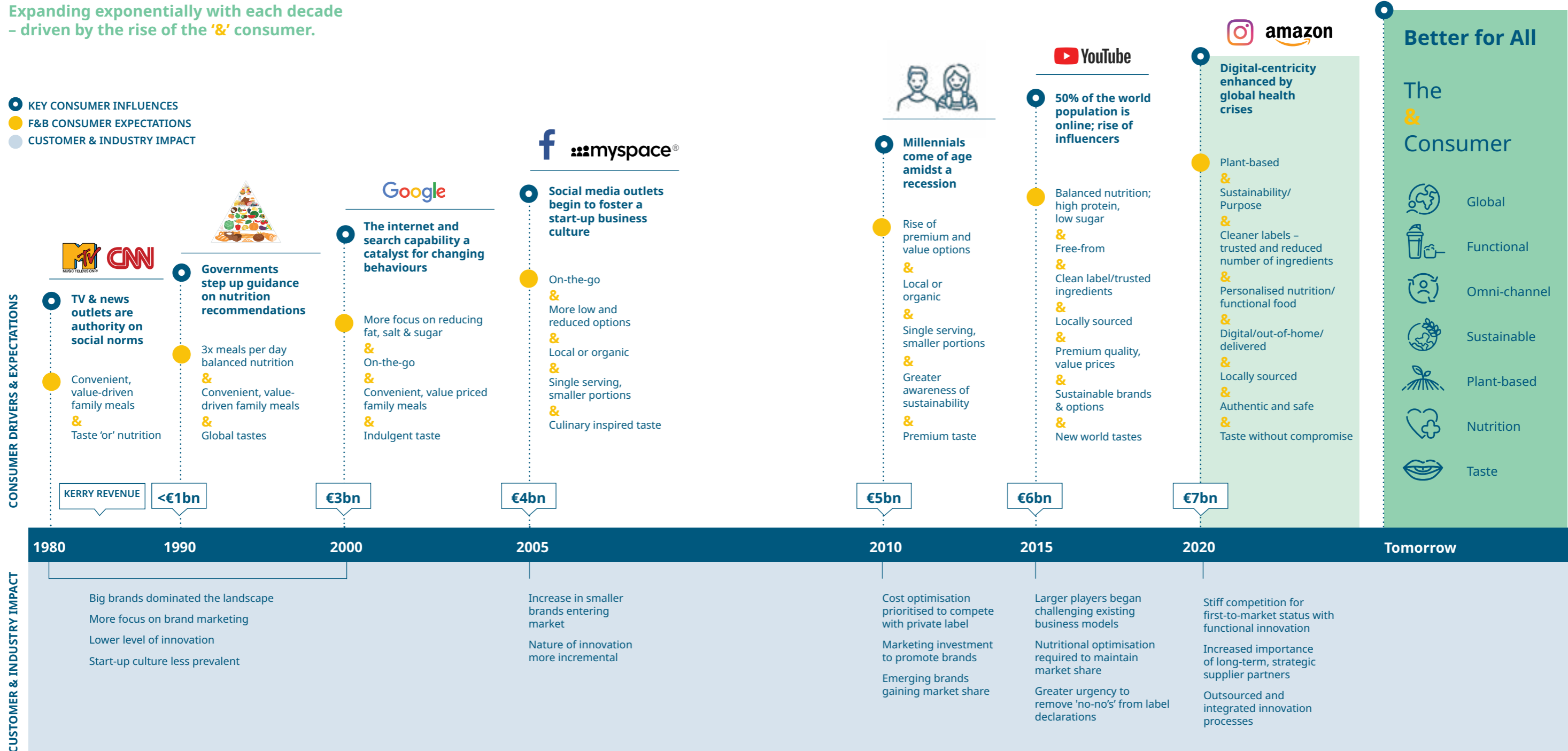


Our Markets

Expanding exponentially with each decade - driven by the rise of the '&' consumer.

- KEY CONSUMER INFLUENCES
- F&B CONSUMER EXPECTATIONS
- CUSTOMER & INDUSTRY IMPACT



Where the consumer is at the centre of everything we do

Kerry is a consumer-led organisation. Our business model, structures and strategies continue to evolve, centred around a deep understanding of diverse local consumer preferences across the globe. Kerry's sales and commercial structures are managed primarily through the lens of its food, beverage and pharma end use markets, through which we sell 18,000+ products that support customers as they seek to innovate to win in today's food, beverage and pharma marketplace.

The Evolution of our Marketplace

The consumer landscape has significantly evolved over the past 40 years, with the last five years seeing a profound change led by millennials and younger consumers. This has meant an increased appetite for new experiences, a greater awareness of how food and beverages are made, their ingredients, and what the companies that produce them stand for.

The '&' Consumer

The '&' consumer has now become the primary influencer of food and beverage purchasing decisions within households across the globe. Brands today must make great tasting products that nourish consumers, while enhancing their lives and regenerating the planet. Innovation needs to be purposeful and meet the ever-increasing demands of consumers.

The Impact on our Industry

All of these changes are reshaping the industry, challenging long established business models and redefining traditional ways of working. This is creating significant opportunity, as customers continue to look for partners that provide an enhanced innovation service. This is leading to significant market opportunity and a potential future market far in excess of the current estimated market size of c. €75 billion.