Disclaimer: Forward Looking Statements

This presentation/announcement may contain forward looking statements with projections regarding, among other things, the Company’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 and therefore actual results may differ materially from these projections.

These forward looking statements speak only as of the date they were made and the Company undertakes no obligation to publicly update any forward looking statement, whether as a result of new information, future events or otherwise.
2014 Preliminary Statement of Results

Stan McCarthy
CEO

Brian Mehigan
CFO

Review of Business

Outlook & Future Prospects

Financial Review
2014 Full Year Highlights

- Adjusted EPS* increased 8.1% to 278.9 cent
- Group revenue at €5.8 billion reflecting 2.4% continuing volume growth
- Group trading margin up 60bps to 11.1%
- ROACE* 14.4% (2013: 14.2%)
- Free cash flow €303m
- Final dividend increased to 31.5 cent (total 2014 dividend up 12.5% to 45 cent)
- Foods repositioning well advanced

Note: * before brand related intangible asset amortisation and non-trading items (net of related tax)
2014 Overview

› Macro economic landscape challenging
  › Developed markets
    – slow pace of recovery, consumer confidence variable
    – cost of living increases ahead of wage growth
    – shrinking middle class
  › Developing markets
    – impacted by geopolitical and currency issues
    – growing middle class, urbanisation
    – strong growth in Asia

› Recovery on the horizon, but consumers not yet buying it
  › Growing demand for clean-label, enhanced nutritional/health offerings and snacking lines
  › Convenience formats continuing to expand – market polarisation here to stay
  › Increased requirement for science-led innovation and authentic ingredients
  › Online shopping growing rapidly
  › Foodservice channel – demand for wider menu offerings

› Kerry positioning aligned to consumer trends
  › Taste, Nutrition and Developing Market platforms perform well
  › Life-stage requirements driving demand for innovation and enhanced nutrition
  › Accelerating growth in developing markets, despite regional issues
  › Kerry Foods benefits from portfolio repositioning to-date
Revenue & Margin Overview

**GROUP**

€5,757m  
Cont vols: +2.4%  
Margin: +60bps

**INGREDIENTS & FLAVOURS**

€4,337m  
Cont vols: +3.4%  
Margin: +80bps

**CONSUMER FOODS**

€1,509m  
Cont vols: -0.7%  
Margin: +30bps
## Business Review – Ingredients & Flavours

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>€4,337m</td>
<td>+3.4%*</td>
</tr>
<tr>
<td>Trading profit</td>
<td>€593m</td>
<td>+6.1%</td>
</tr>
<tr>
<td>Trading margin</td>
<td>13.7%</td>
<td>+80bps</td>
</tr>
</tbody>
</table>

- Continuing volumes +3.4% and pricing (0.5%)
- Trading profit +6.1% up 7.3% on a LFL basis
- Strong operational performance contributing 80bps margin improvement
- Increased innovation to meet snacking, convenience, health/wellness trends
- Kerry Technology & Innovation Centres driving growth
- Beverage Systems & Flavours – solid growth in all regions
- Cereal & Sweet technologies impacted by sectoral challenges
- Foodservice channel – growth in all regions (chains and brands)
- Excellent performance in Asian nutritional sectors
- Cell nutrition and excipient applications – good growth in pharma sector

Note: * continuing volume growth
Ingredients & Flavours Revenue Analysis

Revenue by Technology

- Savoury & Dairy: 41%
- Beverage: 20%
- Cereal & Sweet: 17%
- Functional Ingredients | Pharma: 14%
- Regional Technologies: 8%

Year on Year Volume Growth

- Savoury & Dairy: +4%
- Beverage: +9%
- Cereal & Sweet: (2%)
- Functional Ingredients | Pharma: +10%
- Regional Technologies: (6%)

Total: +3.4%
### Business Review – Consumer Foods

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>€1,509m</td>
<td>(0.7)%*</td>
</tr>
<tr>
<td>Trading profit</td>
<td>€125m</td>
<td>(2.6)%</td>
</tr>
<tr>
<td>Trading margin</td>
<td>8.3%</td>
<td>+30bps</td>
</tr>
</tbody>
</table>

