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.
2016 Preliminary Statement of Results

1. Review of Business
   Stan McCarthy, CEO

2. Financial Review
   Brian Mehigan, CFO

3. Outlook and Future Prospects
   Stan McCarthy, CEO
HIGHLIGHTS

- Good business growth in a competitive environment
- Strong Q4 performance
- Marketplace changes accelerating innovation
- Health & wellness trends pervasive
- Kerry Technology & Innovation investment winning
- Strong Kerry financial performance despite currency volatility

GROWTH

- Adjusted* EPS
  - +7.1%
  - +12.3% constant currency growth
- Volume
  - +3.6%
  - Outperforming our markets
- Trading Margin
  - +70bps
  - Growth ahead of plan

RETURNS

- ROACE*
  - +12.9%
  - Ahead of target
- Free Cash Flow
  - €570m
  - Record year
- Dividends
  - +12.0%
  - CAGR of 17.2% over 30 years

Note: * before brand related intangible asset amortisation and non-trading items (net of related tax)
FY 2016 Market Overview

MARKETPLACE DYNAMICS
- Nutrition, health & wellness, clean-label and convenience driving product differentiation and increased product churn
- Foodservice growth outperforming retail
- Channel disruption – increased market fragmentation
- Localisation of taste – catalyst for product launches at regional level

DEVELOPED MARKETS
- Less than buoyant economic conditions
- Continued currency volatility
- ‘Nutritionally’ minded consumption drives demand for Taste & Nutrition
- Convenience trends lead innovation for snacking and ‘out-of-home’ offerings

DEVELOPING MARKETS
- Varied economic growth
- Geopolitical issues continue to impact growth in some geographies
- Continuing dynamic growth in Asian Taste & Nutrition end-use-markets
- Strong foodservice regional growth
Revenue and Margin – A Year of Strong Growth

GROUP
€6,131m
Volume +3.6%
Margin +70bps

TASTE & NUTRITION
€4,880m
Volume +4.0%
Margin +60bps

CONSUMER FOODS
€1,333m
Volume +2.1%
Margin +30bps
Business Review – Taste & Nutrition

- Good volume growth through successful innovation
- Foodservice channel – continued strong growth through menu extension in all regions
- Taste & Nutrition technologies well positioned to deliver for consumers
- Price deflation of 2.1% reflecting raw material pricing and customer partnership agreements
- Margin progression – innovation investment enhancing business quality

**Revenue**

<table>
<thead>
<tr>
<th>Year</th>
<th>€2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4,880m</td>
</tr>
</tbody>
</table>

**Trading profit**

<table>
<thead>
<tr>
<th>Year</th>
<th>€2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>716m</td>
</tr>
</tbody>
</table>

**Trading margin**

<table>
<thead>
<tr>
<th>Year</th>
<th>%2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>14.7%</td>
</tr>
</tbody>
</table>

**GROWTH**

<table>
<thead>
<tr>
<th>Year</th>
<th>%2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>+4.0%*</td>
</tr>
<tr>
<td></td>
<td>+8.1%</td>
</tr>
<tr>
<td></td>
<td>+60bps</td>
</tr>
</tbody>
</table>

**QUARTERLY VOLUME GROWTH**

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>3.1%</td>
<td>3.8%</td>
</tr>
<tr>
<td>Q2</td>
<td>3.8%</td>
<td>3.3%</td>
</tr>
<tr>
<td>Q3</td>
<td>3.3%</td>
<td>5.4%</td>
</tr>
<tr>
<td>Q4</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: * volume growth
REVIEW OF BUSINESS

Business Review – Taste & Nutrition

Business Growth By Region

**AMERICAS**
- Good growth in core end-use-markets in North America and improved performance in Latin America
- Strong performance in Beverage, Meat, Savoury and Functional Ingredients
- Developing – Brazil improved, Mexico solid performance
- 2015 acquisitions performing well

**EMEA**
- Focus on commercial effectiveness and engagement across customer base delivers encouraging results
- Developed – impacted by deflationary environment
  - good growth in Dairy and Beverage
  - Sweet & Cereal demand weak
- Developing – Russia progressing well, South Africa and Middle East challenging but early signs of recovery

**ASIA-PACIFIC**
- Excellent growth across all regional developing markets
- Culinary, Beverage and Foodservice key drivers of regional growth
- Continued Kerry investment for regional growth
- Agreement to acquire
  - Tianning Flavours in China
  - Taste Master in Australia to be completed by end of Q1 2017

**VOLUME GROWTH BY REGION**

<table>
<thead>
<tr>
<th>Region</th>
<th>Volume Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMERICAS</td>
<td>3.9%</td>
</tr>
<tr>
<td>EMEA</td>
<td>0.7%</td>
</tr>
<tr>
<td>APAC</td>
<td>10.7%</td>
</tr>
<tr>
<td>T&amp;N</td>
<td>4.0%</td>
</tr>
</tbody>
</table>

