

# Delivering profitable, sustainable growth



**Pier Luigi Sigismondi**

**London 4<sup>th</sup> December 2014**



# A Supply Chain transformed



**Trusted**



**Commitments delivered**

**Agile**



**VUCA world**

**Opportunities**



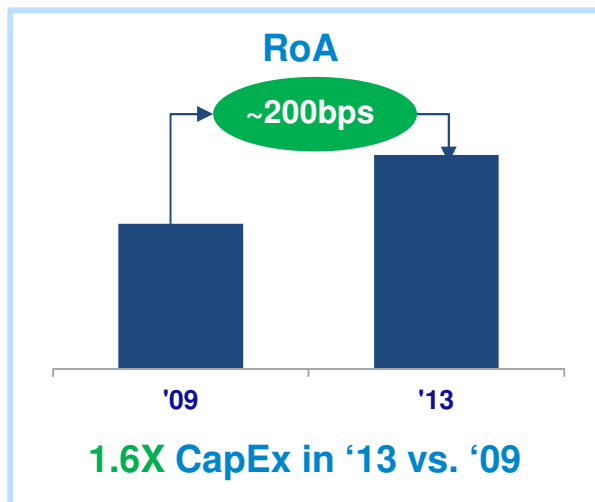
**Abundant possibilities**



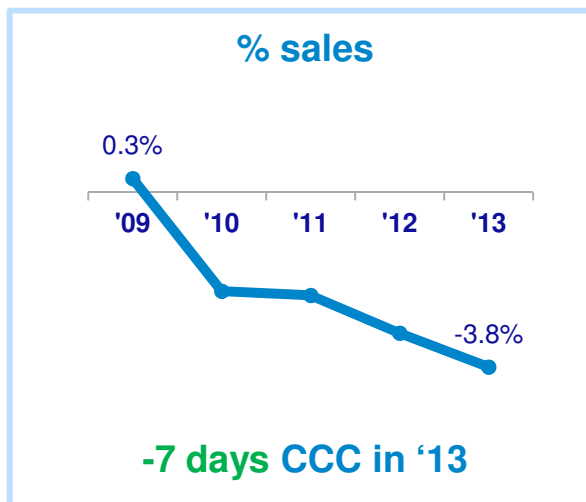
# Strong, consistent financial delivery



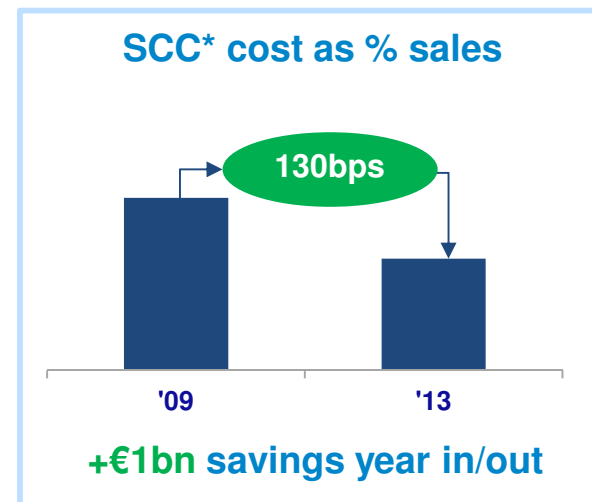
## Return on assets



## TWC excellence



## Lower costs

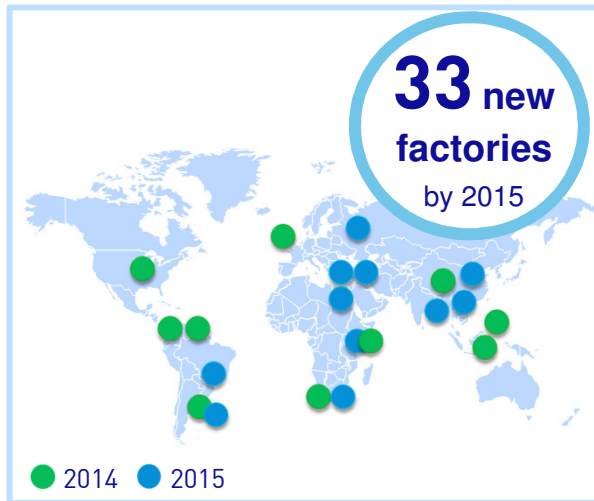


\*SC Controlled = manufacturing, distribution, and SC indirects



# A renewed, efficient, and reliable network

## Structural changes



## More productive



## Sustainable



**Gartner** #1 FMCG supply chain: 2012, 2013



A close-up photograph of a cheetah walking towards the camera in a savanna setting. The cheetah's body is covered in its characteristic black spots on a tan background. Its tail is long and has distinct black rings. The background is a soft-focus landscape of dry grass and brush. The text "An agile supply chain" is overlaid on the left side of the image in a white, sans-serif font.

**An agile supply chain**



# Responsive to external pressures

## Geopolitical issues



The image shows a long line of trucks on a road, with a Russian flag icon above it. Below, a crowd of people is gathered, with a Hungarian flag icon above them. This illustrates geopolitical tensions and their impact on supply chains.

**Effective crisis management**

## Retail environment



The image shows a box of Knisper and a bag of OMO detergent under spotlights. Text above reads: **€0.5bn** delivered over 3 years. This illustrates a low-cost business model.

**Low cost business models**

## Competition



The image shows a globe with a network of lines and a red pushpin, symbolizing global connectivity and networks.

**GLocal networks**







# Resilient to economic turbulence

## Commodity volatility



Food prices rocket