- Continuing volumes (0.7%) and pricing (0.6%)
- Operational improvement in 2014 contributed 30bps margin growth to 8.3%
- Portfolio repositioning to-date delivering against changing consumer environment
- Kerry Foods outperforming retail market growth rates
- UK Brands, solid performance – growth in snack offerings
- Brands Ireland challenged – but brand share growth (Dairygold)
- Cheestrings – solid growth in Europe, in particular Austria and Poland
- Meal Solutions – good recovery in Chilled in H2
  - frozen challenged but growth through Bisto and Sharwood’s brands
- Sale of Pastry manufacturing assets to Pork Farms Group
- MBO of ‘Direct-to-Store’ completed since year-end
- Acquisition of Rollover Ltd (UK) – extending Kerry Foods ‘hot-to-go’ offering

*Note: * continuing volume growth
# Performance vs 5 Year Group Targets (2013-2017)

<table>
<thead>
<tr>
<th>KPI</th>
<th>Target (p.a.)</th>
<th>2 Year Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volume growth</td>
<td>▶ 3% – 5%</td>
<td>2.7%</td>
</tr>
<tr>
<td></td>
<td>(assuming market growth of 2-3% p.a.)</td>
<td></td>
</tr>
<tr>
<td>Margin expansion</td>
<td>▶ +30bps</td>
<td>+75bps</td>
</tr>
<tr>
<td>Adjusted EPS growth*</td>
<td>▶ 10%+</td>
<td>9.2%</td>
</tr>
<tr>
<td>ROAE*</td>
<td>▶ 15%+</td>
<td>18.3%</td>
</tr>
<tr>
<td>ROACE*</td>
<td>▶ 12%+</td>
<td>14.3%</td>
</tr>
<tr>
<td>CFROI</td>
<td>▶ 12%+</td>
<td>10.9%</td>
</tr>
</tbody>
</table>

**Optimistic of Achieving Group Targets**

*Note: * before brand related intangible asset amortisation and non-trading items (net of related tax)
<table>
<thead>
<tr>
<th>Financial Highlights</th>
<th>REVENUE</th>
<th>TRADING PROFIT</th>
<th>ADJUSTED EPS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€5,757m</td>
<td>€636m</td>
<td>278.9 cent</td>
</tr>
</tbody>
</table>
Solid Financial Performance in a Volatile Environment

› Consumer: disruptive trends/frugal spending

› Economic and geopolitical

› Raw materials

› Currencies

› Pension liability measurement
Food Price Volatility in 2014

MONTHLY REAL FOOD PRICE INDICES 2014*

ANNUAL FOOD PRICE INDEX*

MARKET ENVIRONMENT

- Markets and pricing moved to deflationary cycle
- Major drop in dairy prices and falls in oils, cereals and sugar
- Deflationary cycle expected to continue through 2015

KERRY RAW MATERIAL INFLATION % CHANGES

Note: * source: Food & Agriculture Organisation of the United States
## 2014 Financial Highlights

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>€5,757m</td>
<td>+2.4% cont vol growth</td>
</tr>
<tr>
<td>Trading profit</td>
<td>€636m</td>
<td>+5.3% LFL*</td>
</tr>
<tr>
<td>Trading margin</td>
<td>11.1%</td>
<td>+60bps</td>
</tr>
<tr>
<td>Adjusted EPS**</td>
<td>278.9 cent</td>
<td>+8.1%</td>
</tr>
<tr>
<td>Basic EPS</td>
<td>273.0 cent</td>
<td>48c in 2013</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>€303m</td>
<td>Strong cash generation</td>
</tr>
</tbody>
</table>

*Note: *like-for-like represents growth before subsidiary translation and acquisitions/disposals impact
**before brand related intangible asset amortisation and non-trading items (net of related tax)
Revenue Analysis

2013
€5,837m

2014
€5,757m

(1.4%)

FX TRANSLATION
(0.5%)

TRANSACTION CURRENCY
(0.1%)

CONTINUING VOLUMES
2.4%

PRICE | MIX
(0.5%)

RATIONALISATION VOLUMES
(1.4%)

