

# Dare to reinvent

**Hi there, what's cooking?**

**Else Verstraete**  
What's Cooking Group





# Else Verstraete

## Chief People Officer

Permanent representative of Leading Edge HR BV

2 years @ What's Cooking?

Married and mother of 2 children



It all started 75 years ago

A success story from a **small local butchery**



to a **successful International  
Fresh Savoury Food Group**

About  
**3000**  
people

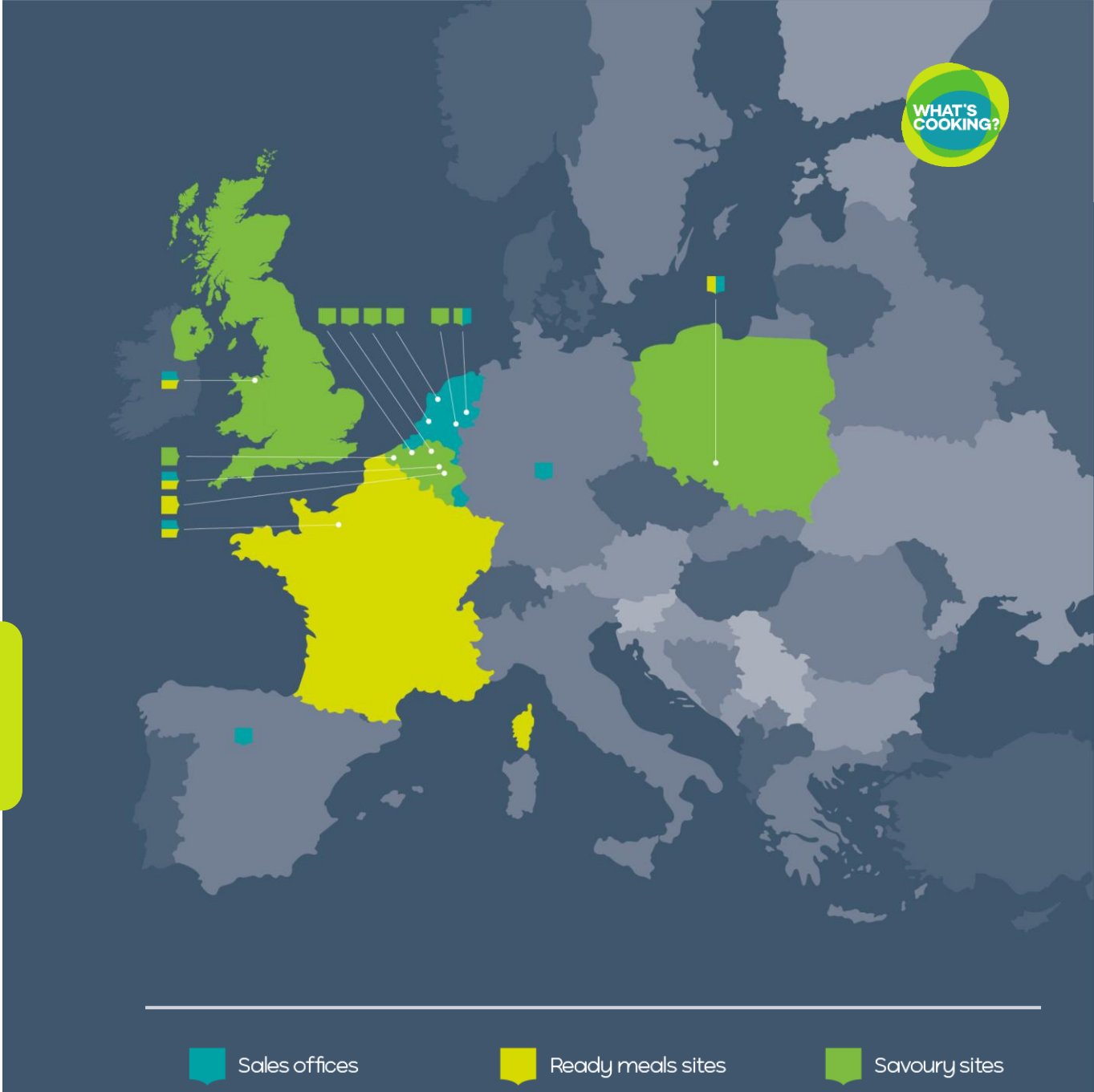
**832**  
million euros  
in turnover

Customers in  
**37**  
countries

**11**  
Sites across  
Europe

Using only  
**100%**  
Green electricity  
from 2024

**2**  
divisions



 Sales offices

 Ready meals sites

 Savoury sites

Two centrally-led strategic business units with integrated way of working

# Savoury

Key activity production:

## Protein based

Salami, cooked ham, poultry products, pâté, cooked meats, traditional products.

