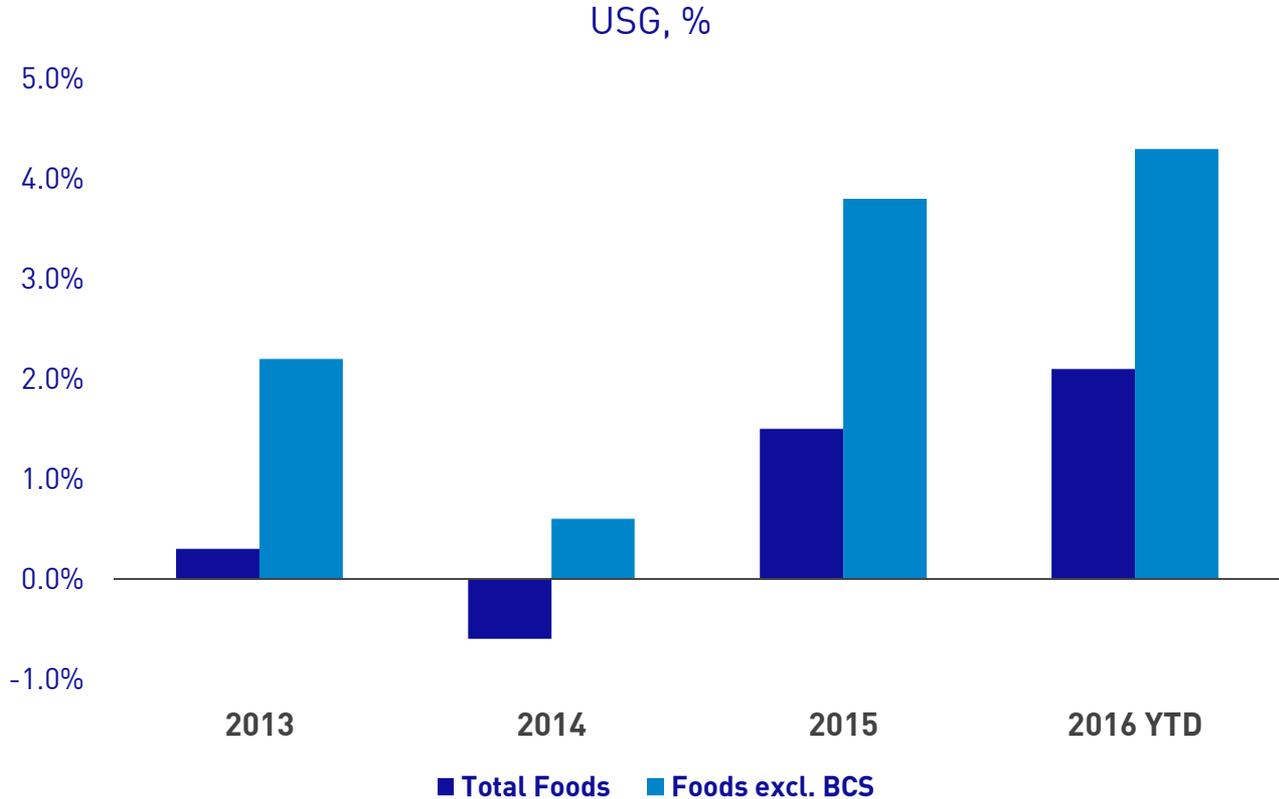
## More Global



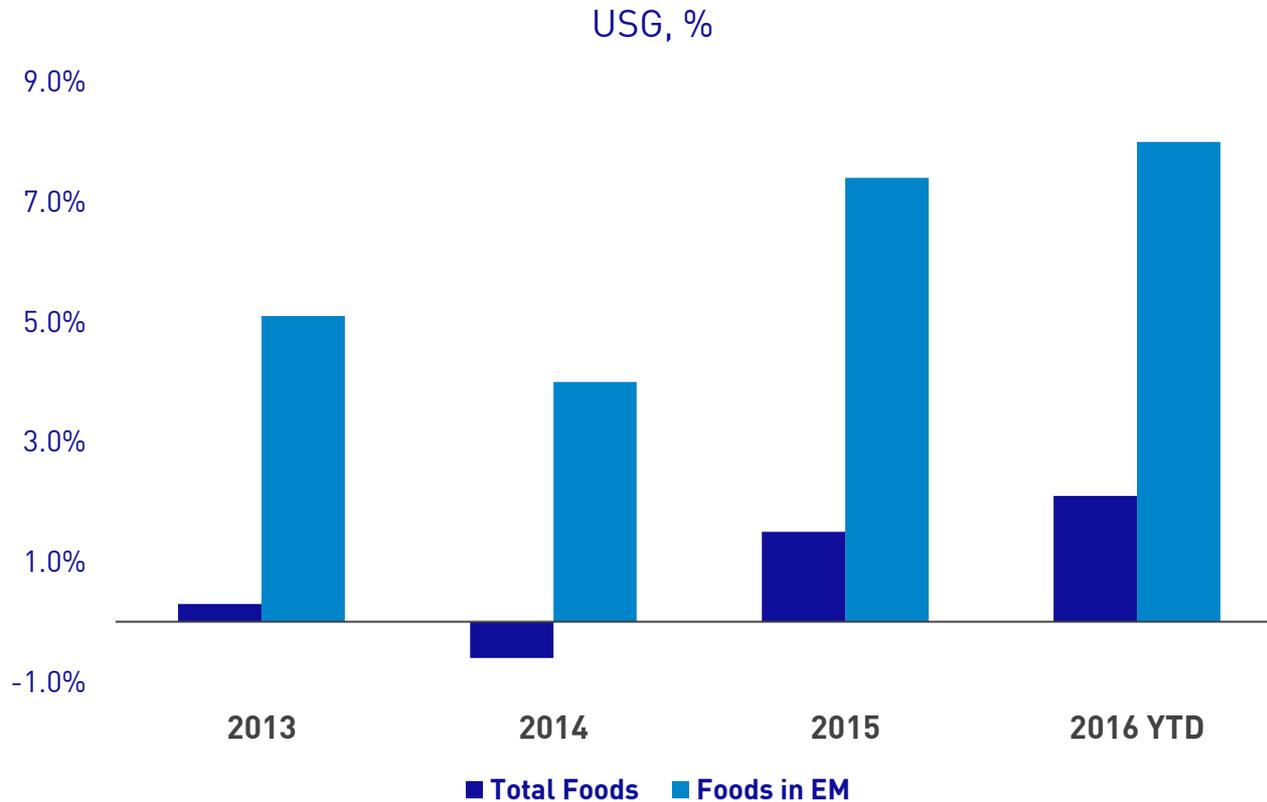
# Regaining Growth Momentum



# Strong Growth in Savoury, Dressings and Food Solutions

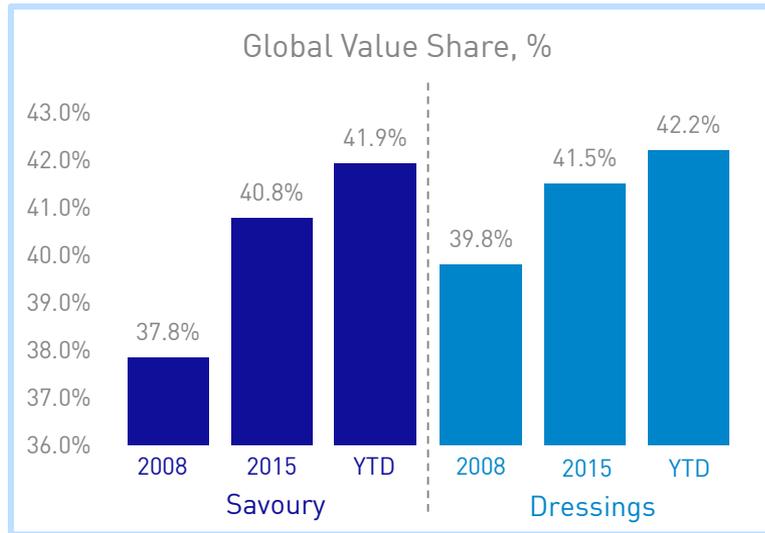