**REVENUE**

<table>
<thead>
<tr>
<th>Region</th>
<th>Revenue (€m)</th>
<th>Volume Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>AMERICAS</td>
<td>2,589</td>
<td>3.9%</td>
</tr>
<tr>
<td>EMEA</td>
<td>1,447</td>
<td>0.7%</td>
</tr>
<tr>
<td>APAC</td>
<td>765</td>
<td>10.7%</td>
</tr>
</tbody>
</table>

KERRY
Our Taste & Nutrition Business Today

Review of Business

AMERICAS 54%  
EMEA 30%  
ASIA-PACIFIC 16%

Year On Year Volume Growth

+3.5% Savoury & Dairy Systems & Flavours
+8.4% Beverage Systems & Flavours
+9.3% Pharma/Functional Ingredients
(3.6%) Cereal & Sweet Systems & Flavours
Regional Ingredients

Revenue By End-Use-Market

25% Beverage  
17% Meats  
9% Dairy  
8% Bakery  
7% Soups, Sauces & Dressings  
5% Confectionery  
5% Cereal & Bars  
5% Ice-cream & Desserts  
5% Prepared Meals & Sides  
5% Savoury Snacks  
5% Pharma  
2% Appetisers  
2% Others
Business Review – Consumer Foods

- Kerry Foods – good performance despite Brexit uncertainty
- Channel proliferation due to growth of convenience and discounters
- Decline in deep-cut promotions
- Blurring lines between foodservice and ‘food-to-go’
- Trading profit – improved underlying business more than offset by currency and 2015 disposals
- Continued investment in ecommerce
- Continued margin enhancement through improved business portfolio
- Innovation driven by snacking trends and ‘better-for-you’ products

Revenue
Trading profit
Trading margin

2016
€1,333m
€117m
8.8%

GROWTH
+2.1%*
(6.7%)
+30bps

DAIRY
- Growth in cheese snacking
- Spreads – traditional category decline
- Cheestrings ‘Scoffies’ and ‘Yollies’ – encouraging growth
- Ossett (GB) investment in Centre of Excellence for ‘spreadable’ butter

MEAT PRODUCTS
- Fridge Raiders – extension to young adult segment
- Richmond – impacted by EDLP strategies
- Wall’s – continued brand growth
- Fire & Smoke range – successful launch in the UK

MEAL SOLUTIONS
- Strong innovation in chilled category
- Frozen category challenged but growing in foodservice and ‘direct-to-consumer’ channels

Note: * volume growth

QUARTERLY VOLUME GROWTH
Financial Highlights

Revenue: €6,131m
Trading Profit: €750m
Adjusted EPS: 323.4

Brian Mehigan, CFO
Strong Underlying Financial Performance

- Delivering growth ahead of our markets
- Developing business portfolio
- Managing raw material volatility
- Integrating acquisitions successfully
- Investing cash for long term growth

Sources: Kerry estimates, FAO annual food price index  |  * R&D spend as a % of divisional revenue
**Currency Dynamics**

**TRANSLATION EFFECT – YOY RATES**

- 5% EPS headwind in FY 2016

**TRANSACTION EFFECT – EURO – STERLING EXPOSURE**

- 3-4% of Group Revenue net euro – sterling exposure

- €6.1bn GROUP REVENUE

<table>
<thead>
<tr>
<th>Currency</th>
<th>YOY Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>USD</td>
<td>(18%)</td>
</tr>
<tr>
<td>CAD</td>
<td>(12%)</td>
</tr>
<tr>
<td>MXN</td>
<td>(16%)</td>
</tr>
<tr>
<td>BRL</td>
<td>(9%)</td>
</tr>
<tr>
<td>STG</td>
<td>(7%)</td>
</tr>
<tr>
<td>ZAR</td>
<td>(5%)</td>
</tr>
<tr>
<td>RUB</td>
<td>(4%)</td>
</tr>
<tr>
<td>AUD</td>
<td>(3%)</td>
</tr>
<tr>
<td>MYR</td>
<td>(1%)</td>
</tr>
<tr>
<td>CNY</td>
<td>1%</td>
</tr>
</tbody>
</table>
# 2016 Financial Highlights

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>REVENUE</td>
<td>€6,131m</td>
<td>+3.6% volume growth</td>
</tr>
<tr>
<td>TRADING PROFIT</td>
<td>€750m</td>
<td>+7.1%</td>
</tr>
<tr>
<td>TRADING MARGIN</td>
<td>12.2%</td>
<td>+70bps</td>
</tr>
<tr>
<td>ADJUSTED EPS*</td>
<td>323.4c</td>
<td>+7.1%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(+12.3% constant currency)</td>
</tr>
<tr>
<td>BASIC EPS</td>
<td>302.9c</td>
<td>+1.4%</td>
</tr>
<tr>
<td>FREE CASH FLOW</td>
<td>€570m</td>
<td>100% conversion**</td>
</tr>
</tbody>
</table>