With more plant-based options in the future.

Key activity:

## Slicing & packaging

Ensuring the supply chain end to end:

**Unburdening our customers**





# Ready Meals

**Convenient alternatives** for home-made dishes

- Global & Local Heroes
- Chilled & Frozen
- Ovenable & Microwaveable

**Strong Brand Come a casa®**

**#1 Lasagne in Belgium**



Penetration

Market leader in growing category which reaches 84% of the population



Innovation

Brand that innovates with more plant-based options and more sustainable packaging



Awareness

High brand awareness: 86%

# European Footprint

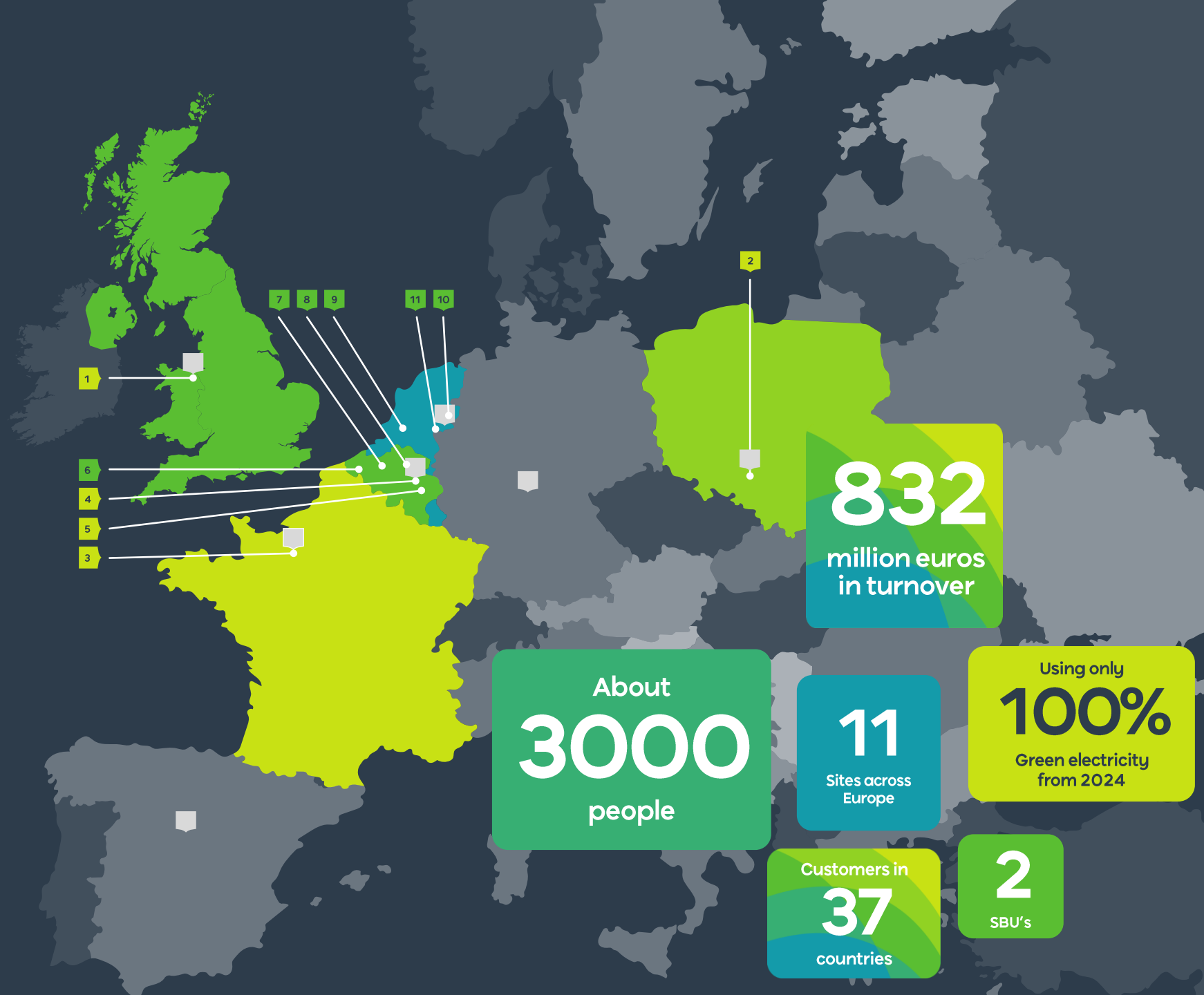
HQ in Belgium,  
11 complementary Production sites  
& 7 Sales Offices