# Fuelled by Emerging Markets

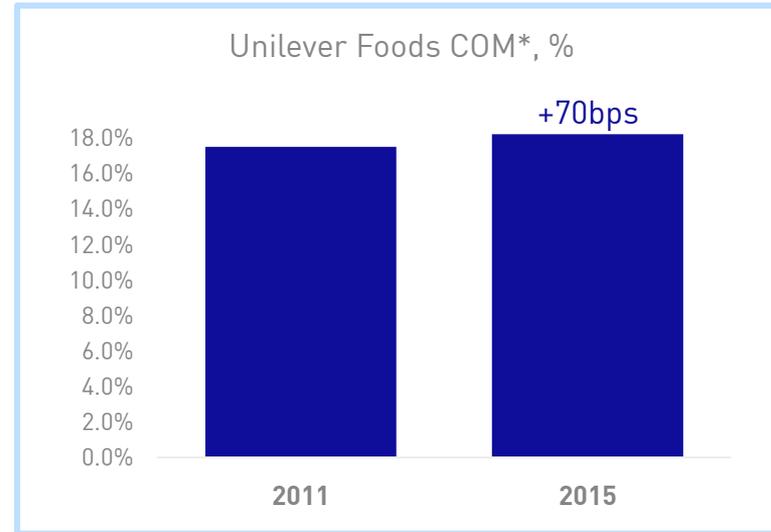


# Competitive and Profitable Growth

## Competitive Growth



## Profitable Growth



\*COM measure available as of 2011

## Clear category role



# Foods Macro Trends shaping the future



# Our Strategy

Accelerate Emerging Markets



Modernise Portfolio



Preserve Value



Sustainable Nutrition (USLP)

Enabled by Connected 4 Growth

# Our Strategy

Accelerate Emerging Markets



Modernise Portfolio



Preserve Value



Sustainable Nutrition (USLP)

