Disclaimer: Forward Looking Statements

This presentation/announcement may contain forward looking statements with projections regarding, among other things, the Group’s strategy, revenues, earnings, trading profit, trading margin, finance costs, tax rate, capital expenditure, dividends, cash flow, net debt or other financial measures, the impact of foreign exchange fluctuations, the impact of raw material fluctuations and other competitive pressures. These and other forward looking statements reflect management expectations based on currently available data.

However, actual results will be influenced by, among other things, macro-economic conditions, food industry supply and demand issues, foreign exchange fluctuations, raw material and commodity fluctuations, the successful acquisition and integration of new businesses, the successful execution of business transformation programmes and other, as of today, unknown factors. Therefore actual results may differ materially from these projections.

These forward looking statements speak only as of the date they were made and the Group undertakes no obligation to publicly update any forward looking statement, whether as a result of new information, future events or otherwise.
Leading Global Business – Meeting Local Consumer Needs

Divisonal Breakdown

- Taste and Nutrition
  - Revenue: 82% €7.0bn
  - Trading Profit: 89% €797m

- Consumer Foods
  - Revenue: 18% €7.0bn
  - Trading Profit: 11% €797m

Divisional Breakdown

- T&N Americas: €3.1bn Rev
- T&N Europe: €1.4bn Rev
- T&N APMEA: €1.2bn Rev

Global and Regional Technology & Innovation Centres

Manufacturing Plants

Sales Offices

Production Locations: 148
Employees: 22k
Sales in 150+ countries: 150+

All financial information is as at 2020 year end, the number of locations and employees are at end of September 2021.
Our Vision
and Purpose

Our Customers’ Most Valued Partner

Creating a World of Sustainable Nutrition

Inspiring Food, Nourishing Life

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Creating A World of Sustainable Nutrition

Enabling our Customers Move Along the Sustainable Nutrition Spectrum
Taste & Nutrition Strategic Framework

Key Growth Platforms
- Authentic Taste
- Plant-Based
- Food Waste
- Health & Bio-Pharma
Taste & Nutrition – Unique Position & Market Access

Food 70%  
Beverage 25%  
Pharma 5%  

76% Retail  
24% Foodservice  

Global ~1/3  
Regional ~1/3  
Local ~1/3  

Americas 54%  
Europe 24%  
APMEA 22%  

22 Core Technologies  
25 Process Technology Platforms  

All financial information is as at 2020 year end
Our Unique Business Model – Consumer-led and Customer-centric

**FOUNDATIONAL TECHNOLOGIES**
- Taste
- Nutrition, Wellness & Functionality

**INTEGRATED VALUE CREATION**
- Culinary & Insights
- Development & Applications
- Product Process Technologies

**END USE MARKETS**
- Meat
- Dairy
- Meals
- Snacks
- Beverage
- Bakery & Confectionery
- Cereal & Sweet
- Pharma

**CUSTOMERS**
- Global
- Regional
- Local

**CHANNELS**
- CPGs
- Retailers
- Foodservice

**PEOPLE AND CULTURE**

**END-TO-END SUSTAINABILITY**
Strategically Positioned Within a Dynamic and Evolving Industry

Consumer 

Business to Consumer
- Digital Channel
- F&B Retailers
- Foodservice Channel

Business to Business
- F&B Manufacturers
- Raw Material Producers
- Value-Add Ingredients & Solutions

Value-Add Ingredients & Solutions Market

© Kerry 2021 | Source: Kerry Market Estimates
The Industry Continues To Move to Integrated Solutions

Kerry Leading the Way
Unique Taste & Nutrition Positioning

Sustainable Nutrition
Value Creation and Growth in Emerging Markets

- €1.6bn
- +10% CAGR

10% Target Volume Growth

Deep Local Deployment
- Building Teams
- Relationships
- Investing
- Local Understanding

Kerry’s locally-led approach – successfully deployed over 25+ years

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History of Financial Delivery and Value Creation

Strong Growth Since 1986

Revenue

- Revenue: €337m to €7.0bn
- CAGR: +9%

Trading Profit

- Trading Profit: €14m to €797m
- CAGR: +13%

Adjusted EPS

- Adjusted EPS: 7.6c to 345c
- CAGR: +12%

Dividend

- Dividend: 0.48c to 86.50c
- CAGR: +17%

See 2020 Annual Report for definitions of metrics