

KERRY

Creating a World of Sustainable Nutrition



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

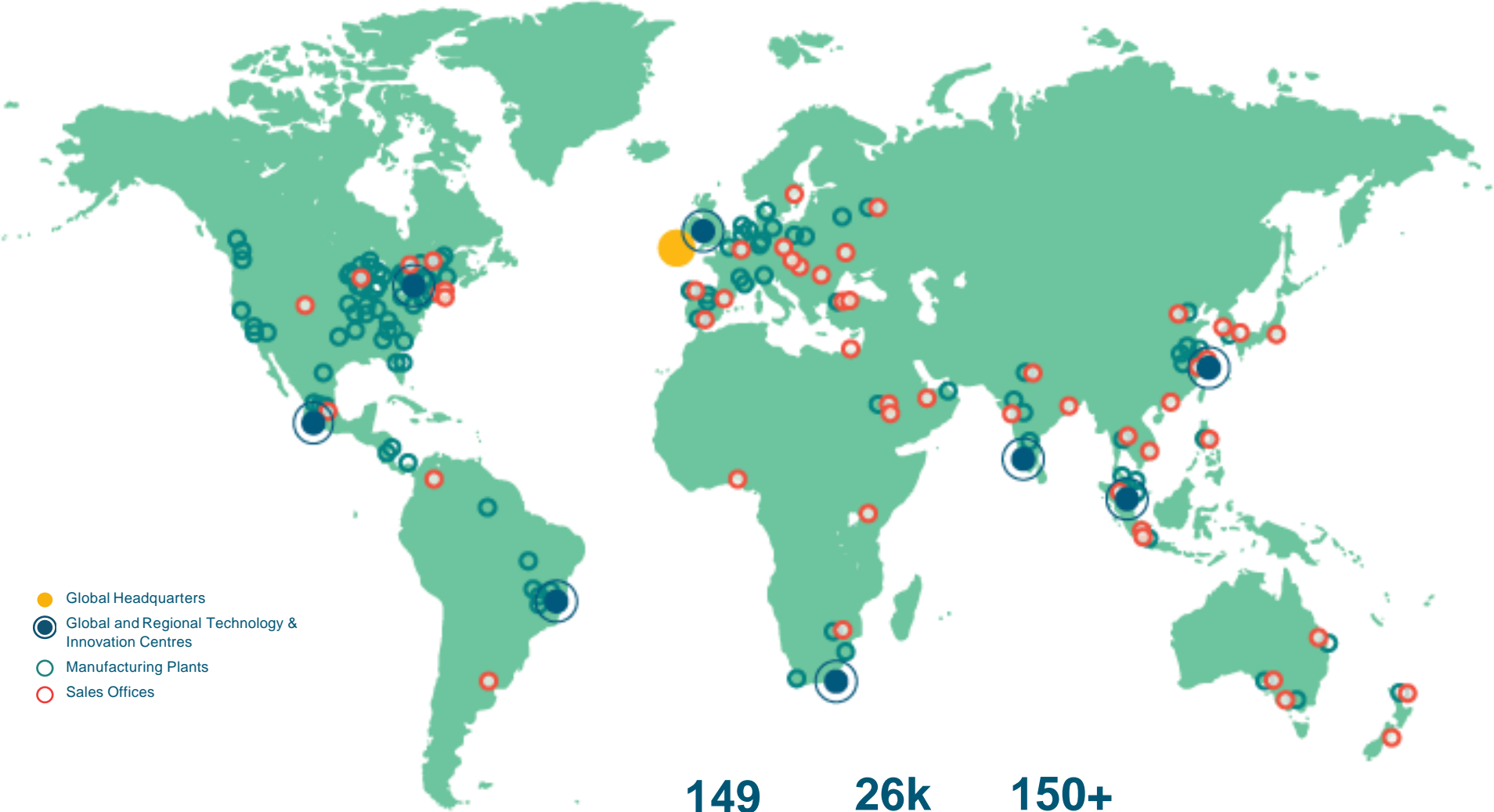
Providing food and beverage products that help maintain good health while protecting people and the planet



- 1. Kerry Overview**
- 2. Market & Industry Dynamics**
- 3. Sustainability**
- 4. Financials**
- 5. Closing**



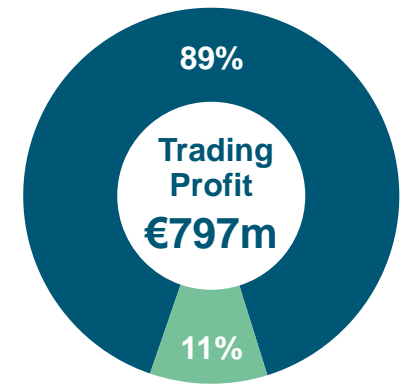
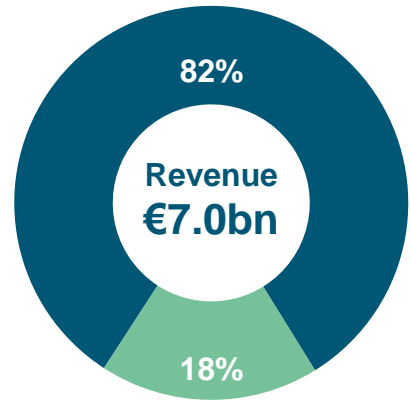
Leading Global Business - Meeting Local Consumer Needs



