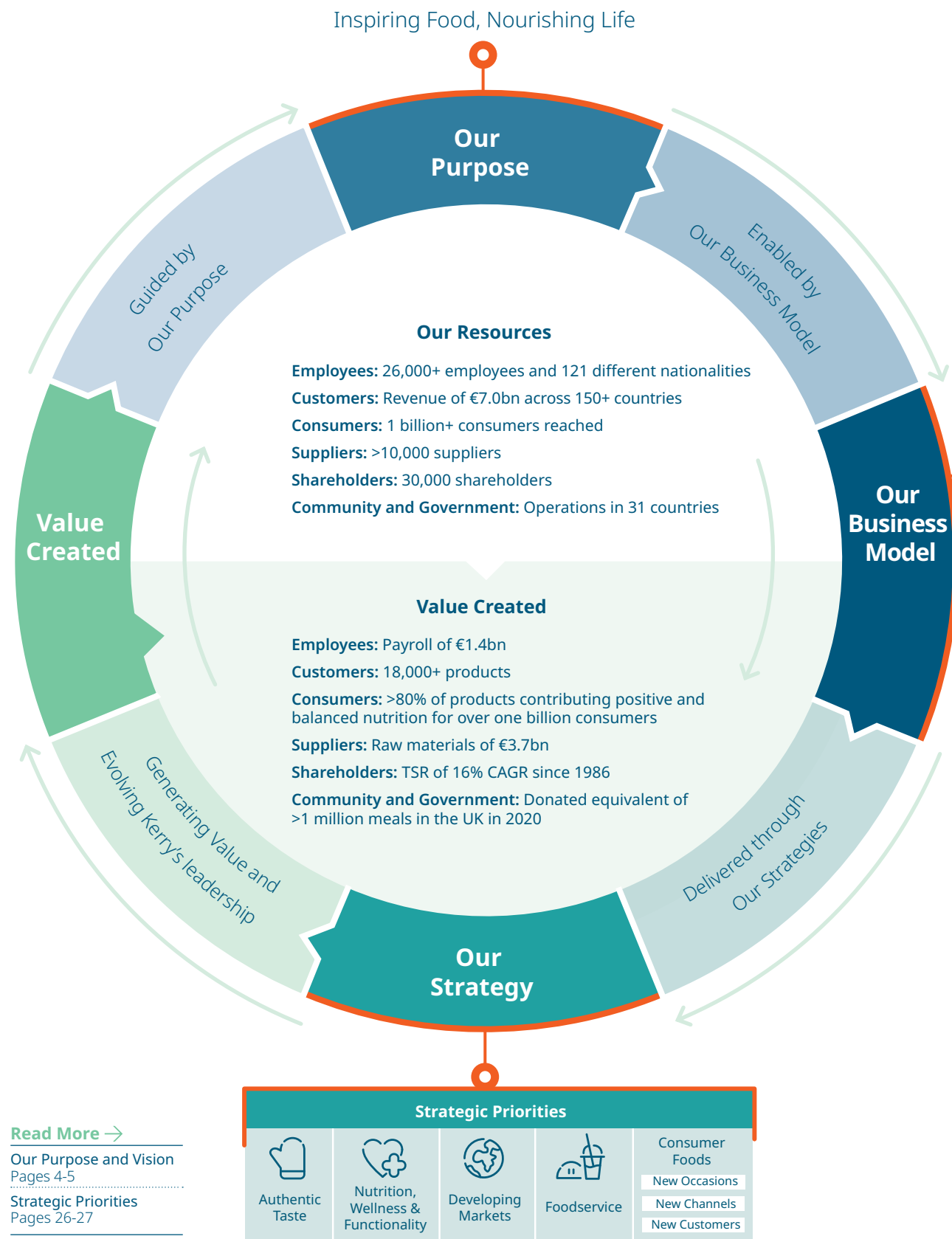


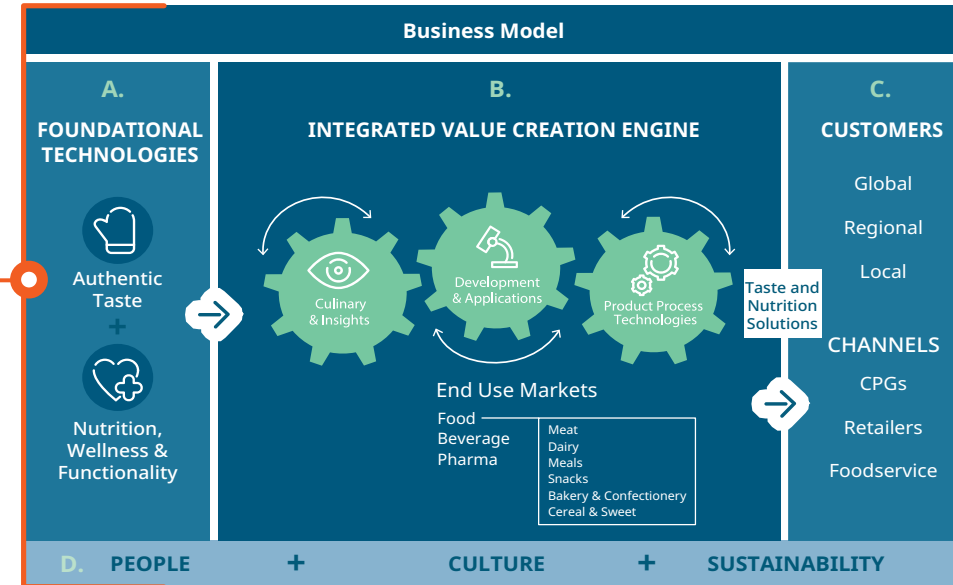
How our Integrated Business Model creates Sustainable Value

