

Foods: Competitive Growth



Antoine de Saint-Affrique, London 5th December 2013



FACTS ON FOODS



Food Categories



€Bn Brands (2012)

Knorr €4.5bn



Hellmann's €2.2bn



Family Goodness €1.4bn



Heart Health €1.1bn



FOCUSED CATEGORY LEADERSHIP



Savoury:
Fit to win



Dressings:
Asserting leadership



Spreads:
Addressing the issues



WHERE IS FOODS GOING?

More People



More Cities



Less Expertise



More Scares



KNORR: FIT TO WIN



SAVOURY: DRIVING THE PROFITABLE CORE



More usage



More users

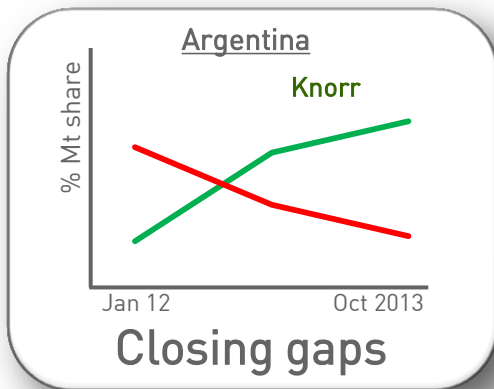


New dishes

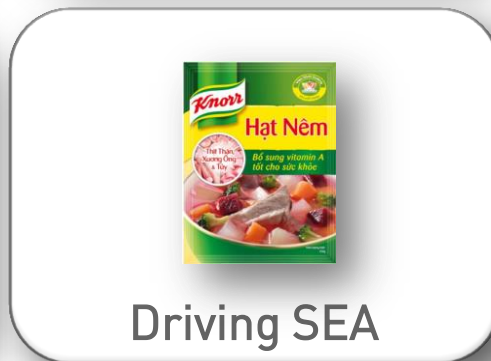
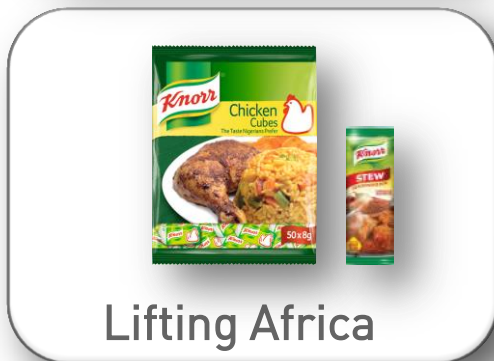
SAVOURY: MAGNIFY INNOVATION & ACCELERATE D&E



Big
Innovation
Bigger



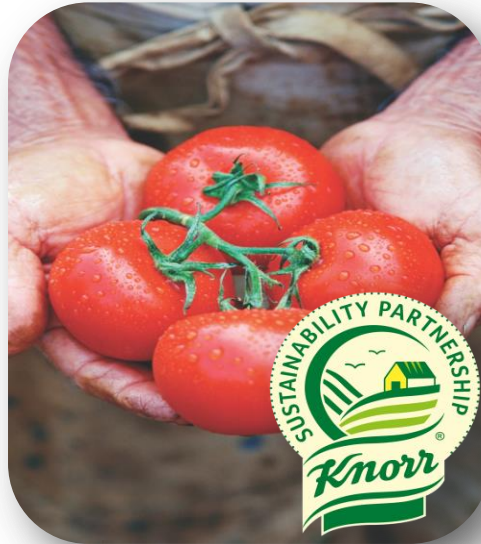
Step Up
D&E



SAVOURY: DRIVING BRAND RELEVANCE



Build from the roots



Differentiate through sustainability



Be where people look for recipes

ADDRESSING THE MARGARINE ISSUE



Better Taste – More Natural – Better Health – Better Value

PLAY WHERE THE MARKET IS



Win in Taste



Drive Cooking & Baking



Enter mélanges

DRIVE HEALTH & NATURALNESS



Health



Heart Health



Family Health

Naturalness



Reinvent it



Do it



Tell it

ASSERT OUR DRESSINGS LEADERSHIP



The Core



D&E Ketchup










A Fine Foods Icon



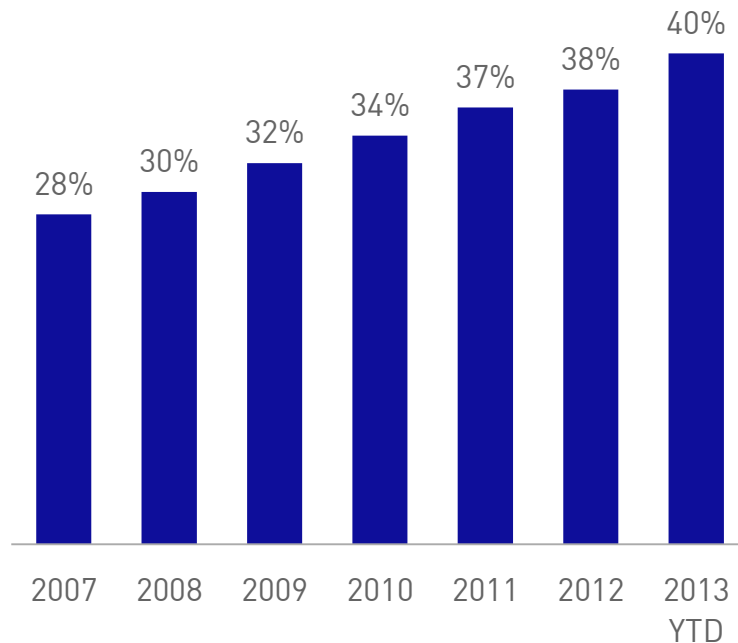
TRANSFORMING OUR FOOTPRINT



Divestments

Frozen Food NA	 
Wet/ Pasta Sauces ANZ	 
Peanut Butter NA	
Salad Dressings NA	
Bakery & Oils Turkey	

% of D&E TO



COMPETITIVE GROWTH



Foods

Transform our Footprint



Spreads

Address the Issues



Savoury & Dressings

Drive Globally



GROWTH