Enabled by Connected 4 Growth

# Connected 4 Growth

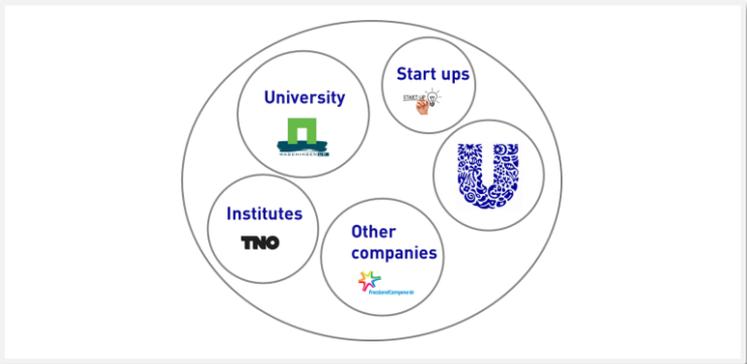
More Global and More Local



Zero Based Budgeting



New Foods R&D Centre



Innovation Effectiveness



# Connected 4 Growth

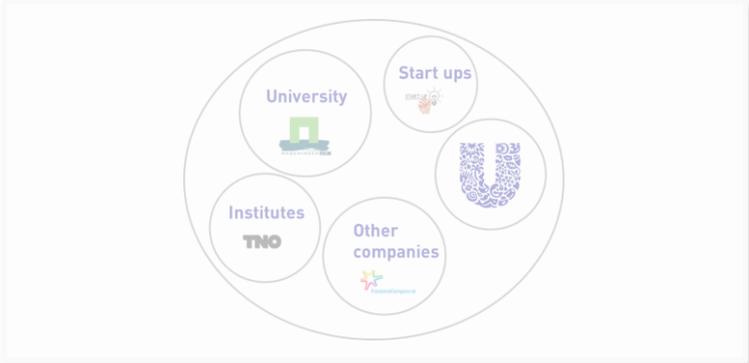
More Global and More Local



Zero Based Budgeting



New Foods R&D Centre



Innovation Effectiveness



# Connected 4 Growth

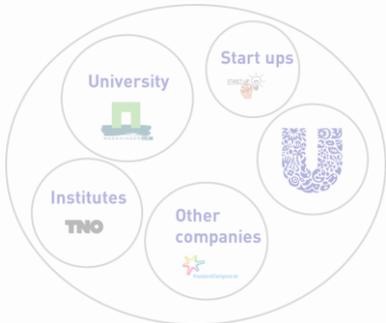
More Global and More Local

**Market facing** organization  
Country Foods Leader is 1 click away  
from the Category President

Zero Based Budgeting



New Foods R&D Centre



Innovation Effectiveness

**Bigger**  
**Better**  
**Faster**

# Connected 4 Growth

More Global and More Local



Zero Based Budgeting



New Foods R&D Centre



Innovation Effectiveness



# Connected 4 Growth

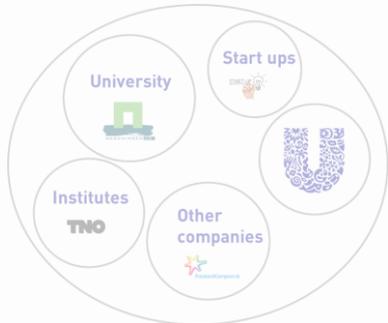
More Global and More Local



Zero Based Budgeting

**Digitisation**  
**Asset production/deployment**

New Foods R&D Centre



Innovation Effectiveness

**Bigger**  
**Better**  
**Faster**

# Connected 4 Growth

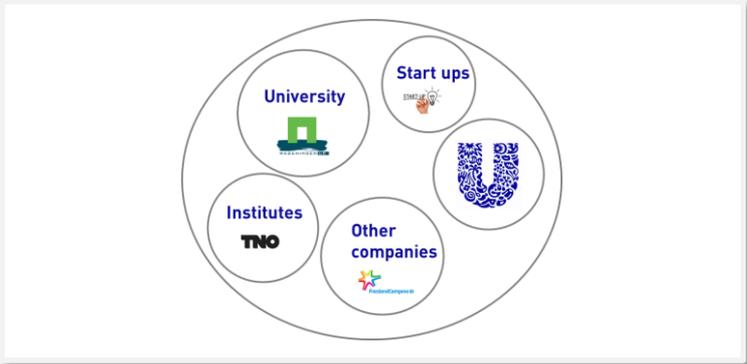
More Global and More Local



Zero Based Budgeting



New Foods R&D Centre



Innovation Effectiveness



# Connected 4 Growth

More Global and More Local



New Foods R&D Centre

**Foods Science**  
within leading agri-tech  
ecosystem

Zero Based Budgeting



Innovation Effectiveness

**Bigger**  
**Better**  
**Faster**

# Connected 4 Growth

More Global and More Local



Zero Based Budgeting



New Foods R&D Centre



Innovation Effectiveness



# Connected 4 Growth

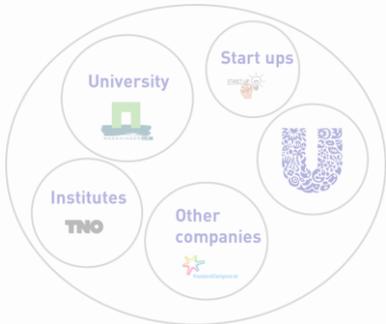
More Global and More Local



Zero Based Budgeting



New Foods R&D Centre



Innovation Effectiveness

**Up to 50% faster** innovations  
6 months from idea to launch

# Our Strategy

Accelerate Emerging Markets



Modernise Portfolio



Preserve Value



Sustainable Nutrition (USLP)