## Ready meals

- 1 Deeside, GB
- 2 Opole, PL
- 3 Mézidon-Vallée d'Auge, FR
- 4 Wanze, BE
- 5 Marche-en-Famenne, BE

## Savoury

- 6 Veurne, BE
- 7 Lievegem, BE
- 8 Wommelgem, BE
- 9 Ridderkerk, NL
- 10 Borculo, NL
- 11 Wijchen, NL



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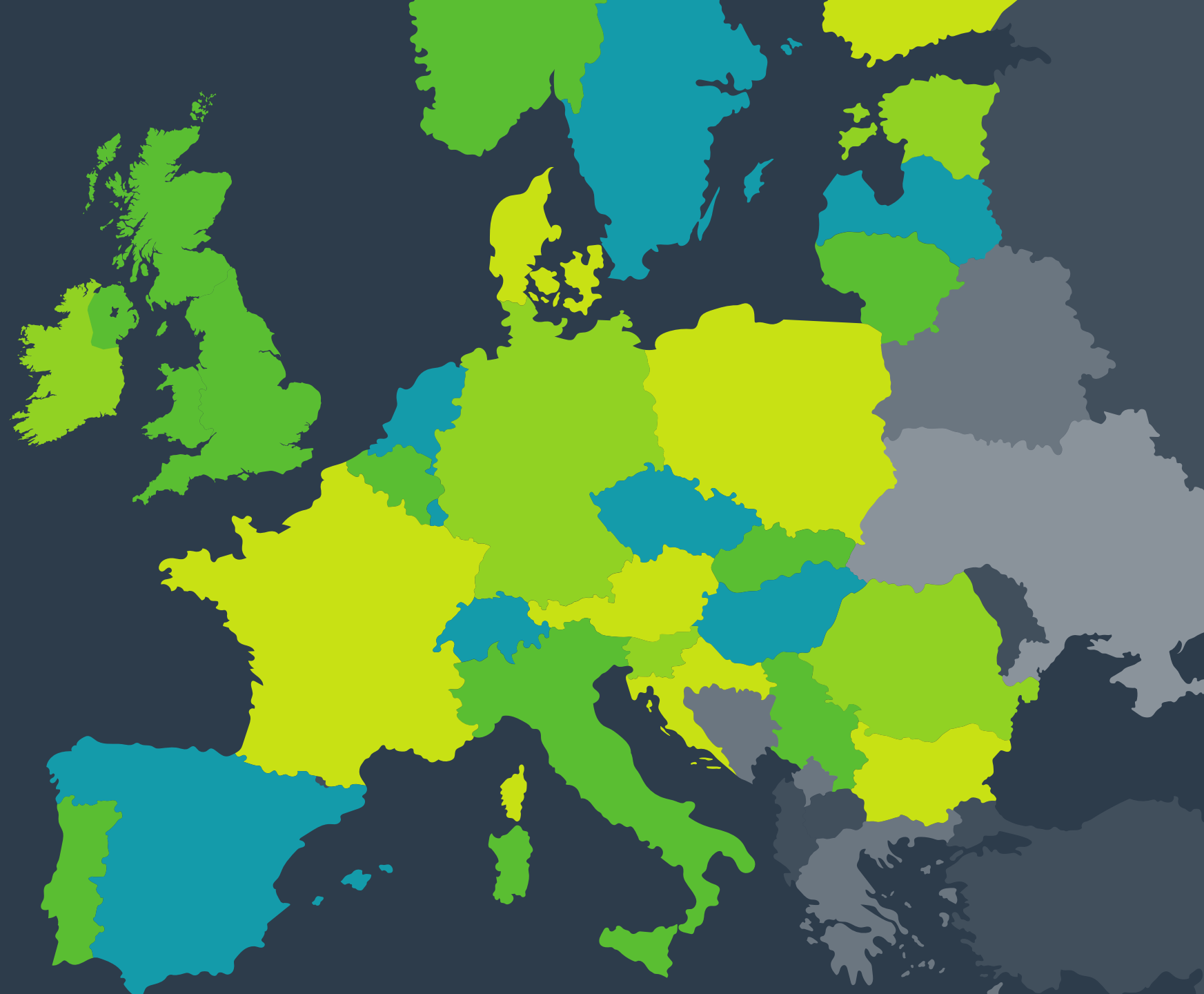
**2**  
SBU's

