Inspiring Food, Nourishing Life
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.
Consumer-led Revolution
The ‘&’ Consumer

Sustainability Impact and Purpose & Plant-Based Options & Functional Food for Specific Health & Wellness Need & Taste Without Compromise & Cleaner Labels: Trusted & Reduced Number of Ingredients & Authentic and Safe & Digital / Delivered & Locally Sourced
Meeting the ‘&’ consumer demand now and in the future
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
Creating A World of Sustainable Nutrition

Enabling our Customers Move Along The Sustainable Nutrition Spectrum
Business Evolution

1972: Kerry formed

1986: Launch of Kerry Group plc

1988: Acquisition of Beatreame in US

1994: Enter Latin America

1997: Enter Asia Pacific

2000’s: Evolving technology platforms

2008: Commencement of 1 Kerry programme and evolution to Taste & Nutrition

2017: Beyond the Horizon strategy and ambitions launched

2020: Acquisition of Niacet and disposal of Meats & Meals business

2021: Strategic business update

Global Technology and Innovation Centre architecture complete
Inspiring Food, Nourishing Life

As a world leader in taste and nutrition, our purpose is to inspire food and nourish life.

Our Vision is to be our customers’ most valued partner, creating a world of sustainable nutrition.
Leading Global Business

22,000+ Employees and 112 different nationalities

152 Manufacturing locations across 36 countries

18,000+ Products with >80% providing positive and balanced nutrition

Note: Financial information as per FY2021

Global Headquarters
Global and Regional Technology & Innovation Centres
Manufacturing Plants
Sales Offices

Note: Ireland & UK – 25 manufacturing plants, 3 sales offices
Our People and Values

22,000+ Employees
112 Nationalities
1,100+ R&D scientists

Courage
Ownership
Inclusiveness
Open-mindedness
Enterprising Spirit
Unique Taste & Nutrition Positioning

Sustainable Nutrition

Taste

Nutrition

Unique Proposition

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Our Unique Business Model – Consumer-led and Customer-centric

- **Culinary & Insights**
  - Authentic Taste
  - Nutrition, Wellness & Functionality

- **Development & Applications**
  - Meat
  - Dairy
  - Meals
  - Snacks
  - Beverage
  - Bakery & Confectionery
  - Cereal & Sweet
  - Pharma

- **Product Process Technologies**
  - End Use Markets
    - Global
    - Regional
    - Local
    - CPGs
    - Retailers
    - Foodservice

- **People and Culture**
- **End-to-end Sustainability**
Key Growth Platforms

→ Authentic Taste
→ Plant-Based
→ Food Waste
→ Health & Bio-Pharma
Beyond the Horizon, our sustainability strategy, supports Kerry’s ambition to reach over two billion people with sustainable nutrition solutions by 2030.
Our **Beyond the Horizon** Sustainability Goals
Innovation Enabling Sustainable Nutrition Solutions for 2 Billion People

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**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

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# Partnerships, Impact and Performance

<table>
<thead>
<tr>
<th>Environmental &amp; Social Impact</th>
<th>Value Chain Partnerships</th>
<th>Social Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>SVI</td>
<td>Wrap</td>
<td>WFP</td>
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<tr>
<td>Sustainable Spices Initiative</td>
<td>EuRA</td>
<td>Partn ship for Global LGBTI Equality</td>
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<tr>
<td>IDH</td>
<td>Sustainable Dairy Partnership</td>
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<tr>
<td>Agenda 2030 for Business</td>
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<td>AIJN</td>
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<td>SSAFE</td>
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<td>Platform</td>
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<td>Special Olympics</td>
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<tr>
<td>Sedex Member</td>
<td>RE 100</td>
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<tr>
<td>Sustainable Development Goals</td>
<td>Science Based Targets</td>
</tr>
<tr>
<td>GRI</td>
<td>FTSE4Good</td>
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<tr>
<td>RE 100</td>
<td>MSCI ESG Ratings AAA</td>
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<tr>
<td>In-depth articles</td>
<td>Whitepapers</td>
<td>Industry webinars</td>
<td>Different experts</td>
<td>Google ranking for nutrition trends</td>
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</table>
FINANCIALS
## 2021 Financial Overview

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>€7.4bn</td>
<td>8.0% volume growth</td>
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<tr>
<td>EBITDA</td>
<td>€1.1bn</td>
<td>14.7% EBITDA margin</td>
</tr>
<tr>
<td>Trading profit</td>
<td>€876m</td>
<td>9.8% reported growth, 11.9% trading margin (+40bps)</td>
</tr>
<tr>
<td>Adjusted EPS</td>
<td>380.8c</td>
<td>12.1% constant currency growth, 10.2% reported growth</td>
</tr>
<tr>
<td>Basic EPS</td>
<td>430.6c</td>
<td>FY 2020: 313.0 cent</td>
</tr>
<tr>
<td>ROACE</td>
<td>9.9%</td>
<td>FY 2020: 9.8%</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>€566m</td>
<td>84% cash conversion</td>
</tr>
</tbody>
</table>

**Note:** Alternative performance measures are outlined in financial definitions as per 2021 Preliminary Statement of Results.
History of Financial Delivery and Value Creation

Revenue
- +9% CAGR
- €337m
- €7.4bn

Trading Profit
- +13% CAGR
- €14m
- €876m

Adjusted EPS
- +12% CAGR
- 7.6c
- 380.8c

Dividend
- +16% CAGR
- 0.48c
- 95.2c

Note: Compound annual growth rates 1986 - 2021
Our Mid-Term Targets (2022-2026)

**Growth**

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Margin</th>
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<tbody>
<tr>
<td>4-6%</td>
<td>18%+</td>
</tr>
<tr>
<td>Volume Growth¹</td>
<td>EBITDA Margin by 2026</td>
</tr>
</tbody>
</table>

**Return**

<table>
<thead>
<tr>
<th>Cash</th>
<th>Return</th>
</tr>
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<tbody>
<tr>
<td>80%+</td>
<td>10-12%</td>
</tr>
<tr>
<td>Cash Conversion¹</td>
<td>Return on Average Capital Employed¹</td>
</tr>
</tbody>
</table>

**Sustainability**

**People**
- Expanding Nutritional Reach
- Positive & Balanced Nutrition
- Kerry Health & Nutrition Institute

**Society**
- Diversity & Inclusion
- Nourishing Communities
- Ethics & Human Rights

**Planet**
- Carbon
- Food Waste
- Responsible Sourcing

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¹Average targets over the course of the plan | Volume growth target assumes 2% above market growth rate
Financial definitions as per 2021 Preliminary Statement of Results
Inspiring Food, Nourishing Life