*Note: *before brand related intangible asset amortisation and non-trading items (net of related tax)  
** expressed as a percentage of adjusted earnings after tax
Revenue Analysis

2015: €6,105m

- Volume: 3.6%
  - Translation currency: (4.1%)
  - Transaction currency: (0.3%)
- Price: (2.1%)
- Acquisition/disposal: 3.3%

2016: €6,131m

- Volume: 0.4%
Revenue – Volume Growth Ahead of Markets

Group Volume Growth by Quarter

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>2.9%</td>
<td></td>
</tr>
<tr>
<td>Q2</td>
<td>3.5%</td>
<td></td>
</tr>
<tr>
<td>Q3</td>
<td>3.1%</td>
<td></td>
</tr>
<tr>
<td>Q4</td>
<td>5.0%</td>
<td></td>
</tr>
</tbody>
</table>

Growth by Segment

- **Group**
  - Revenue: €6,131
  - Volume Growth: +3.6%
  - Market Growth: +1.5%

- **Taste & Nutrition**
  - Revenue: €4,880
  - Volume Growth: +4.0%
  - Market Growth: +1.7%

- **Consumer Foods**
  - Revenue: €1,333
  - Volume Growth: +2.1%
  - Market Growth: +1.0%

* Kerry estimates
Trading Margin – Expansion Ahead of Plan

Note: * base year for current 5 year plan | 2012 restated due to adoption of IAS 19 (2011) ‘Employee Benefits’
Trading Margin Progression FY 2016

<table>
<thead>
<tr>
<th>Component</th>
<th>FY 2015</th>
<th>Margin</th>
<th>FY 2016</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Portfolio mix operating leverage/efficiencies</td>
<td>€700m</td>
<td>11.5%</td>
<td>€750m</td>
<td>+12.2%</td>
</tr>
<tr>
<td>Net price</td>
<td></td>
<td>+0.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>R&amp;D investment</td>
<td></td>
<td>+0.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kerryconnect</td>
<td></td>
<td>(0.3%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Currency</td>
<td></td>
<td>+0.1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acquisitions/disposals</td>
<td></td>
<td>(0.1%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>+0.2%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Strong Earnings Growth While Maintaining Return on Capital Employed

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

### Financial Review

Note: * free cash flow as a % of adjusted earnings after tax

<table>
<thead>
<tr>
<th></th>
<th>2016 (€m)</th>
<th>2015 (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trading profit</td>
<td>750</td>
<td>700</td>
</tr>
<tr>
<td>Depreciation (net)</td>
<td>130</td>
<td>126</td>
</tr>
<tr>
<td>Movement in average working capital</td>
<td>137</td>
<td>(2)</td>
</tr>
<tr>
<td>Pension contributions paid less pension expense</td>
<td>(118)</td>
<td>(57)</td>
</tr>
<tr>
<td>Cash inflow from operations</td>
<td>899</td>
<td>767</td>
</tr>
<tr>
<td>Finance costs</td>
<td>(62)</td>
<td>(47)</td>
</tr>
<tr>
<td>Taxation</td>
<td>(57)</td>
<td>(38)</td>
</tr>
<tr>
<td>Capital expenditure (net)</td>
<td>(210)</td>
<td>(229)</td>
</tr>
<tr>
<td><strong>Free cash flow</strong></td>
<td><strong>570</strong></td>
<td><strong>453</strong></td>
</tr>
</tbody>
</table>

*Cash conversion*  

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>100%</td>
<td>85%</td>
</tr>
</tbody>
</table>
## Financial Ratios

### Banking Ratios

<table>
<thead>
<tr>
<th>Covenant</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net debt: EBITDA*</td>
<td>1.5x</td>
<td>1.9x</td>
</tr>
<tr>
<td>EBITDA: net interest*</td>
<td>14.0x</td>
<td>17.3x</td>
</tr>
</tbody>
</table>

### Return Ratios

<table>
<thead>
<tr>
<th>Target</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>ROACE**</td>
<td>12%</td>
<td>12.9%</td>
</tr>
<tr>
<td>ROAE**</td>
<td>15%</td>
<td>16.5%</td>
</tr>
<tr>
<td>CFROI</td>
<td>12%</td>
<td>12.8%</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 – Strong Balance Sheet Position