ACQUISITION/ DISPOSAL
(1.3%)
Revenue – Volume Growth Ahead of Markets

- **Group**: €5,757m, +2.4% (0.5%)
- **Ingredients & Flavours**: €4,337m, +3.4% (0.5%)
- **Consumer Foods**: €1,509m, (0.7%) (0.6%)
Improving the Quality of the Group’s Business

<table>
<thead>
<tr>
<th>Year</th>
<th>Margin</th>
<th>Operating leverage</th>
<th>Mix / efficiencies</th>
<th>Net price</th>
<th>Currency</th>
<th>Disposals / acquisitions</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>10.5%</td>
<td>+0.2%</td>
<td>+0.4%</td>
<td>0.0%</td>
<td>(0.1%)</td>
<td>+0.1%</td>
<td>€636m</td>
</tr>
</tbody>
</table>

- €611m
Business Acquisitions and Disposals Update

› Consumer Foods
  › Acquisition of Rollover Ltd in the UK – Q1 2015 (annual revenue €18m)
  › Disposal of non-core businesses (combined annual revenue €271m)
    › Chilled savoury pastry business in the UK – Q3 2014
    › Direct-to-store business in the UK – Q1 2015

› Ingredients & Flavours
  › Acquisition of Dairygold Co-operative’s French ingredients business (annual revenue €7m)
  › Advanced negotiations to dispose of the Pinnacle lifestyle bakery business in Australia (annual revenue €160m)

› Net impact: reduction in annualized revenues of €406m approx (average EBITDA margin 9.5%)
1 Kerry Progress Update

BUSINESS STRATEGIES  ›  ‘Go-to-market Strategy’ implemented globally
  ›  Global Technology & Innovation Centre platform completion

OPERATING MODEL  ›  On-going deployment

KERRYCONNECT  ›  Phase 1 – completed
  ›  Phase 2 – progressing, plan to complete 2017
  ›  2015 – incremental costs reflecting a significant year in both EMEA and APAC (€6m) and increased amortisation (€5m)

How We Measure Success

▲ Volume – growing ahead of the market
▲ Margin – ahead of plans
▲ EPS – good progress
▲ ROACE – ahead of targets
## Trading Margin Progression

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
<th>2012*</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ingredients &amp; Flavours</td>
<td>13.7%</td>
<td>12.9%</td>
<td>12.0%</td>
<td>11.9%</td>
</tr>
<tr>
<td>Consumer Foods</td>
<td>8.3%</td>
<td>8.0%</td>
<td>7.7%</td>
<td>7.8%</td>
</tr>
<tr>
<td>Group</td>
<td>11.1%</td>
<td>10.5%</td>
<td>9.6%</td>
<td>9.4%</td>
</tr>
</tbody>
</table>

Note: * 2012 restated due to adoption of IAS 19 (2011) ‘Employee Benefits’
Strong Earnings Growth While Increasing Return on Capital Employed

Note: * before brand related intangible asset amortisation and non-trading items (net of related tax)
## Free Cash Flow (€m)

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trading profit</td>
<td>636</td>
<td>611</td>
</tr>
<tr>
<td>Depreciation (net)</td>
<td>104</td>
<td>109</td>
</tr>
<tr>
<td>Movement in average working capital</td>
<td>(59)</td>
<td>(9)</td>
</tr>
<tr>
<td>Pension contributions paid less pension expense</td>
<td>(48)</td>
<td>(36)</td>
</tr>
<tr>
<td>Finance costs</td>
<td>(42)</td>
<td>(50)</td>
</tr>
<tr>
<td>Taxation</td>
<td>(31)</td>
<td>(36)</td>
</tr>
<tr>
<td>Free cash flow before expenditure</td>
<td>560</td>
<td>589</td>
</tr>
<tr>
<td>Capital expenditure (net)</td>
<td>(257)</td>
<td>(177)</td>
</tr>
<tr>
<td><strong>Free cash flow</strong></td>
<td><strong>303</strong></td>
<td><strong>412</strong></td>
</tr>
</tbody>
</table>
## Financial Ratios