Enabled by Connected 4 Growth

# Accelerating D&E

## Powerhouse Markets



## Iconic Local Jewels



## Sustainable Nutrition



# Our Strategy

Accelerate D&E



Modernise Portfolio



Preserve Value

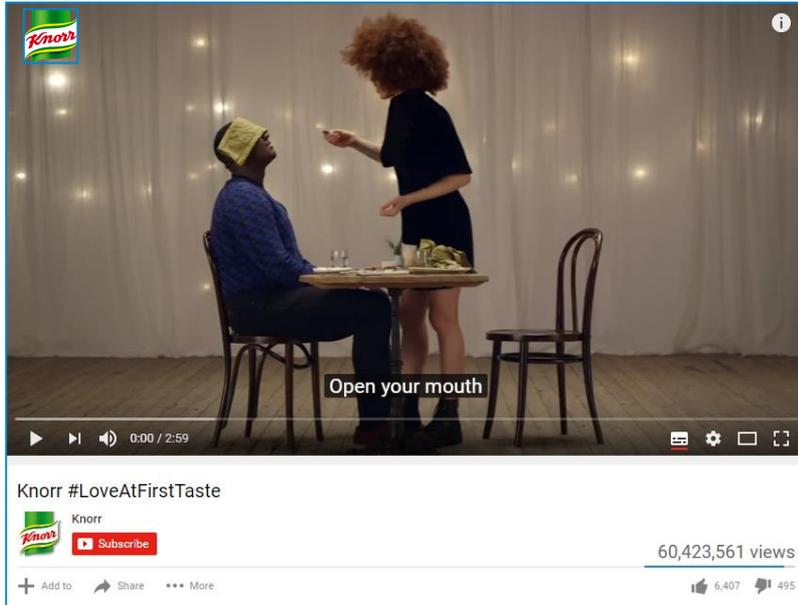


Sustainable Nutrition (USLP)

Enabled by Connected 4 Growth

# Building Brands in a connected world

#loveatfirsttaste



A YouTube video player showing a man sitting at a table with a woman standing behind him. The man has a yellow cloth over his eyes. The woman is holding a small object, possibly a piece of food, and looking at the man. The video title is "Knorr #LoveAtFirstTaste" and it has 60,423,561 views. The video player includes a Knorr logo in the top left corner and a "Subscribe" button below the title.

20+ markets

2.2 Billion impressions (70% earned)

#strangewich

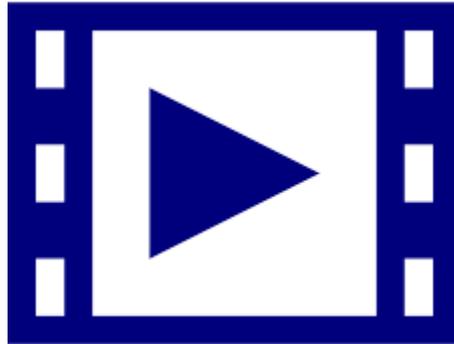


A YouTube video player showing a close-up of hands holding a grilled cheese sandwich that is being pulled apart, revealing melted cheese. The Hellmann's logo is overlaid on the sandwich. The video title is "Crispy Grilled Cheese #Strangewich Recipe | Hellmann's®" and it has 2,189,362 views. The video player includes a Hellmann's logo in the top left corner and a "Subscribe" button below the title.

Record engagement rate on Twitter

Value Share +150bps

## **Knorr #loveatfirsttaste Video**



# Trends into Action – e.g. Germany Vegan Programme

## Spotting the Trend

Search words	avg. no of searches per month
vegan	40500
vegan recipes	33100
vegan cake	14800
vegan diet	9900
vegan pancake	5400
vegan cooking	4400
vegan dishes	3600
vegan baking	3600



36% of 2015 Vegan launches in EU happened in Germany

## Creating a Scalable Plan



## Execution with Impact



Source: Mintel

# Modernising Portfolio - Knorr



**NATURLICH LECKER!**  
MIT 100% NATÜRLICHEN ZUTATEN

Wie sich Knorr ist ein wenig, dass Du unsere Produkte genießen kannst ohne dass Du Dir die Fragen stellen musst: "Was ist hier eigentlich drin?"

In allen neuen Verpackungen von Natürlich Lecker stecken 100% natürliche Zutaten. Das heißt nur Zutaten, die Du aus Deinem Wokkasten/Refrigerator kennst und die Du selbst beim Kochen verwendest. Besser nicht?