Weighted average maturity years

<table>
<thead>
<tr>
<th>Year</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weighted average maturity years</td>
<td>7.5</td>
<td>6.4</td>
</tr>
</tbody>
</table>
## Other Financial Matters

| **Finance Costs** | Increase of €1.1m to €70.4m principally due to €0.9bn acquisition spend in 2015, offset by reduction in pension interest and strong cash generation |
| **Pension** | Additional cash contributions made in the year of €66m – de-risking pension plans  
Deficit €292m – up from previous year due to decrease in discount rates |
| **Non-trading Items** | Acquisition integration and disposal cost €13.0m (2015: +€13.1m) |
| **Kerryconnect** | EMEA & Asia – progressing into optimisation phase  
Focus moving to Americas  
Enhanced scope being clarified |
| **Raw Materials** | Deflationary year – main drivers being decreases in dairy, grains and spices  
Moving to inflation – increases in dairy, protein, naturals, botanicals and vanilla |
| **Brexit/US Policy** | Business model and footprint well positioned to take advantage of opportunities  
Manufacturing locations – 25 UK | 25 Eurozone | 40 US | 11 LATAM |
| **Currency** | Continuing currency headwinds due to weaker sterling |
Outlook and Future Prospects

Stan McCarthy, CEO
Kerry Model Delivering in a Changing World

Consumers
- Connected
- Transparent
- Health & Wellbeing
- Global but Local
- Millennials

Taste
- Pure & Simple
- Authentic & Familiar
- Pleasure & Indulgence
- Fresh & Invigorating

Nutrition
- Free from
- Better-for-you
- Tailored-for-you
- Good-for-you
- Clean label

Industry Dynamics
- Economic Growth
- Globalisation/ Nationalism
- Channel Disruption
- Geopolitical
- Currency Volatility
- Raw Materials

Foodservice
- Snacking
- Fresh & Clean
- Food-on-the-go
- Customisation
- Premiumisation
- Indulgence

E-commerce
- Digital
- Connected
- Home Delivery
- Convenience
- On Trend

Developing Markets
- Demographics
- Urbanisation
- Economic Growth
- Consumerism
- Food Security
1 Kerry Business Model: Our Future Advantage

- Well balanced Portfolio
- Focus: Global, Regional, Local Market, Customer, Consumer
- Proven growth strategy: Taste & Nutrition Consumer Foods
- Unrivalled Kerry Technology & Innovation network and ‘in-market’ Development & Application Centres
- Global access to Kerry’s breadth and depth of technology, applications expertise and consumer insights

Foundations for the Future

- RD&A investment
- End-use-market focus
- Technology leadership
- Proven capability/people
- Delivery for global, regional and local customers
- Developing market footprint
- Retail, Foodservice, Direct-to-consumer focus

Scalable Model – foundations for strong organic and acquisition growth
Kerry Taste & Nutrition: Technology Leadership

Unique Taste & Nutrition growth model supported by:

- Portfolio of Functional Ingredients & Actives
- Fundamental Science and Research capability
- Applications and process expertise
- Globally connected 1 Kerry Model

**Portfolio of Functional Ingredients & Actives**
- Pharma
- Fermentation
- Enzymes
- Speciality Proteins
- Emulsifiers
- Texturants

**REVENUE**
- €4.9bn

**REGION**
- Americas
- EMEA
- Asia-Pacific
- Developed
- Developing

**TECHNOLOGY**
- Savoury & Dairy Science
- Beverage Science
- Cereal & Sweet Science
- Pharma & Functional
- Regional Ingredients

**END-USE-MARKET**
- Cereal & Bars
- Ice-cream & Desserts
- Prepared Meals & Sides
- Savoury Snacks
- Pharma Snacks
- Appetisers
- Others
Kerry Global Technology & Innovation Network

Manufacturing Footprint

Australia, Belarus, Brazil, Canada, China, Costa Rica, Denmark, France, Germany, Guatemala, India, Indonesia, Ireland, Italy, Malaysia, Mexico, Netherlands, New Zealand, Panama, Philippines, Poland, South Africa, South Korea, Spain, Thailand, Turkey, UK, USA

Global and Regional Technology & Innovation Centres

In-market Development & Application Centres, Customer Centres

Leading RD&A investment supports future growth

800+ Connected Kerry R&D Scientists
Developing Markets: Kerry’s Footprint for Growth

- Dynamic growth economies
- Population growth
- Growing consumer spend
- Global, regional and local customer base
- Local taste preference
- Demand for convenience

Leveraging Kerry Global Technologies and Expertise

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

**EMEA**
- South Africa
- Nigeria
- Turkey
- Middle East
- Russia
- Eastern Europe

**LATAM**
- Brazil
- Mexico
- Central America

**2008**
19%

**2011**
21%

**2016**
26%
Kerry: Leading Partner to Foodservice Channel

- Largest, most integrated portfolio
- Expertise from ideation to launch
- Kerry Technology & Innovation footprint facilitates global, regional, local development

