

# STRATEGIC REPORT STRATEGIC ADVANTAGE

## TECHNOLOGY LEADER

Unique expertise in technology integration for solution delivery

Industry-leading application & culinary expertise

Leading technology portfolio

Deep science & research expertise aligned to global network of partners

Unparalleled breadth of product process expertise

Best-in-industry infrastructure of global and local technology & application centres

## MARKET LEADER

Global leader in Taste & Nutrition – Co-creation partner for the food & beverage industry

Largest Taste & Nutrition business in Developing Markets

Global Leader in Taste & Nutrition solutions into Meat/Meat Alternative Market

Global Leader in Clean Label solutions (in particular natural preservation & natural taste)

In 5 of the top 10 blockbuster drugs

Leader in our chilled foods categories in Ireland and the UK

## PROVEN SUCCESS

33 years of consistent results since 1986

10% CAGR for revenue

13% CAGR for trading profit

13% CAGR for adjusted EPS growth

16% CAGR on share price

17% CAGR on dividend per share

CAGR = Compound Annual Growth Rate

## GROWTH POTENTIAL

Industry-leading business model

Unique Taste & Nutrition positioning with long runway of technology deployment opportunities

Winning across all customer segments and channels

Further strong growth potential in developing markets

Extensive global footprint platform to meet local needs

Proven consolidator

We have a long history of sustained profitable growth.

Group strategy will continue to be achieved through the commitment and expertise of our people.

## PEOPLE

Proven leadership and management capability

Ambitious, results driven and collaborative culture

Investment in leadership, professional and technical capabilities for the future

Opportunities for personal growth and career fulfilment

Global mobility programme

Diverse and inclusive teams

Reward & recognition focus

## SUSTAINABILITY

Long term strategy fully anchored in our Sustainability commitments

Natural community based heritage

Investing for a sustainable future

Strong delivery against 2020 targets

Milestones linked to performance management

Innovative health & wellbeing programmes supporting communities globally



Sustainability Review  
pages 49-72

Our People  
pages 18-23