**NATURLICH LECKER!**  
Spaghetti Bolognese

100% NATÜRLICHE ZUTATEN

REISEN DAZU:  
200g Spaghetti  
10g Parmesan  
5g Olivenöl

100% NATÜRLICHE ZUTATEN - WAS BEISST DAST?

Mehr erfahren

**NATURLICH NEU!**  
Chili Paprikasauce

100% NATÜRLICHE ZUTATEN

**NATURLICH NEU!**  
Chili Paprikasauce mit Hackfleisch

100% NATÜRLICHE ZUTATEN

**NATURLICH NEU!**  
Wildpilz Risotto

100% NATÜRLICHE ZUTATEN

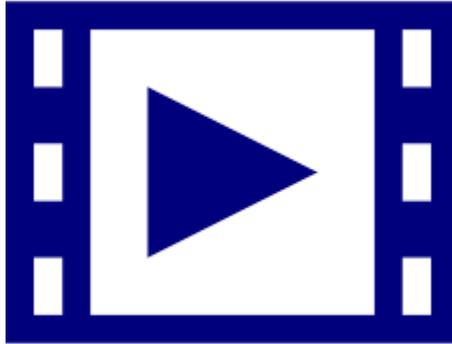


# Modernising Portfolio – Hellmann's



*Richard Hellmann*

## **Hellmann's Seeds Video**



# Our Strategy

Accelerate Emerging Markets



Modernise Portfolio



Preserve Value



Sustainable Nutrition (USLP)

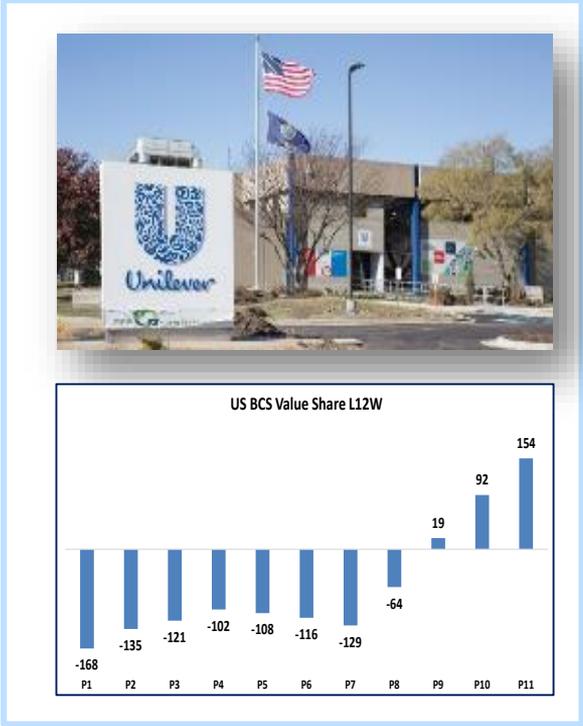
Enabled by Connected 4 Growth

# BCS remains challenging... with some 'green shoots'

## Plant Power



## Improvement in the US



# Modernising Portfolio



# Our Strategy

Accelerate Emerging Markets



Modernise Portfolio



Preserve Value



Sustainable Nutrition (USLP)

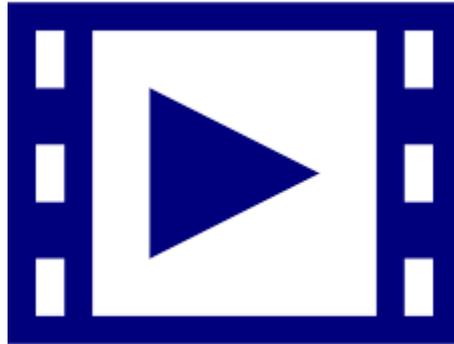
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# USLP as a driver of our business



- 1 Good for people, good for the planet
- 2 Health and wellbeing
- 3 Food fortification
- 4 Nutritious cooking
- 5 Reducing food waste

## **Sustainable Nutrition Video**



# Summary



- Strong focussed portfolio
- Accelerating growth in Emerging Markets
- Modernising portfolio
- Building brands in a Connected World
- Still challenges in BCS
- Strategy underpinned by Sustainable Nutrition

Enabled by **C4G**