Our Purpose, strategy and industry-leading business model are central to our circular approach to creating sustainable value for all stakeholders.



[Read More →](#)
 Our Purpose and Vision
 Pages 4-5
 Strategic Priorities
 Pages 26-27

Kerry's unique business model is the industry reference and customer preference.



A. Diverse Technology Portfolio

See pages 22-23.

B. Unique Integrated Value Creation Engine

This is where Kerry excels by deploying our global infrastructure across the entire product development cycle from ideation right through to product launch.

The three cogs of the engine comprise **Culinary & Insights**, which includes over 100 culinary experts and baristas in conjunction with our leading market insights teams, who work with customers on product discovery, ideation and concept creation phases; the **Development & Applications** teams, which include over 200 scientists who use Kerry's sensory, analytical and regulatory expertise to ensure every product meets consumer preferences; and **Product Process Technologies**, where our extensive understanding and process engineering expertise across 25 different process technology platforms, combined with Kerry's unique ability to develop finished consumer products distinguish us in the industry.

Kerry is the leading provider of integrated solutions, leveraging these interconnected capabilities to drive value for customers. Therefore, if a customer wants to bring a new product to market quickly or move into an adjacent category across the food, beverage and pharma landscape, Kerry is the co-creation partner of choice.

C. Unparalleled Customer and Channel Access

Kerry delivers customer solutions across a broad set of routes to market in both the retail and foodservice channels. Its diversified range of customers extend from global to regional and local leaders.

D. People, Culture and Sustainability

Kerry's business model is powered by our people, underpinned by our culture, with sustainability at the heart of everything we do.

[Read More →](#)

[Our People](#)
 Pages 14-19
[Sustainability Review](#)
 Pages 46-70

Our Technologies

1,000+

Scientists

22 25

Core Technologies

Process Technology Platforms

33

End use market Development and Application Centres across the globe

Our Technology Strategy – Breadth | Depth | Integration

Our technology strategy is built on three principles: breadth of technology capability, depth and expertise within each of these technologies, and critically the integration of these technology capabilities to deliver unique and value-added solutions for our customers.

Our Leading Technology Offering

Kerry has built a leading technology offering over the past 30 years through a combination of investment in R&D, people, infrastructure and acquiring new technologies. We have over 1,000 scientists across a multitude of disciplines globally spanning food science, biochemistry, flavour science, engineering, to name a few. This extensive scientific expertise drives our 22 core technologies. It leverages our 25 process technology platforms and is brought to life for our customers through our 33 end use market development and application centres across the globe. We seamlessly integrate culinary food craft with deep fundamental science to understand and solve our customers' needs.

How Our Technology Portfolio is Deployed

We have industry-leading capabilities across a broad range of **Core Foundational Technologies** spanning the areas of Taste, Nutrition & Functionality. These include taste technologies such as flavours, natural extracts and texturants, combined with nutrition and functionality technologies including enzymes, probiotics and bio-preservation. Our technology portfolio is further enhanced by a global network of suppliers and partners.

We combine this individual technology expertise with the broadest **Process Technology footprint** in our industry ranging from pyrolysis to extrusion to fermentation.

By combining and leveraging our foundational technologies and our extensive process technologies capabilities we create **Integrated Technologies**, that are end-use market specific. Kerry is the global leader in Taste & Nutrition Integrated Technologies.

All of these capabilities are leveraged by our Application teams and chefs to create unique **Integrated Solutions** for our customers that are defined and aligned to consumer needs and bespoke customer requirements. This is at the core of our unique and leading taste and nutrition positioning. It is where we excel as the co-creation partner for our customers. It is the culmination of decades of research, development and application expertise and investment in our broad technology platforms. It is an example of the value-add staircase we've built. And it's why we are the industry leader in integrated solutions.

Our broad range of **Core Technologies** across Taste and Nutrition are enabled through our **Process Technologies**, embedded in our **Integrated Technologies** and help us to create unique **Integrated Solutions** for our customers across our Food, Beverage and Pharma end use markets.