<table>
<thead>
<tr>
<th>BANKING RATIOS</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net debt: EBITDA*</td>
<td>1.6x</td>
<td>1.5x</td>
</tr>
<tr>
<td>EBITDA: net interest</td>
<td>17.2x</td>
<td>13.3x</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RETURN RATIOS</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROAE**</td>
<td>18.6%</td>
<td>18.0%</td>
</tr>
<tr>
<td>ROACE**</td>
<td>14.4%</td>
<td>14.2%</td>
</tr>
<tr>
<td>CFROI</td>
<td>9.1%</td>
<td>12.6%</td>
</tr>
</tbody>
</table>

*Note: * calculated in accordance with lender covenants  
** before brand related intangible asset amortisation and non-trading items (net of related tax)
Maturity Profile of Net Debt (€m)

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weighted average maturity years</td>
<td>5.2</td>
<td>6.3</td>
</tr>
</tbody>
</table>

Net debt of €1.2bn (2013: €1.1bn) impacted by FX movement
## Other Financial Matters

<table>
<thead>
<tr>
<th>FINANCE COSTS</th>
<th>€52.9m – a decrease of €14.7m, primarily due to cash generated from operations, lower interest rates and FX rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>TAXATION</td>
<td>Tax on normal trading activity 14.3% (2013: 15.3%) benefiting from geographical split of profits, R&amp;D investment – primarily in Ireland and changes in country tax rates</td>
</tr>
<tr>
<td>CURRENCY</td>
<td>2014: headwind -1%</td>
</tr>
<tr>
<td></td>
<td>2015: tailwind +5% at current rates</td>
</tr>
<tr>
<td>PENSION</td>
<td>Net deficit increased by €186m to €393m primarily due to a decrease in the discount rates. Pension cost €50.4m Future service cost expected to increase in 2015</td>
</tr>
<tr>
<td>SCOPE</td>
<td>Impact of completed/pending disposals c. (-4%) EPS</td>
</tr>
</tbody>
</table>
Outlook and Future Prospects
The Changing Consumer

Demographics
- Shrinking middle class
- Millennial growth
- Urban centres growing rapidly
- Single households
- Ethnic expansion

Attitude
- Life is an experience
- Instant gratification
- Social and ethical responsibility
- Value seeking

Pace of Life
- Less personal time
- Need for convenience and functionality
- Snacking culture pervasive

Awareness
- Back to basics approach
- Trying to follow a proactive, healthy lifestyle
- Real food and clean label
- Trust is key

Consumers expect more

Experience  Value  Choice  Better-for-you  Trusted Ingredients
Kerry Market Positioning

- Market leading Taste & Nutrition platforms
- Global Technology Application and Culinary leadership
- Accelerating growth in Developing Markets
- Expanding global Foodservice portfolio and growth platforms
- Global and regional customer alliances

Kerry provides the foresight and technology to help develop products that delight and nourish consumers across the globe.
Kerry Technology Initiatives

**Dairy**
- Deep dairy heritage
- Local global solutions
- End to end expertise
- Maintain taste integrity
- Flawless Implementation
- Consumer Delight
- Business Advantages
- Grow topline revenue
- Protect profitability
- Attain speed to market
- Boost nutrition
- Deliver product confidence

**Nutrition**
- Naturally Functional
  - Dairy
  - Protein
  - Digestive Health
  - Weight Wellness
  - Snacking
  - Slow Energy
- Sugar Reduction
  - Permission to Indulge
  - Free-from
  - Seniors
  - Kids’ Nutrition
  - Immunity
  - Bones & Movement