best price

Risk management

The image shows a close-up of a newspaper headline that reads 'Food prices rocket' in large, bold, black letters. In the background, a calculator is visible, and a blue starburst graphic with the text 'best price' is overlaid on the top right. Below the image, the text 'Risk management' is written in blue.

## Currency devaluation




Argentinian peso  
value in dollars, change in percent

Source: Thomson Financial Datastream

Business continuity

The image is a line graph showing the value of the Argentinian peso in dollars from July to October. The y-axis represents the change in percent, ranging from 0 to -12. The x-axis shows the months JULY, AUG., SEPT., and OCT. The line starts at 0 in July, peaks slightly in August, and then shows a sharp decline through September and October, reaching approximately -11% by the end of the period. A stylized Argentinian flag is overlaid on the graph. Below the image, the text 'Business continuity' is written in blue.

## Markets softening



CapEx flexibility

The image shows a group of people at a market stall or exhibition booth. The stall has a colorful, patterned backdrop and various products on display. People are seen interacting with the products and each other. Below the image, the text 'CapEx flexibility' is written in blue.



# Adaptive to new market demands



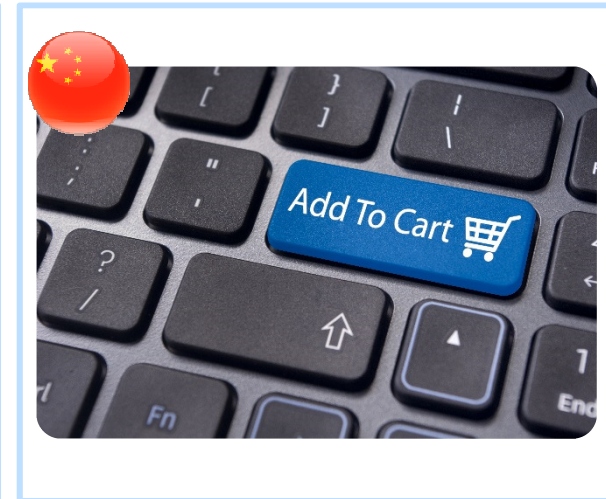
Responsible sourcing



Premium channels



Emerging channels





**Abundant possibilities**



# Sources of Growth



## Supplier partnerships



## Faster innovation



## New markets







# Sources of Funds

## World Class Manufacturing



## Harmonised portfolio

- Smart complexity
- 50% faster innovations
- Global specifications



## Low cost business models





# Sources of Cash



## Fixed assets efficiency



## Trade assets efficiency



**The journey continues...**







**Passion to win**