## Distribution of our products in Europe and Beyond

Already delighting consumers throughout Europe & Beyond in

# 37

countries





Why rebranding



Before March 7th 2023

All our companies had different names, we were not one family:

And we were facing a lot of challenges:

- ◆ Integration
- ◆ Process
- ◆ Alignment
- ◆ Digital
- ◆ Short Term thinking
- ◆ Fire fighting mode



# The world is changing faster and faster

- Pressure on meat consumption
- Supply chain disruption
- Unseen inflation
- War on talent
- Health & mental health
- Climate change
- Geopolitical instability



*'If the world outside is  
changing faster than you  
are, you are on your way to  
obsolescence'*



**We really believed that Uniting  
OUR STRENGTHS was the key to success**



One company  
One family of people  
Bearing the  
**SAME NAME**



The graphic consists of three overlapping circles. The largest circle in the background is a light lime green. Overlapping its top and right sides is a medium-sized circle in a darker, forest green. Overlapping the center of the other two is a smaller circle in a teal or blue-green color. The text is centered within the teal circle.

**WHAT'S  
COOKING?**



# Hi there, what's cooking?

It's a question we ask *the world*

How does our food affect the planet and every living being on it?

It's a question we ask *ourselves*

How can we take a stand and take small steps but with big impact to make sustainable food consumption an everyday reality?

It's a question we ask *you*

What's on your plate today?



## We call it 'The Stir'

We call our logo 'The Stir', because it shows how we **get things moving**, in our company and in the world we live in.

The Stir gets expressing our **craftsmanship in a variety of colours and layers**, showing our dynamic and diverse nature.



One company  
One family of people  
Having one clear  
**PURPOSE**



Our purpose





**Day by day**, we make  
**sustainable** food  
consumption **second nature**

by increasing the appetite for delicious, convenient food with care for both people and planet.





We have set ourselves  
**challenging targets**  
towards **2030**



## Must do Targets

-  World-class Safety & Food Safety
-  Sustainable profitable growth

## Strategic Beliefs

-  Engaged Employees
-  Rebuild Innovation
-  Portfolio Refocus
-  Grow Excellence
-  Digital Acceleration
-  Lead our industry in sustainability



# The 3 pillars of our Sustainability Strategy



*good food* for all

- Ensure consumer wellbeing
- Promote enhanced nutrition
- Grow portfolio plant-based products



Protect our *planet*



- Fight climate change
- Win the war on waste
- Source responsibly

Help *people* flourish



- Guard employee safety
- Boost employee engagement
- Respect human rights

One company  
One family of people  
Having a same set of  
**VALUES**



Stronger  
together  
thanks to  
our core  
values

1.

# Crafting with care, *care by crafting*

The care we put into our products is our contribution to the world. Quality is always on our hungry minds, as is the well-being and safety of our colleagues and consumers. We set new standards for taste and convenience, and we are mindful about sustainability.



Stronger  
together  
thanks to  
our core  
values

2.

# Confident & *courageous*

We know we are pretty good at what we do, because we believe in our people and the skills they bring to the table. We encourage them to be just as ambitious as we are, never minding the honest mistakes they make on the way.





Stronger  
together  
thanks to  
our core  
values

3.

Day by day  
*side by side*

Big changes don't happen overnight. That's why we work towards our goals one day at a time, rolling up our sleeves together, as the team we are. We treat everyone equally while respecting their individuality, whether they're our colleagues, customers, suppliers or consumers.