**Beverage**
- Stable Citrus
- Single Serve
- Crystals
- Taste

**Bakery**
- Clean Label Solutions
  - Reduced Fat
  - Reduced Sugar
  - Salt Reduction
  - Gluten Reduction/Free

**Meat**
- Clean Label
  - Savoury Taste
  - Smoke Flavours

**Snacking**
- Health Concerns
  - On-the-go Lifestyles
  - Craving Indulgence
## Kerry’s Nutrition Positioning

<table>
<thead>
<tr>
<th>Demographic</th>
<th>Infant &amp; Toddlers</th>
<th>Children &amp; Adolescents</th>
<th>Early Adulthood</th>
<th>Healthy Ageing</th>
<th>Seniors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Focus</td>
<td>Rapid growth &amp; development</td>
<td>Learning &amp; development. Physical and emotional maturing</td>
<td>Lifestyle factors, maternal health, performance nutrition</td>
<td>Maintenance/ prevention</td>
<td>Specific health issues arise/manage health issues</td>
</tr>
<tr>
<td>Ingredients Examples</td>
<td>e.g. EPA/DHA, Calcium, Vit A,C,D, Protein Iron</td>
<td>e.g. EPA/DHA, Calcium, Vit A,C,D, Protein Iron, Wholegrain</td>
<td>Probiotics, superfoods, protein, natural ingredients</td>
<td>e.g. wholegrains, probiotics, plant sterols, protein, calcium</td>
<td>e.g. protein, calcium, vitamin D, etc.</td>
</tr>
<tr>
<td>Key Nutritional Requirements</td>
<td>Growth &amp; development, brain, bone, digestive &amp; immune health, food intolerance and allergies</td>
<td>Growth &amp; development, brain, bone, digestive &amp; immune health, food intolerance and allergies</td>
<td>General wellness, weight management, performance, nutrition, maternal nutrition</td>
<td>Weight management, &amp; diabetes, bone, cognitive, heart, immune, muscle &amp; digestive health</td>
<td>Digestive, bone, heart, immune &amp; cognitive health, malnutrition, weight management &amp; diabetes, critical care</td>
</tr>
</tbody>
</table>

**Beyond Infant**
Foodservice is a Round the Clock Operation

Millennials – Eating Occasions

<table>
<thead>
<tr>
<th>Occasion</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Breakfast</td>
<td>13%</td>
</tr>
<tr>
<td>Morning Snack</td>
<td>16%</td>
</tr>
<tr>
<td>Lunch</td>
<td>16%</td>
</tr>
<tr>
<td>Afternoon Snack</td>
<td>17%</td>
</tr>
<tr>
<td>Dinner</td>
<td>18%</td>
</tr>
<tr>
<td>Evening Snack</td>
<td>20%</td>
</tr>
</tbody>
</table>
Kerry Global Foodservice Strategy

Dual Strategy

Global Foodservice Channel Strategy

Global Foodservice Brand Strategy

› Continue to drive growth in Foodservice Channel through Chain Menu innovation and brand expansion

› Leverage all Kerry technologies and solutions
Developing Markets Growth Strategies (2014 €1.1bn)

Strategies to Deliver Growth
Organic & Acquisitive

- Business development with key Regional players
- Local Market Consumer Insight, Application and Culinary Expertise
- Kerry Centre engagement
- Leverage 1 Kerry global structure
- Continue to expand Regional production footprint

Targets for Growth

ASIA-PACIFIC
- Greater China
- Indonesia
- India
- Malaysia
- Philippines
- Thailand
- Vietnam

EMEA
- South Africa
- Nigeria
- Turkey
- Saudi Arabia
- Other Middle-east
- Russia
- Eastern Europe

LATAM
- Brazil
- Mexico
- Argentina
Consumer Foods Strategy: New World of Grocery

- More channels, more fragmented, more complex
- Market polarisation here to stay
- Channel hopping – new shopping behaviour
- Online 6% share growth (+19.2%)

<table>
<thead>
<tr>
<th>Premium End</th>
<th>Squeezed Middle</th>
<th>Value End</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Supermarket</strong></td>
<td><strong>Convenience</strong></td>
<td><strong>Discounters</strong></td>
</tr>
<tr>
<td>![Supermarket Image]</td>
<td>![Convenience Image]</td>
<td>![Discounters Image]</td>
</tr>
</tbody>
</table>

**Online**
![Online Image]
Kerry Foods Strategy

- Capitalise on snacking, health and convenience trends
- Continue to outperform e-tail growth rates through Kerry Foods channel strategies and insights
- Continue to broaden Kerry Foods’ footprint beyond UK and Ireland

Deliver compelling consumer propositions for today’s consumer and channel requirements through repositioned Kerry Foods’ portfolio
Future Prospects

- Kerry business model delivering; growth, margin expansion, strong cash generation
- Successfully building our strategic pillars for sustainable growth
  - Our Taste & Nutrition technologies aligned to developed and developing market requirements
  - Kerry Foods’ repositioning for today’s consumer and channel needs
- Notwithstanding the volatile environment, currency instability and consumer issues – we are confident of achieving our growth objectives and targets
  - Underpinned by continued organic development
  - Strong acquisition pipeline which can be readily structurally integrated

