Q1 2020
Interim Management Statement
30 April 2020
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.
Q1 IMS

1. Business Update
   Edmond Scanlon, Chief Executive Officer

2. Performance Review
   Marguerite Larkin, Chief Financial Officer

3. Outlook
Q1 2020 Overview

Volume Growth

<table>
<thead>
<tr>
<th>Year</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>Q1 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taste &amp; Nutrition</td>
<td>4.7%</td>
<td>4.1%</td>
<td>4.0%</td>
<td>1.2%</td>
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Strategic Developments

- Rome, Georgia
- Shanghai, China
- TecniSpice, Guatemala

COVID Response
COVID-19 – Our Role & Priorities

Our People: Safety and wellbeing of all our employees
Our Customers: Working with our customers to ensure products continue to reach consumers around the world
Our Community: Providing PPE to healthcare workers and food to the vulnerable, producing hand sanitiser at our factories, pledging up to 26,000 volunteer days and €1 million to community initiatives that support food, nutrition & health
COVID-19 – Short Term Market Dynamics across the Supply Chain

**Consumer**
- **HOW** people are purchasing
- **WHERE** people are consuming
- **WHAT** people are purchasing/consuming

**Customer**
- Interpreting demand
- Employee safety / operational efficiency
- Agility critical

**Industry**
- Supply chains tested
- Resource redeployment capability
- Full support model

Sustainability Continues to Underpin Change
COVID-19 – Impact & Actions

Impact to Date

- China – business impact in line with guidance issued in February
- Taste & Nutrition foodservice channel – significant disruption since March
- Taste & Nutrition retail channel – major shifts in recent weeks, with a number of customers benefitting from category rejuvenation
- Consumer Foods – highly volatile categories since mid-March

Actions to Mitigate Impact including:

- Changing employee work practices including zoning, segregation, additional protection and support measures across entire footprint
- Reallocation of resources across channels and categories
- Cost initiatives including suspension of all non-essential & discretionary expenditure and targeted short-term cost management initiatives
- Working dynamically across our customer base on numerous fronts to take on short-term challenges and opportunities
Q1 2020 Performance

- **Group reported revenue** +3.4%
- **Group volume growth** +0.2% (*+3.7% excluding one-off items¹*)
  - Taste & Nutrition +1.2%
  - Consumer Foods -4.8%
- **Pricing of** +0.5%
- **Group trading margin maintained** (*+30bps excluding one-off items*)
  - Taste & Nutrition maintained
  - Consumer Foods +10bps

¹ one-off items comprise the net COVID-19 impact and contract exit in Consumer Foods
Group Revenue Growth Analysis

Q1 2019

3.4%

Q1 2020

Volume
0.2%

Translation currency
1.3%

Transaction currency
0.1%

Price
0.5%

Acquisitions / disposals
1.3%

¹ volume growth of 3.7% excluding one-off items
Business Review – Taste & Nutrition

**Growth**

<table>
<thead>
<tr>
<th>Revenue</th>
<th>+1.2%¹</th>
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<tbody>
<tr>
<td>Trading margin</td>
<td>Maintained</td>
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Continued volume growth of 1.2% despite China lockdown and further Foodservice impact from restrictions on movement in APMEA and Europe

Retail channel delivered a robust performance
- Snacks, Beverage, Dairy and Pharma had good growth
- Nutrition and wellbeing portfolio performed strongly

Foodservice channel declined 0.7%, as restrictions on movement significantly impacted performance

Developing markets declined 0.8%, with performance significantly impacted by restrictions

Pricing +0.1% – reflecting broadly neutral raw material costs

Trading profit margin maintained with enhanced product mix and operating leverage offset by COVID-related costs

¹ volume growth
Taste & Nutrition – Business Growth by Region

**Americas**  
+3.2%

- Strong growth, led by an excellent performance across Beverage and Snacks
- LATAM – strong growth in Mexico, with Brazil and Central America solid
- Acquired TecniSpice Guatemala - savoury taste business

**Europe**  
+1.0%

- Good underlying growth, pre foodservice channel restrictions
- Meat, Meals and Snacks delivered good growth
- Russia and Eastern Europe delivered very good growth

**APMEA**  
-3.5%

- Business volume growth significantly impacted by restrictions in China as guided, with the foodservice channel in a number of other markets also affected
- Meat, Dairy and Bakery delivered strong growth
- Strategic investments in capacity expansion in China and the Middle East
- Opened new Technology & Innovation Centre in Shanghai
Business Review – Consumer Foods

Growth
Revenue -4.8% / +2.8%¹
Trading margin +10bps

- Solid underlying performance excluding impact of ready meals contract exit
- Positive impact in the quarter from COVID-19 of circa 1.5%
- Pricing of 2.1% reflective of increases in input costs and market pricing
- Trading margin improvement with efficiencies being largely offset by pricing
- Recent meat-free launches performed strongly

Everyday Fresh
- Richmond – solid performance
- Spreadable butter – benefitted from volume uplift in March

Convenience Meal Solutions
- Chilled performance impacted by softer category demand
- Frozen – good performance across the range

Food to Go
- Dairy snacking – Cheestrings grew strongly
- Meat snacking – Fridge Raiders delivered good growth across the range
- Food-to-go solutions – Oakhouse home delivery meals performed strongly
<table>
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<tr>
<th><strong>Other Matters</strong></th>
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<tr>
<td><strong>Kerryconnect</strong></td>
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<td><strong>Raw materials</strong></td>
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<td><strong>Currency</strong></td>
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<td><strong>COVID-19 Actions</strong></td>
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<td><strong>Net Debt</strong></td>
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Outlook 2020

- Due to uncertainty around duration and impact of COVID-19, FY 2020 guidance withdrawn

- **Taste & Nutrition:** managing through the short term challenges to emerge an even stronger customer partner
  - The foodservice channel remains challenged while restrictions are in place. We are focusing on opportunities in more resilient areas of the channel, while planning with customers on menu developments for later in the year
  - The retail channel continues to deliver good growth, as Kerry’s co-creation model and leading solutions offering are enabling customers to react at speed through this period
  - We have a good innovation pipeline to drive growth once we emerge from this current unprecedented situation

- **Consumer Foods:** Continues to see changes in consumer purchasing behaviour during period of restrictions, driving significant volatility across categories

- Continue to invest for growth and pursue M&A opportunities aligned to strategic growth priorities

- Kerry’s unique business model, broad taste and nutrition portfolio and industry leading integrated solutions capabilities are more critical than ever, as we support our customers through this changing environment