

Why Kerry?

We deliver the key value-add component and driver of repeat purchase behaviour.

1. **Strategically Positioned in a Highly Attractive Industry**

While the range of ingredient solutions we offer amount to only a small percentage of the final product, in most cases they deliver the key value-add component and driver of repeat purchase behaviour.

The market we serve is currently estimated at €75bn and is growing rapidly, as customers are looking for innovation partners to support them right across all food and beverage categories from ideation to launch, to impact.

2. **Kerry is a Truly Unique Business**

We have an extensive global network of over 22,000 talented colleagues, who are driven to innovate and collaborate with our customers to deliver food and beverage products that are better for consumers, customers, and the planet. We have a strong science and technology background, with over 1,100 scientists and we are part of a broad ecosystem that includes accelerators and universities. The combination of our people, science, technology and integrated solutions capability enables us to solve the industry's most complex challenges with truly differentiated solutions.



3. Strong Leadership Positions¹



4. Track Record of Value Creation

- 3.3% CAGR² for revenue
- 5.8% CAGR for trading profit
- 6.0% CAGR for adjusted EPS
- 14.9% CAGR on share price
- 11.4% CAGR on dividend per share
- 39% Absolute carbon reduction³

5. Winning Growth Strategies

- Authentic Taste
- Plant-based
- Food Waste
- Health & Bio-Pharma

¹ Leadership positions above are within the value-add ingredients and solutions market we serve.
² CAGR = Compound Average Growth Rate (2011 - 2021)
³ Scope 1 + 2 reduction versus our 2017 base year.