# Revealing the change

Day by day



Months before

Week -1

D-Day

As of D-Day

Week +2



PREPARATION  
5 core people

PREVIEW COMMUNICATION  
Selected people

REVELATION  
Revealing the change

TRANSITION  
What's Cooking? in  
the day to day

ACTIVATION  
meetings

- Secret project group "Hawai"

- Preview communication to sales people - Under embargo (NDA's)

- Internal communication flow
- External communication flow
- Customer communication flow

- New business tools
- New tone of voice in communication
- New outdoor & indoor branding
- New exposure tools

- Leadership team "Stir" Meetings
- HR Workshops





**Do not tell anyone  
before March 7<sup>th</sup>**



# Internal Communication flow starting March 7th



8:00  
Reveal video CEO  
to all employees



As of 12.30  
Roadshow by ExCom  
in all sites



As of 12.30  
Sampling of the new goodie bag  
to all employees





# External Communication flow starting March 7th



7:00  
**Written Press Release**  
**New Website**

10:00-12:30  
**Press Conference**  
Official reveal in Lievegem

12:30  
**LinkedIn communication**  
A rebranded LI page



[www.whatscooking.group](http://www.whatscooking.group)



# Customer Communication flow starting March 7th



9:00  
**Customer e-mailings**  
Link to our video about our new mission

As of March 8  
**Top Customer Approach / Business Reviews**  
With our new corporate presentation

**Subject:**  
What's Cooking?

Dear partner in delicious food,

Tar Base is reinventing itself. Today we are launching the new name of our company. But even more importantly, we have redefined our purpose and strategy, with our new name as a guide and a daily reminder.

So what is this new name? You've already seen it, it's the subject of this email. What's Cooking? Exactly, it's a way of asking "What's going on?" with some extra flavour, and a pinch of positive expectation. It highlights our curiosity, drive and passion for food. It expresses appetite, hope and realism, all at the same time.

It's a question we will ask the world. What we eat affects our planet and as a leading savoury & ready meals food company, we want to take responsibility for that. It's also a question we ask ourselves: what can we do to drive forward the change towards better food choices?

We know we won't save the world overnight, it will take time. And courage. And you. Working side by side, we can make sure sustainable food consumption becomes 'second nature' to everyone.

**How will this affect you?**

The names of the tasty products we make will not change, but over time What's Cooking? will replace all existing company names and appear in our email addresses (check your spam - but our old addresses will still work for a while). Of course it will never replace what we are built on: our craftsmanship and our passion for delicious food.

We will answer all your questions in our next business review. As for our relationship, it's business as usual. You can count on us to ensure business continuity, with a reliable service and great product quality. Your contacts, scope and the processes within our company will remain unchanged.

Meanwhile your regular commercial contact will continue to be available. When changes take place in the name of the legal entity (no change in VAT no. or other registrations), we will inform you in plenty of time, in a separate communication.

Do check out our very short video about our new mission, focusing on towards the future of our sector.

We are looking forward to working together with you to cook up a better world, day by day. Together we will make our business grow in a sustainable way.

Kind regards,

Christophe Belisus\*  
SBU Director Ready Meals  
\*Permanent Representative of Sigaba Consulting BV



# New business tools



New e-mail address  
 New e-mail signature  
 New business cards

else.verstraete@whatscooking.group

**Else Verstraete \***  
**Chief People Officer**  
 \* On behalf of Leading Edge HR BV

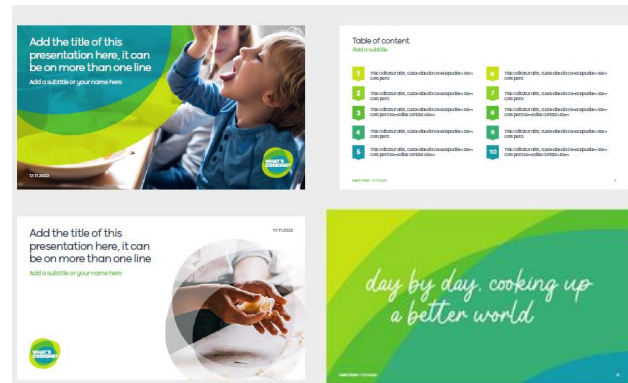
Beke 1  
 BE-9950 Lievegem  
 M +32 497 50 40 20  
[www.whatscooking\\_group](http://www.whatscooking_group)



