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.
Our **Purpose**
Inspiring Food, Nourishing Life

Our **Vision** is to become our customers’ most valued partner, creating a world of sustainable nutrition

**Sustainable Nutrition**
Providing food and beverage products that help maintain good health while protecting people and the planet
Leading Global Business - Meeting Local Consumer Needs

Divisional Breakdown

- Revenue €7.0bn (82%)
- Trading Profit €797m (89%)
- Consumer Foods (18%)
- Taste & Nutrition (11%)

Note: Financial information as per FY2020

- 149 Production Locations
- 26k Employees
- 150+ Sales in 150+ countries

Global Headquarters
Global and Regional Technology & Innovation Centres
Manufacturing Plants
Sales Offices
The Consumer is at the Centre of Everything We Do

Taste & Nutrition End Use Markets

- Food EUMs
- Beverage EUM
- Pharma EUM

- Meat
- Snacks
- Dairy
- Bakery & Confectionery
- Meals
- Cereal, Sweet & Other

Developed / Developing Markets

- 73% Developed Markets
- 27% Developing Markets

Channel

- 76% Retail
- 24% Foodservice

Region

- €3.1bn Americas
- €1.4bn Europe
- €1.2bn APMEA

Note: Financial information and business breakdown as per FY2020
Unique Taste & Nutrition Positioning

Sustainable Nutrition
As Industry is Moving Towards Integrated Solutions

*Kerry continues to lead the way*
Creating A World of Sustainable Nutrition

Enabling our Customers Move Along The Sustainable Nutrition Spectrum

- Nutrition
- Clean Label
- Positive & Balanced Nutrition
- Proactive Nutrition
- Personalised Nutrition
- Food Safety & Security
- Climate Positive
- Social Impact
- Regenerative Agriculture
- Circular Solutions

Customer

Sustainable Nutrition
Market & Industry Dynamics
The ‘&’ Consumer

Purpose & Sustainability
& Shared
& Made for Me
& Local
& Trusted
& Healthy & Nutritious
& Tastes Great

Consumers across the world seeking food and beverages that meet all their needs
Customers Looking for a Co-Creation Partner

How we Support our Customers

- Proprietary Consumer Insights
- Ideation – Launch – Impact
- Entering New Categories / Subchannels
- Enabling Increased Speed to Market
- Delivering Efficiencies Across Operations
Our Unique Business Model - Consumer-led and Customer-centric

In the image, there is a diagram illustrating the integrated value creation engine. The diagram highlights the foundational technologies, which include Authentic Taste and Nutrition, Wellness & Functionality. These elements are connected to the integrated value creation engine, which has three main components: Culinary & Insights, Development & Applications, and Product Process Technologies. The end use markets are categorized into various sectors such as Meat, Dairy, Meals, Snacks, Beverage, Bakery & Confectionery, Cereal & Sweet, and Pharma. The diagram also mentions the customer channels as Global, Regional, Local, CPGs, Retailers, and Foodservice. The diagram further emphasizes People and Culture and End-to-end Sustainability.
Technology Strategy – Breadth, Depth & Integration

Integrated Solutions
## Partnerships, Impact & Performance

### Environmental & Social Impact

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<th>Value Chain Partnerships</th>
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### ESG Performance

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### Social Impact

- WFP World Food Programme
- Special Olympics
- Concern worldwide

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Our Beyond the Horizon Sustainability Goals

Innovation Enabling Sustainable Nutrition for 2 Billion People

**Partner in Innovation**
- Co-create Sustainable Solutions
- RD&A Investment for the Future
- Sustainable by Design

**2030 Commitments**
- Nutrition & Health
- Climate Action
- Circular Economy
- Responsible Sourcing
- Social & Community

**Impact We Will Deliver**
- Better for our Customers
- Better for People
- Better for Society
- Better for the Planet
Creating A World of Sustainable Nutrition

Enabling our Customers Move Along The Sustainable Nutrition Spectrum

Nutrition
- Clean Label
- Positive & Balanced Nutrition
- Food Safety & Security
- Proactive Nutrition
- Personalised Nutrition

Environmental & Social
- Food Safety & Security
- Social Impact
- Regenerative Agriculture
- Circular Solutions
- Climate Positive

Customer

Sustainable Nutrition
Our Wellmune and flavour application expertise help to deliver a better product and better process that is better for the planet.
Our plant protein portfolio and application expertise help to deliver a better product that is better for the planet.
Breaking Boundaries in Traditional Brewing

Our enzymes and alcoholic beverage application expertise help to deliver a better product and better process that is better for the planet.
History of Financial Delivery & Value Creation

**Revenue**
- 1986: €337m
- 2020: €7.0bn
- CAGR: +9%

**Adjusted EPS**
- 1986: 7.6c
- 2020: 345c
- CAGR: +12%

**Trading Profit**
- 1986: €14m
- 2020: €797m
- CAGR: +13%

**Share Price**
- 1986: €0.80
- 2020: €118.50
- CAGR: +16%

Note: Compound annual growth rates 1986 - 2020
Drivers of Value Creation

Growth
- Taste
- Nutrition
- Developing Markets
- Foodservice

Margin
- Operating Leverage & Portfolio Evolution & Efficiencies

Return
- Consistent Returns & Cash Generation & Disciplined Capital Allocation

Sustainability
- People & Society & Planet

EPS Growth
Total Shareholder Return
Strategic Priorities for Growth

- Authentic Taste
- Nutrition, Wellness & Functionality
- Developing Markets
- Foodservice
Capital Allocation Framework

Capital Deployment

Reinvestment

Capital Expenditure

Returning cash to shareholders

Dividends

Share Buybacks

M&A

Disciplined Capital Allocation Driving Shareholder Return
Strategic Investments Enabling Growth

Georgia, USA
Irapuato, Mexico
Durban, South Africa
Nantong, China
Karawang, Indonesia

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Sustainable Value Creation Through Acquisitions

Taste
- Red Arrow
- Tianning Flavours
- Hangman Flavours
- Fleischmann's (FVC)
- ARIAKE U.S.A.
- Jining Nature

Nutrition
- wellmune
- Ganeden
- ISOage Biotech
- PEVESA Biotech
- Bio-K+

2015 2017 2018 2019 2020
Closing
• Innovation
• Integrated Solutions
• Business Model
• Track Record
• Sustainable Nutrition