<table>
<thead>
<tr>
<th>FUNCTIONAL &amp; NUTRITIONAL INGREDIENTS</th>
<th>TASTE SOLUTIONS</th>
<th>DAIRY &amp; CULINARY SYSTEMS</th>
<th>MEAT SYSTEMS</th>
<th>AUTHENTIC CULINARY FOUNDATIONS</th>
<th>CEREAL SYSTEMS</th>
<th>SWEET SYSTEMS</th>
<th>BEVERAGE SYSTEMS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Natural Preservation Systems</td>
<td>Sweet Flavours</td>
<td>Dry Cheese</td>
<td>Marinades</td>
<td>Meat, Vegetable &amp; Herb</td>
<td>Puffing</td>
<td>Nuggets</td>
<td>Aseptic</td>
</tr>
<tr>
<td>Specialty Proteins &amp; Starches Enzymes</td>
<td>Savoury Flavours</td>
<td>Dry Dairy</td>
<td>Smoke Systems</td>
<td>Reductions</td>
<td>Extrusion</td>
<td>Sprinkles</td>
<td>Agglomeration</td>
</tr>
<tr>
<td>Natural Fermentates &amp; Texturants</td>
<td>Dairy Flavours</td>
<td>Yoghurt</td>
<td>Bread Crumbs</td>
<td>Smoked &amp; Grill</td>
<td>Granola</td>
<td>Chocolate</td>
<td>Encapsulation</td>
</tr>
<tr>
<td>Intact Proteins</td>
<td>Natural Extracts</td>
<td>Dairy Sauces</td>
<td>Cracker Meal</td>
<td>Stocks &amp; Bouillons</td>
<td>Clustering</td>
<td>Compounds</td>
<td>Functional Lipids</td>
</tr>
<tr>
<td>Protein Hydrolysates</td>
<td>Taste Modulators</td>
<td>Frozen Sauces</td>
<td>Batters</td>
<td>Flavours</td>
<td>Toasting</td>
<td>Pralines</td>
<td>Syrups</td>
</tr>
<tr>
<td>Protein Fractions</td>
<td></td>
<td>Broths &amp; Stocks</td>
<td>Cold-Form</td>
<td></td>
<td>Soy Flour</td>
<td>Cookie Pieces</td>
<td>Brands</td>
</tr>
<tr>
<td>Infant Nutritional Proteins</td>
<td></td>
<td>Herb Reductions</td>
<td>Extrusion</td>
<td></td>
<td>Jet Cooking</td>
<td>Variegates</td>
<td>Foodservice Solutions</td>
</tr>
<tr>
<td>Prebiotics &amp; Probiotics</td>
<td></td>
<td>Fermented Ingredients</td>
<td></td>
<td></td>
<td></td>
<td>Enrobing</td>
<td></td>
</tr>
<tr>
<td>Nutritional Lipids</td>
<td></td>
<td>Oleoresins</td>
<td></td>
<td></td>
<td></td>
<td>Panning</td>
<td></td>
</tr>
<tr>
<td>Immunity Actives</td>
<td></td>
<td>Snack Seasonings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Customised menu and branded solutions
- Holistic partnership model
- Kerry Technology & Innovation footprint facilitates global, regional, local development
Kerry Foods: Well Positioned for Today’s Marketplace

TECHNOLOGY
- Meat & Savoury Products
- Meal Solutions
- Dairy Products

REGION
- Rest of Europe
- Ireland
- GB

CUSTOMERS
- Brand
- Private Label

Logos of Sainsbury's, The co-operative, SuperValu, TESCO, Waitrose, SPAR, LIDL, ASDA, M&S, Carrefour, Londis, REWE, DUNNES, MORRISONS, and ALDI are displayed.
Kerry Foods: Continued Innovation for Today’s Consumer

Authenticity/Flavour
Snacking
New Health ‘Free from’
Convenience
‘Securing Sustainable Growth’
Kerry’s ‘Towards 2020’ Programme

- A comprehensive programme for sustainable growth

- Four critical areas of focus which reflect global concerns and issues of material importance to our shareholders, employees and suppliers, translated into actions that help direct our day-to-day activities

- Directed by Senior Leadership through the Kerry Sustainability Council, with functional responsibility for implementation that embeds sustainability within the business

ENVIRONMENT
- Climate change
- Resource efficiency
- Waste reduction

MARKETPLACE
- Nutrition and health
- Responsible sourcing
- Product quality

WORKPLACE
- Our people
- Business ethics
- Health and wellbeing

COMMUNITY
- Social impact
- Economic development
- Shared purpose

Groupwide time-bound, quantified targets established to measure progress
## Performance v 5 Year Group Targets (2013-2017)

### GROWTH

<table>
<thead>
<tr>
<th>Target (p.a.)</th>
<th>4 Year Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Adjusted EPS growth</strong></td>
<td>10%+</td>
</tr>
<tr>
<td><strong>Volume growth</strong></td>
<td>3% - 5%</td>
</tr>
<tr>
<td><strong>Margin expansion</strong></td>
<td>+50bps*</td>
</tr>
</tbody>
</table>

*Includes 100bps benefit arising from the Kerryconnect project*

### RETURN

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>ROACE</td>
<td>12%+</td>
</tr>
<tr>
<td>ROAE</td>
<td>15%+</td>
</tr>
<tr>
<td>CFROI</td>
<td>12%+</td>
</tr>
</tbody>
</table>

**Realising Group Targets**

---

Targets assume neutral currency and raw materials with market growth of 2% - 3% p.a.

