



**== Cérélia ==**

Founded on trust, inspired by food



**HYPER GROWTH  
AAGEF - JUNE 2022**

# Video Capabilities

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Link Video





Founded on trust, inspired by food

# FACTS & FIGURES



## OVER 50 COUNTRIES

where our products are sold



## 3 BUSINESS UNITS

in France, Netherlands and North America



## OVER 300 CUSTOMERS

in Retail, Foodservice, and Co-manufacturing.

We are the world leading partner, experts in dough solutions



## 3 PRODUCT PLATFORMS

We empower your/our consumers to create happy home baking moments with friends and family.



## OVER \$700M ANNUAL REVENUE

Continuing to out perform each prior year



## 3 PILLARS STRATEGY

Quality, Innovation & Cost efficiency



## 12 PLANTS

in Europe and North America handling the entire production process (60+ production lines).



## OUR VALUES

<b>ENTREPRENEURIAL SPIRIT</b>  Every day is a new opportunity.	<b>TOGETHER WITH CÉRELIA</b>  Building our success together.	<b>COMMITMENT</b>  Positive energy in everything we do.
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## OUR BUSINESS MODEL

<b>LOW COST OPERATIONS</b> 	<b>SUPERIOR QUALITY</b> 	<b>INNOVATION</b> 
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## OUR PRIORITIES

### SOLID BASE

Doing well what we do today, driving profitability & customer satisfaction

### CAPABILITIES & PEOPLE

enhancing our systems & industrial capabilities, while investing in talent

### INNOVATION

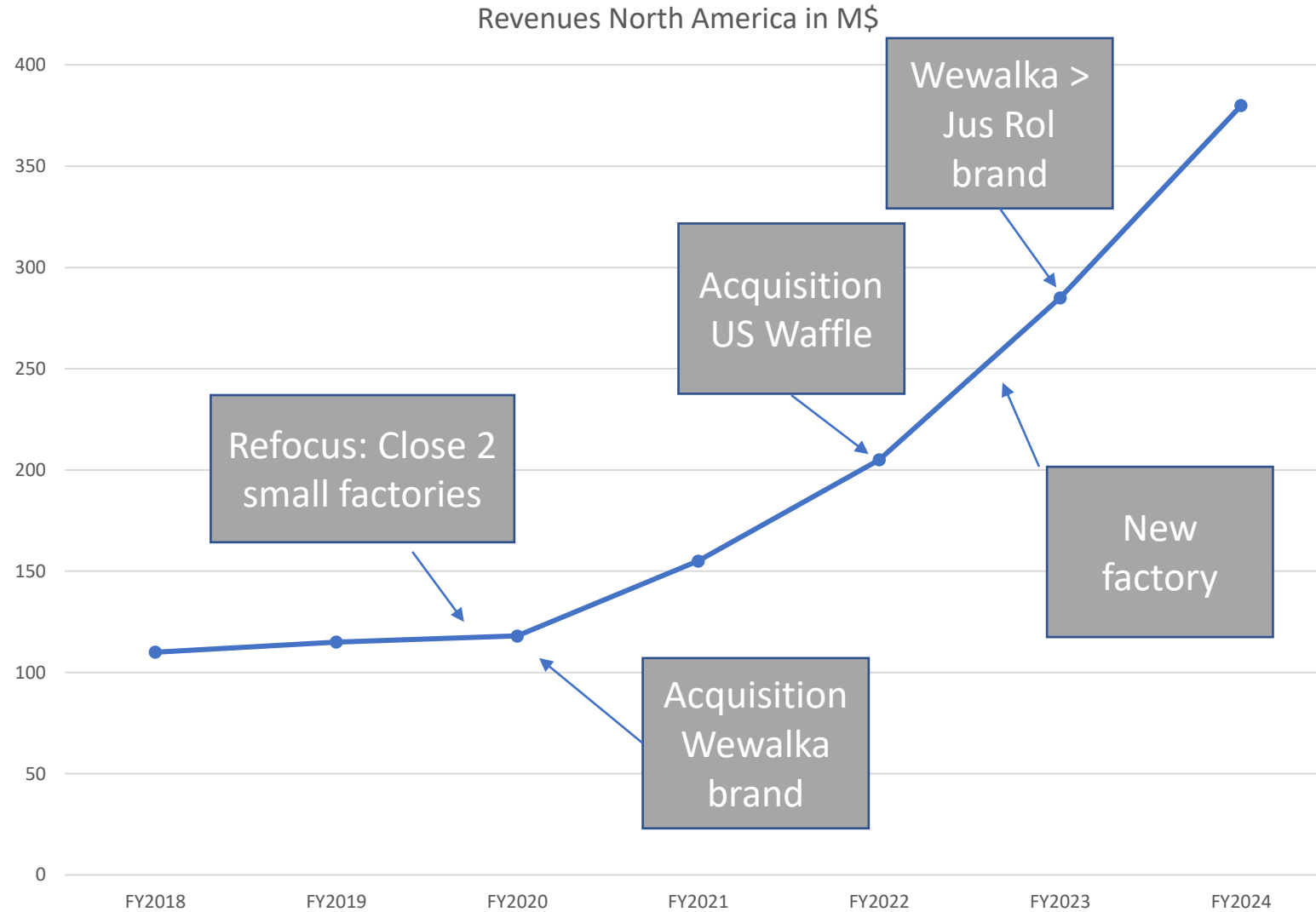
Offering innovative dough solutions within three platforms:

<b>COOKIE PLATFORM</b> 	<b>FRESH DOUGHS</b> 	<b>WAFFLES PLATFORM</b> 
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### GROWTH

Developing current and building new strategic partnerships

# Growth Trajectory



Revenues split FY2024 vs FY2020:

- 40% Organic Growth
- 60% M&A

# The Internal Set-up

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## The Company

1. Crisis Mode “Always On”
2. Lean: if you want to go fast, you need to be “light”
3. Frontline obsessed: who can help you ?
4. Decentralized structure as much as we can (some risk management to be assessed)
5. Backbone needs to be robust & ready for scale (digital)
6. Ownership & Training

## The product

1. Economics (Margin on Variable Cost)
  - Pricing
  - Sourcing
  - Workforce Model
  - Logistics
2. Focus on Scale vs Scope, so good is good enough
3. Hero products: how much can you sell of the same ?

# The External Set-up

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## The Customer

1. Say “yes: you do not grow a business by saying “no”
2. Customer Intimacy: solve their problems, do not sell them products
3. Be the best at execution !

## The Shareholder

1. Investments are decided up-front
2. Debt x EBITDA ratio tolerance
3. Working Capital needs
4. You will need a lot of cash, so better to manage it well
5. Rolling forecast in order to make it predictable