*day by day. cooking up a better world*



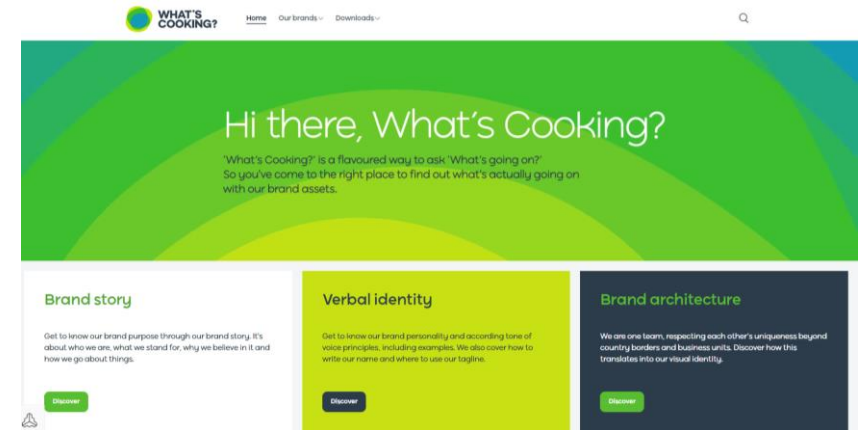
# New templates



Title of this table

First heading									
Second heading									
Third heading	Column one	Column two	Column three	Column four	Column five	Column six	Column seven	Column eight	Column nine
Mid accent row									
Full accent row									