*Adjusted EPS, ROACE & ROAE are calculated before brand related intangible asset amortisation and non-trading items (net of related tax)*
Capital Markets Day

Save the date

11 October 2017,
Global Technology & Innovation Centre, Naas, Ireland
Future Prospects: Kerry Model for Future Growth

- Technology leadership for global, regional and local customers
  - Aligned and agile for delivery in a changing marketplace
  - Focused on end-use-markets and consumer needs
  - Supported by the Group’s unrivalled Technology & Innovation network (including ‘in-market’ development)
- Recent Groupwide RD&A investment – driver of future performance
- 1 Kerry – distributed risk model

Positioned for scalable organic and acquisition growth

In 2017, we expect to achieve good revenue growth and 5% to 9% growth in adjusted EPS* to a range of 339.6 to 352.5 cent per share (2016: 323.4 cent)

Note: * before brand related intangible asset amortisation and non-trading items (net of related tax)
Additional Information
**Business Review: Taste & Nutrition – Americas**

- Volume +3.9%, pricing (2.1%)
- Strong growth in Fermentation technologies for clean label in meat, culinary, dairy and bakery sectors
- Taste technologies achieved good growth with innovations for ‘free from’
- Natural flavours & nutritional ingredients realised good growth in innovations for healthy snacking
- Foodservice continues to deliver strong performance as the Kerry model gains traction
- Beverage portfolio delivering innovations to meet convenience/ ‘better-for-you’ trends
- Cereal & Sweet technologies impacted by challenges across a number of categories
- Solid growth through cell nutrition and excipient pharma solutions
- LATAM delivered solid performance, Mexico having good growth in Savoury with Brazil gaining momentum
- 2015 acquisitions performing well, internationalisation of new technologies and integration in line with plans

**2016 Revenue**

€2,589m

**GROWTH**

+3.9%*

---

*Note: * volume growth

- Volume +0.7%, pricing (2.1%)
- Increased rate of product churn across a number of categories driven by consumer fragmentation trends
- Developing commercial model to meet changing market needs in servicing all categories of customers effectively
- Geopolitical and economic challenges in regional developing markets impacted performance
- New Kerry Nutrition & Health Institute driving pipeline build by supporting customers ‘better-for-you’ strategies
- Foodservice channel delivered good growth across Beverage, Savoury & Dairy technologies
- Cereal & Sweet technologies impacted by challenges across a number of categories
- ‘DairySource’, our new clean label dairy portfolio was successfully launched
- Primary dairy price returns – markets firmed in H2 as global supplies contracted
- Kerryconnect – progressing into optimisation phase
- Acquisition of Vendin S.L. in Madrid added to our Beverage systems platform in the region

Revenue

2016

€1,447m

GROWTH

+0.7%*

Note: * volume growth
Business Review: Taste & Nutrition – Asia-Pacific

- Volume +10.7%, pricing (1.9%)
- Strong performance across all developing markets – urbanisation and convenience being key innovation drivers
- Taste technologies achieve strong market development
  - Snacking sector in Malaysia, Thailand and the Philippines
  - Acquisition of Jungjin Foods assists development in South Korea and in savoury across the region
- Beverage Systems: strong growth in foodservice and C-Stores
- Solid growth in Australia and New Zealand where the market was stable
- Regulatory changes impacting infant nutrition sector in China – opportunities for Kerry’s Europe-based nutrition technologies
- Two new production facilities commissioned in the Philippines and Indonesia
- Since year end, agreements were reached to acquire two flavour businesses
  - Tianning Flavours in China and Taste Master in Australia

<table>
<thead>
<tr>
<th>Revenue</th>
<th>2016</th>
<th>GROWTH</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€765m</td>
<td>+10.7%*</td>
</tr>
</tbody>
</table>

Note: * volume growth
Leader in R&D and No. 1 in Developing Markets

LARGEST R&D SPEND TASTE & NUTRITION
€’M

<table>
<thead>
<tr>
<th></th>
<th>Kerry</th>
<th>Peer 1</th>
<th>Peer 2</th>
<th>Peer 3</th>
<th>Peer 4</th>
<th>Peer 5</th>
<th>Peer 6</th>
<th>Peer 7</th>
<th>Peer 8</th>
<th>Peer 9</th>
<th>Peer 10</th>
<th>Peer 11</th>
<th>Peer 12</th>
<th>Peer 13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>250</td>
<td>194</td>
<td>169</td>
<td>137</td>
<td>116</td>
<td>100</td>
<td>66</td>
<td>63</td>
<td>34</td>
<td>33</td>
<td>22</td>
<td>10</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