Taking account of current exchange rates, business disposals (including Pinnacle) and increased Kerryconnect/pension costs, we expect to achieve 5% to 8% growth in adjusted EPS* in 2015 (reflecting adjusted earnings per share growth of 9% to 12% on a continuing business basis)

Note: * before brand related intangible asset amortisation and non-trading items (net of related tax)
Questions and Answers
Business Review – Ingredients & Flavours Americas

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>€1,901m</td>
<td>+3.3%*</td>
</tr>
</tbody>
</table>

- Continuing volumes +3.3%, pricing (0.4%)
- Continued development through category growth sectors and foodservice channel, despite overall weaker industry environment
- Food & Beverage demand in Mexico impacted by tax changes
- Beverage sector continued to provide good growth opportunities for Kerry solutions and brands
- Savoury & Culinary – strong performance in the meat sector
  - culinary growth assisted by Wynnstarr Flavors
- Acquisition of Junior Alimentos in Brazil
- Good performance in bakery through clean-label technologies
- Strong growth through all nutrition and excipient pharma solutions

Note: * continuing volume growth
Business Review – Ingredients & Flavours EMEA

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>€1,549m</td>
<td>(0.5%)*</td>
</tr>
</tbody>
</table>

- Continuing volumes (0.5%), pricing (0.8%)
- Slow economic recovery
- Political and currency issues impact performance in EMEA developing markets
  - H2 improvement in South Africa but Russia weaker
- Realignment of Kerry business structures ahead of transition to EMEA Centre
- Savoury & Dairy good growth in developing markets – but weaker in western Europe
- Cereal & Sweet impacted by industry issues
- Solid performance in beverage systems and brands
- Investment in Nutritional technologies in Ireland – strong growth in all life-stage markets
- Primary dairy price returns – significantly weaker in H2

Note: * continuing volume growth
## Business Review – Ingredients & Flavours Asia-Pacific

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>€807m</td>
<td>+11.8%*</td>
</tr>
</tbody>
</table>

- Continuing volumes +11.8%, pricing (0.3%)
- Strong Kerry performance – outperforming market growth rates
  - Developed markets (ANZ, Japan) weaker industry conditions
- Excellent growth through Nutritional solutions
- Solid growth in beverage sector, in particular in foodservice channel
- ‘Dairy Complete’ good growth in bakery, beverage and confectionery
- Upgrading and expansion of Nantong, China production facility
- In advance negotiations to dispose of the Pinnacle lifestyle bakery business in Australia (annual revenue c. €160m)
- Strong growth in infant nutrition (China and Vietnam)
- Completion of Singapore HQ and Regional Innovation Centre

*Note: * continuing volume growth
### Revenue Growth Components FY 2014

<table>
<thead>
<tr>
<th></th>
<th>VOLUMES (CONTINUING)</th>
<th>PRICE</th>
<th>TRADING CURRENCY</th>
<th>VOLUMES (RATIONALISATION)</th>
<th>LIKE-FOR-LIKE</th>
<th>REPORTING CURRENCY</th>
<th>DISPS/ACQS</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ingredients &amp; Flavours</td>
<td>3.4%</td>
<td>(0.5%)</td>
<td>(0.1%)</td>
<td>(1.2%)</td>
<td>1.6%</td>
<td>(1.7%)</td>
<td>0.3%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Consumer Foods</td>
<td>(0.7%)</td>
<td>(0.6%)</td>
<td>0.1%</td>
<td>(1.8%)</td>
<td>(3.0%)</td>
<td>2.5%</td>
<td>(5.3%)</td>
<td>(5.8%)</td>
</tr>
<tr>
<td>Group</td>
<td>2.4%</td>
<td>(0.5%)</td>
<td>(0.1%)</td>
<td>(1.4%)</td>
<td>0.4%</td>
<td>(0.5%)</td>
<td>(1.3%)</td>
<td>(1.4%)</td>
</tr>
</tbody>
</table>
## Trading Profit Growth

