

The industry reference and customer preference
– creating value for all stakeholders

A. FOUNDATIONAL TECHNOLOGIES



B. INTEGRATED VALUE CREATION ENGINE



C. CUSTOMERS & CHANNELS

- Global
- Regional
- Local
- Retail
- Foodservice

PEOPLE + CULTURE + SUSTAINABILITY

Inputs

30,000 Shareholders

+29% TSR in 2019

Outputs

26,000+ Employees

€1.3bn Payroll

Sales in 150+ countries

Customers

18,000+ Products



Consumers

200+ Articles published since 2016 by Kerry Health & Nutrition Institute

Community & Government

Manufacturing in 32 countries



7,000+ People impacted by the RAIN Programme

+
Read more about the RAIN Programme in our Sustainability Review page 69

Kerry's customer-centric business model comprises three core elements – a diverse portfolio of **foundational technologies**, a unique **integrated value creation engine** and unparalleled **customer and channel access**.

- A. Kerry has the industry's broadest portfolio of foundational technologies, built up over 30 years and used to deliver both enhanced taste attributes and improved nutrition and functionality. Combining these technologies is a key driver of today's consumer preferences and a significant customer challenge. Kerry's positioning at the intersection of taste and nutrition and understanding of how these work together provides a unique ability to deliver tailored customer-specific solutions.
- B. The integrated value creation engine is where Kerry excels by utilising its global infrastructure across the entire product development cycle from ideation right through to product launch. The three cogs of this engine comprise Culinary & Insights which encapsulates the market discovery, ideation and concept creation phase; the Development & Applications teams who work together to create products with the relevant taste and nutrition attributes, while using Kerry's sensory,

- analytical and regulatory experts to ensure the product meets consumer preferences; and Product Process Technologies, where Kerry's extensive understanding of the end-to-end supply chain, process engineering and unique ability to develop finished consumer products distinguishes it from others. 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. Kerry delivers customer solutions across a broad set of routes to market in both the retail and foodservice channels. Its diversified range of customers extends from global to regional and local leaders.

These wide ranging capabilities continue to be deployed in local markets through our expansive infrastructure, allowing Kerry to successfully meet local consumer needs, deliver on our strategy and drive sustainable business performance.