DEVELOPING MARKET SALES TASTE & NUTRITION
€’M

<table>
<thead>
<tr>
<th></th>
<th>Kerry</th>
<th>Peer 1</th>
<th>Peer 2</th>
<th>Peer 3</th>
<th>Peer 4</th>
<th>Peer 5</th>
<th>Peer 6</th>
<th>Peer 7</th>
<th>Peer 8</th>
<th>Peer 9</th>
<th>Peer 10</th>
<th>Peer 11</th>
<th>Peer 12</th>
<th>Peer 13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>1,248</td>
<td>1,042</td>
<td>1,027</td>
<td>727</td>
<td>703</td>
<td>683</td>
<td>352</td>
<td>275</td>
<td>267</td>
<td>201</td>
<td>176</td>
<td>156</td>
<td>134</td>
<td>97</td>
</tr>
</tbody>
</table>

Kerry estimates based on most recent accounts published
# Revenue Growth Components FY 2016

<table>
<thead>
<tr>
<th></th>
<th>Volumes</th>
<th>Price</th>
<th>Trading Currency</th>
<th>Reporting Currency</th>
<th>Acquisitions/Disposals</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taste &amp; Nutrition</td>
<td>4.0%</td>
<td>(2.1%)</td>
<td>(0.1%)</td>
<td>(3.2%)</td>
<td>4.9%</td>
<td>3.5%</td>
</tr>
<tr>
<td>Consumer Foods</td>
<td>2.1%</td>
<td>(2.0%)</td>
<td>(1.1%)</td>
<td>(6.6%)</td>
<td>(2.1%)</td>
<td>(9.7%)</td>
</tr>
<tr>
<td>Group</td>
<td>3.6%</td>
<td>(2.1%)</td>
<td>(0.3%)</td>
<td>(4.1%)</td>
<td>3.3%</td>
<td>0.4%</td>
</tr>
</tbody>
</table>
## Trading Margin by Business

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th></th>
<th>2015</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Revenue</td>
<td>Trading</td>
<td>Revenue</td>
<td>Trading</td>
</tr>
<tr>
<td></td>
<td>€m</td>
<td>Profit</td>
<td>€m</td>
<td>Profit</td>
</tr>
<tr>
<td></td>
<td></td>
<td>%</td>
<td></td>
<td>%</td>
</tr>
<tr>
<td>Taste &amp; Nutrition</td>
<td>4,880</td>
<td>716</td>
<td>14.7%</td>
<td></td>
</tr>
<tr>
<td>Consumer Foods</td>
<td>1,333</td>
<td>117</td>
<td>8.8%</td>
<td></td>
</tr>
<tr>
<td>Eliminations/unallocated</td>
<td>(82)</td>
<td>(83)</td>
<td>–</td>
<td></td>
</tr>
<tr>
<td>Group</td>
<td>6,131</td>
<td>750</td>
<td>12.2%</td>
<td></td>
</tr>
</tbody>
</table>
## EPS Reconciliation

<table>
<thead>
<tr>
<th></th>
<th>2016 € cent</th>
<th>2015 € cent</th>
<th>Growth %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjusted EPS*</td>
<td>323.4</td>
<td>301.9</td>
<td>7.1%</td>
</tr>
<tr>
<td>Brand related intangible asset amortisation</td>
<td>(13.1)</td>
<td>(10.6)</td>
<td>–</td>
</tr>
<tr>
<td>Non-trading items (net of related tax)</td>
<td>(7.4)</td>
<td>7.4</td>
<td>–</td>
</tr>
<tr>
<td>Basic EPS</td>
<td>302.9</td>
<td>298.7</td>
<td>1.4%</td>
</tr>
</tbody>
</table>

Note: * before brand related intangible asset amortisation and non-trading items (net of related tax)
### Adjusted Earnings* Growth FY 2016

Organic growth = +10.2%

<table>
<thead>
<tr>
<th>2015</th>
<th>Underlying growth</th>
<th>Transaction currency</th>
<th>Kerryconnect</th>
<th>Acquisitions/disposals</th>
<th>Share options exercised</th>
<th>Constant currency</th>
<th>Translation currency</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>531</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>569</td>
</tr>
</tbody>
</table>

% Growth

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Growth</td>
<td>+11.6%</td>
<td>+7.1%</td>
</tr>
<tr>
<td>(1.3%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(0.1%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+2.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(0.1%)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(5.2%)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