# New brand platform

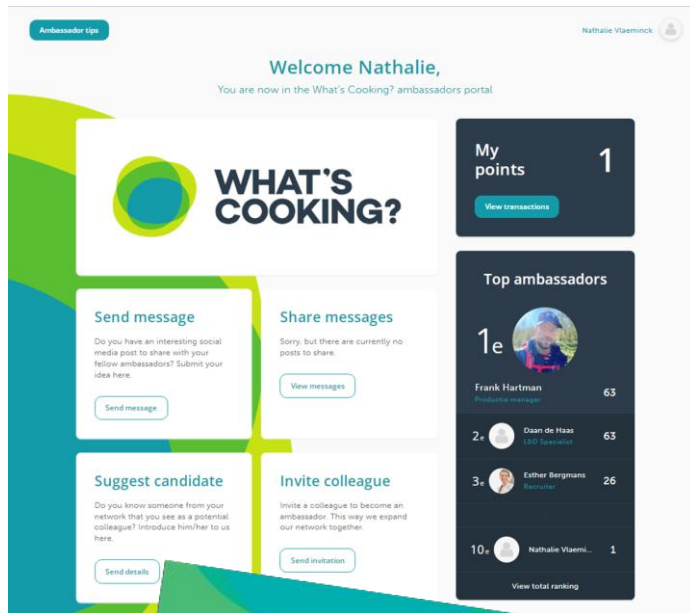






# New tone of voice in communication

## New ambassador platform

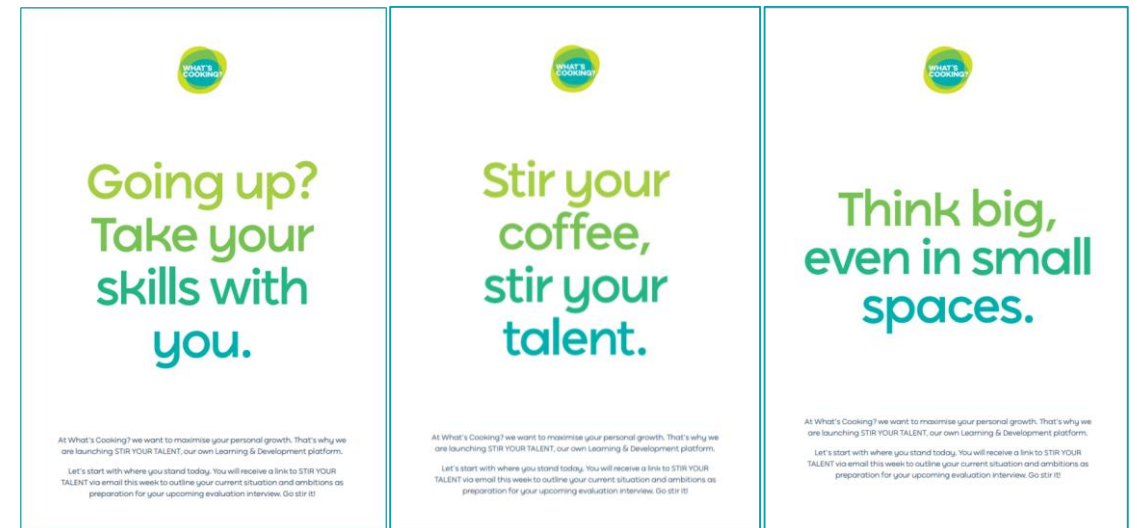


## Newsletter "What's stirring?"



## New campaigns (example: Performance Review)

# Ready to stir your talent?



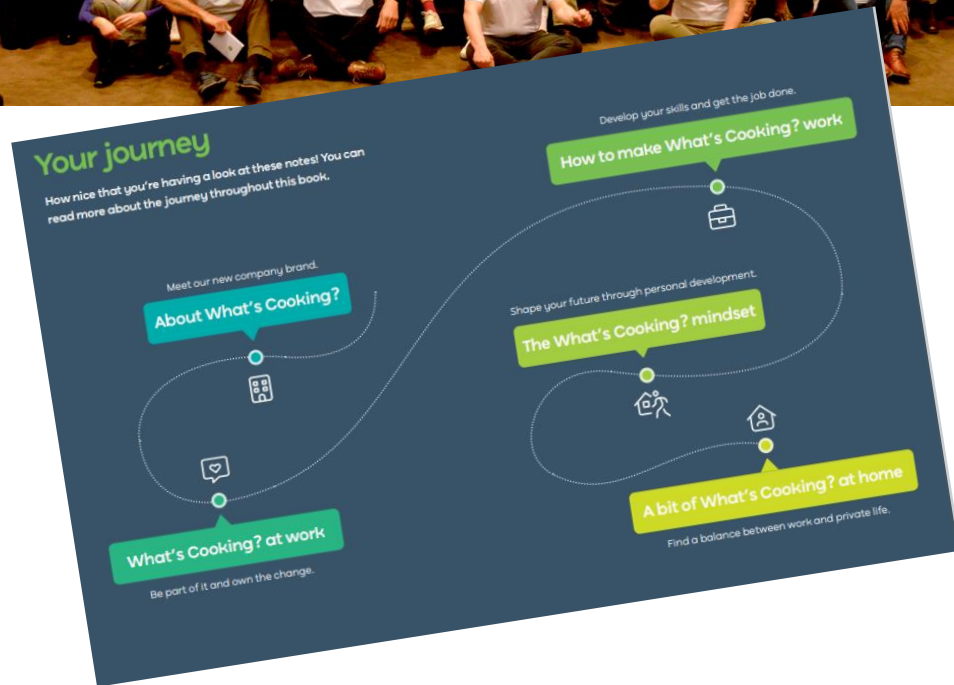
# New outdoor & indoor branding



# New exposure tools



# Activation meetings



# Day by day, cooking up a better world



-   
 Valuable innovation

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-   
 Result-oriented cooperation

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-   
 Operational strength

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-   
 Cost leadership

Ter Beke is een innovatieve Belgische verse voedingsgroep, die een uitgebreid gamma kwalitatieve verse voedingsproducten en bijbehorende diensten commercialiseert in tal van Europese landen.

**Voor onze vestiging in Lievegem zoeken we:**

- 8 operatoren**
  - voor diverse productie-afdelingen
  - 2-ploegenstelsel
  - optie vast na uitzendperiode
- 2 ervaren techniekers**
  - met kennis van automatisering en storingstechniek
  - 2-ploegenstelsel
  - contract onbepaalde duur

**> Ons aanbod:**

- Boeiende functies in een stabiele onderneming met een aangename werksfeer.
- Dagelijks meewerken aan de groei van een vooruitstrevende Belgische voedingsgroep.
- Aantrekkelijk salarispakket aangevuld met extralegale voordelen.

**> Jouw troeven:**

- Je bent leergierig en gedreven.
- Je werkt nauwkeurig en ordelijk.
- Je focust op kwaliteit en hygiëne.
- constructief en collegiaal.

**Interesse?**  
 Solliciteer via het formulier op de website of mail naar [hans.vanderlooven@terbeke.com](mailto:hans.vanderlooven@terbeke.com)  
**Bijkomende vragen? Bel of Whatsapp naar 0475 32 83 36.**  
 Ontdek meer op [www.terbeke.be](http://www.terbeke.be)

**terbeke**  
*Always by the side for your everyday meal*

**Job opportunity**

## Night shift production operatives

**WHAT'S COOKING?**



Apply now!  
[jobs@whatscooking.group](mailto:jobs@whatscooking.group)  
 01244 286273

-   
 Confident and courageous
-   
 Crafting with care, care by crafting
-   
 Day by day, side by side

# Agenda

1. About us
2. Our knowledge & experience
3. Why rebranding
4. Revealing the change, day by day
5. **Hungry for more?**

# Follow us on LinkedIn



WHAT'S  
COOKING?