<table>
<thead>
<tr>
<th></th>
<th>2014 €M</th>
<th>2013 €M</th>
<th>REPORTED GROWTH €M</th>
<th>LFL GROWTH %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ingredients &amp; Flavours</td>
<td>593</td>
<td>558</td>
<td>35</td>
<td>7.3%</td>
</tr>
<tr>
<td>Consumer Foods</td>
<td>125</td>
<td>129</td>
<td>(4)</td>
<td>(2.1%)</td>
</tr>
<tr>
<td>Eliminations/unallocated</td>
<td>(45)</td>
<td>(45)</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Group before Kerryconnect (centre)</td>
<td>673</td>
<td>642</td>
<td>31</td>
<td>6.2%</td>
</tr>
<tr>
<td>Kerryconnect (centre)</td>
<td>(37)</td>
<td>(31)</td>
<td>(6)</td>
<td>-</td>
</tr>
<tr>
<td>Group</td>
<td>636</td>
<td>611</td>
<td>25</td>
<td>5.3%</td>
</tr>
</tbody>
</table>

Note: Like-for-like represents growth before subsidiary translation and acquisitions/disposals impact.
## Trading Margin by Business

<table>
<thead>
<tr>
<th></th>
<th>2014 TRADING PROFIT €M</th>
<th>%</th>
<th>2013 TRADING PROFIT €M</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE €M</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ingredients &amp; Flavours</td>
<td>4,337</td>
<td>593</td>
<td>13.7%</td>
<td>4,327</td>
</tr>
<tr>
<td>Consumer Foods</td>
<td>1,509</td>
<td>125</td>
<td>8.3%</td>
<td>1,601</td>
</tr>
<tr>
<td>Eliminations/unallocated</td>
<td>(89)</td>
<td>(82)</td>
<td>–</td>
<td>(91)</td>
</tr>
<tr>
<td><strong>Group</strong></td>
<td>5,757</td>
<td>636</td>
<td>11.1%</td>
<td>5,837</td>
</tr>
</tbody>
</table>
## EPS Reconciliation

<table>
<thead>
<tr>
<th></th>
<th>2013 € CENT</th>
<th>2014 € CENT</th>
<th>GROWTH %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted EPS*</td>
<td>257.9</td>
<td>278.9</td>
<td>+8.1%</td>
</tr>
<tr>
<td>Brand related intangible asset amortisation</td>
<td>(9.4)</td>
<td>(8.2)</td>
<td></td>
</tr>
<tr>
<td>Non-trading items (net of related tax)</td>
<td>(200.5)</td>
<td>2.3</td>
<td></td>
</tr>
<tr>
<td>Basic EPS</td>
<td>48.0</td>
<td>273.0</td>
<td></td>
</tr>
</tbody>
</table>

Note: * before brand related intangible asset amortisation and non-trading items (net of related tax)
## Net Debt (€m) as at 31 Dec 2014

<table>
<thead>
<tr>
<th></th>
<th>DEBT</th>
<th>@ FLOATING RATES</th>
<th>@ FIXED RATES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Euro</td>
<td>664</td>
<td>323</td>
<td>341</td>
</tr>
<tr>
<td>Sterling</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>US Dollar</td>
<td>791</td>
<td>256</td>
<td>535</td>
</tr>
<tr>
<td>Other</td>
<td>24</td>
<td>24</td>
<td>-</td>
</tr>
<tr>
<td><strong>Gross debt</strong></td>
<td>1,479</td>
<td>603</td>
<td>876</td>
</tr>
<tr>
<td>Cash</td>
<td>(284)</td>
<td>(284)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Debt</strong></td>
<td>1,195</td>
<td>319</td>
<td>876</td>
</tr>
</tbody>
</table>

- **Gross Debt**: 100% @ 41% @ 59%
- **Net Debt**: 100% @ 27% @ 73%

Weighted average period for which rate is fixed: 4.4 years (2013: 5.4 years)
Exchange Rate Movements

Average Exchange Rates – 2014 v 2013

USD: (1%)
GBP: 4%
MXN: (4%)
BRL: (11%)
MYR: (5%)
AUD: (7%)
CAD: (7%)
ZAR: (12%)
RUB: (20%)
## Group Long Term Targets (5 Years 2013-2017)