## 5 Year Free Cash Flow of €2.1bn

<table>
<thead>
<tr>
<th>Year</th>
<th>Free Cash Flow (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>€344m</td>
</tr>
<tr>
<td>2013</td>
<td>€412m</td>
</tr>
<tr>
<td>2014</td>
<td>€303m</td>
</tr>
<tr>
<td>2015</td>
<td>€453m</td>
</tr>
<tr>
<td>2016</td>
<td>€570m</td>
</tr>
</tbody>
</table>

### Additional Information

- **Cash conversion*:** 84%, 91%, 62%, 85%, 100%

*Note: * free cash flow as a % of adjusted earnings after tax
Net Debt (€m) as at 31 December 2016

<table>
<thead>
<tr>
<th></th>
<th>Debt</th>
<th>@ Floating Rates</th>
<th>@ Fixed Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Euro</strong></td>
<td>1,128</td>
<td>229</td>
<td>899</td>
</tr>
<tr>
<td><strong>Sterling</strong></td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>US Dollar</strong></td>
<td>750</td>
<td>418</td>
<td>332</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>11</td>
<td>11</td>
<td>-</td>
</tr>
<tr>
<td><strong>Gross debt</strong></td>
<td>1,889</td>
<td>658</td>
<td>1,231</td>
</tr>
<tr>
<td><strong>Cash</strong></td>
<td>(565)</td>
<td>(565)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Net Debt</strong></td>
<td>1,324</td>
<td>93</td>
<td>1,231</td>
</tr>
</tbody>
</table>

| **Gross Debt**   | 2016 | 35% | 65% |
| **Gross Debt**   | 2015 | 36% | 64% |

Weighted average period for which rate is fixed: 6.6 years (2015: 7.6 years)
## Exchange Rate Movements

### AVERAGE EXCHANGE RATES – 2016 V 2015

<table>
<thead>
<tr>
<th>Currency</th>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>USD</td>
<td>1.11</td>
<td>1.12</td>
</tr>
<tr>
<td>GBP</td>
<td>0.82</td>
<td>0.73</td>
</tr>
<tr>
<td>MXN</td>
<td>20.67</td>
<td>17.46</td>
</tr>
<tr>
<td>BRL</td>
<td>3.84</td>
<td>3.72</td>
</tr>
<tr>
<td>MYR</td>
<td>4.58</td>
<td>4.30</td>
</tr>
<tr>
<td>AUD</td>
<td>1.48</td>
<td>1.46</td>
</tr>
<tr>
<td>CAD</td>
<td>1.46</td>
<td>1.41</td>
</tr>
<tr>
<td>ZAR</td>
<td>16.08</td>
<td>13.90</td>
</tr>
<tr>
<td>RUB</td>
<td>74.13</td>
<td>68.07</td>
</tr>
</tbody>
</table>
**Group Long Term Targets (5 Years 2013-2017)**

## Growth

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

<table>
<thead>
<tr>
<th>Volume Growth</th>
<th>Margin Expansion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taste &amp; Nutrition</td>
<td>Taste &amp; Nutrition</td>
</tr>
<tr>
<td>4% to 6% p.a.</td>
<td>50 bps p.a.</td>
</tr>
<tr>
<td>Consumer Foods</td>
<td>Consumer Foods</td>
</tr>
<tr>
<td>2% to 3% p.a.</td>
<td>20 bps p.a.</td>
</tr>
<tr>
<td>Group</td>
<td>Group</td>
</tr>
<tr>
<td>3% to 5% p.a.</td>
<td>30 bps p.a.</td>
</tr>
</tbody>
</table>

*(assumes market growth rate of 2% to 3% p.a.)*

*(plus an additional 100 bps from the Kerryconnect project)*

## Return

### ROACE* 12%+

- CFROI 12%+
- ROAE* 15%+

---

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

GROUP REVENUES (€M)
5 year CAGR 2.9%

GROUP TRADING PROFIT (€M)
5 year CAGR 8.4%

TASTE & NUTRITION TRADING PROFIT

CONSUMER FOODS TRADING PROFIT

Note: * 2012 restated due to adoption of IAS 19 (2011) 'Employee Benefits'
Earnings, Cash Flow and Dividend

ADJUSTED EARNINGS* (€M)
5 year CAGR 8.7%

FREE CASH FLOW (€M)
5 year Average Cash Conversion 84%

ADJUSTED EPS*
5 year CAGR 8.7%

DIVIDEND PER SHARE (CENT)
5 year CAGR 11.7%

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

Shares in issue at 31 December 2016: 176,010,831

INSTITUTIONAL ANALYSIS

- North America 21%
- UK 16%
- Europe (excluding UK & Ireland) 12%
- Rest of World 5%
- Ireland 4%
- Kerry Co-operative 14%
- Retail 28%
Preliminary
Statement of Results 2016
February 2017