### Adjusted EPS* Growth +10% p.a. by

<table>
<thead>
<tr>
<th>VOLUME GROWTH</th>
<th>MARGIN EXPANSION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ingredients &amp; Flavours</td>
<td>Ingredients &amp; Flavours</td>
</tr>
<tr>
<td>4% to 6% p.a.</td>
<td>50bps p.a.</td>
</tr>
<tr>
<td>Consumer Foods</td>
<td>Consumer Foods</td>
</tr>
<tr>
<td>2% to 3% p.a.</td>
<td>20bps p.a.</td>
</tr>
<tr>
<td>Group</td>
<td>Group</td>
</tr>
<tr>
<td>3% to 5% p.a.</td>
<td>30bps p.a.</td>
</tr>
<tr>
<td>(assumes market growth rate of 2% to 3% p.a.)**</td>
<td>(+ an additional 100 bps at end of Kerryconnect project)</td>
</tr>
</tbody>
</table>

### Return

- ROACE* 12%+
- CFROI 12%+
- ROAE*15%+

---

*Note: *before brand related intangible asset amortisation and non-trading items (net of related tax)
**assumes neutral currency and raw materials
Revenues and Profitability

GROUP REVENUES (€BN)

5 Year CAGR 5.1%

2010 2011 2012 2013 2014
5.0 5.3 5.8 5.8 5.8

GROUP TRADING PROFIT (€M)

5 Year CAGR 8.5%

2010 2011 2012* 2013 2014
470 501 559 611 636

INGREDIENTS & FLAVOURS TRADING PROFIT

2010 2011 2012* 2013 2014
11.8% 11.9% 12.0% 12.9% 13.7%

Trading profit Trading profit margin

CONSUMER FOODS TRADING PROFIT

2010 2011 2012* 2013 2014
8.1% 7.8% 7.7% 8.0% 8.3%

Trading profit Trading profit margin

Note: * 2012 restated due to adoption of IAS 19 (2011) ‘Employee Benefits’
Cash Flow and Adjusted EPS*

**PROFIT BEFORE TAX** (€M)

<table>
<thead>
<tr>
<th>Year</th>
<th>Profit Before Tax (€M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>405</td>
</tr>
<tr>
<td>2011</td>
<td>449</td>
</tr>
<tr>
<td>2012*</td>
<td>488</td>
</tr>
<tr>
<td>2013</td>
<td>532</td>
</tr>
<tr>
<td>2014</td>
<td>570</td>
</tr>
</tbody>
</table>

**FREE CASH FLOW (€M)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Free Cash Flow (€M)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>305</td>
</tr>
<tr>
<td>2011</td>
<td>279</td>
</tr>
<tr>
<td>2012*</td>
<td>344</td>
</tr>
<tr>
<td>2013</td>
<td>412</td>
</tr>
<tr>
<td>2014</td>
<td>303</td>
</tr>
</tbody>
</table>

**ADJUSTED EPS**

<table>
<thead>
<tr>
<th>Year</th>
<th>Adjusted EPS (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>+17.2%</td>
</tr>
<tr>
<td>2011</td>
<td>+11.1%</td>
</tr>
<tr>
<td>2012</td>
<td>+11.3%</td>
</tr>
<tr>
<td>2013</td>
<td>+10.2%</td>
</tr>
<tr>
<td>2014</td>
<td>+8.1%</td>
</tr>
</tbody>
</table>

**DIVIDENDS PER SHARE (CENT)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Dividends Per Share (Cent)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>+15.2%</td>
</tr>
<tr>
<td>2011</td>
<td>+11.8%</td>
</tr>
<tr>
<td>2012</td>
<td>+11.2%</td>
</tr>
<tr>
<td>2013</td>
<td>+11.7%</td>
</tr>
<tr>
<td>2014</td>
<td>+12.5%</td>
</tr>
</tbody>
</table>

Note: *before brand related intangible asset amortisation and non-trading items (net of related tax)
**2012 restated due to adoption of IAS 19 (2011) ‘Employee Benefits’
Shareholder Analysis

INSTITUTIONAL ANALYSIS

- UK 16%
- North America 19%
- Continental Europe
  Rest of World 16%
- Ireland 3%

Retail 32%
Kerry Co-operative 14%
Institutions 54%