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

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

Divisional Breakdown



- Taste & Nutrition
- Consumer Foods

Note: Financial information as per FY2020

Taste & Nutrition

Region

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

Channel

76% Retail
24% Foodservice

Developed / Developing

73% Developed Markets
27% Developing Markets

Note: Financial information and business breakdown as per FY2020

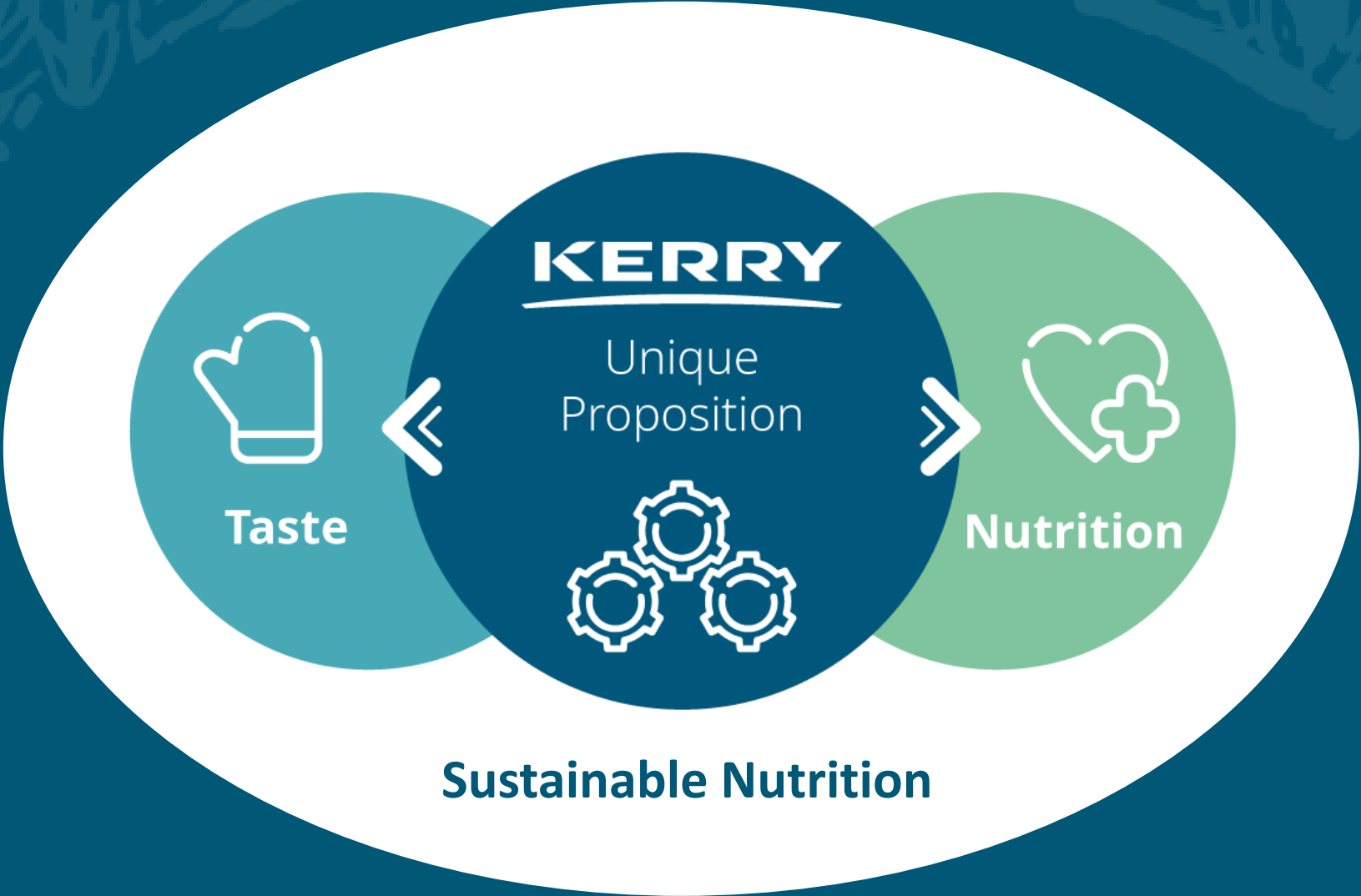
The Consumer is at the Centre of Everything We Do



Taste & Nutrition End Use Markets

- Food EUMs
- Beverage EUM
- Pharma EUM
- Meat
- Snacks
- Dairy
- Bakery & Confectionery
- Meals
- Cereal, Sweet & Other

Unique Taste & Nutrition Positioning



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





Market & Industry Dynamics

KERRY

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

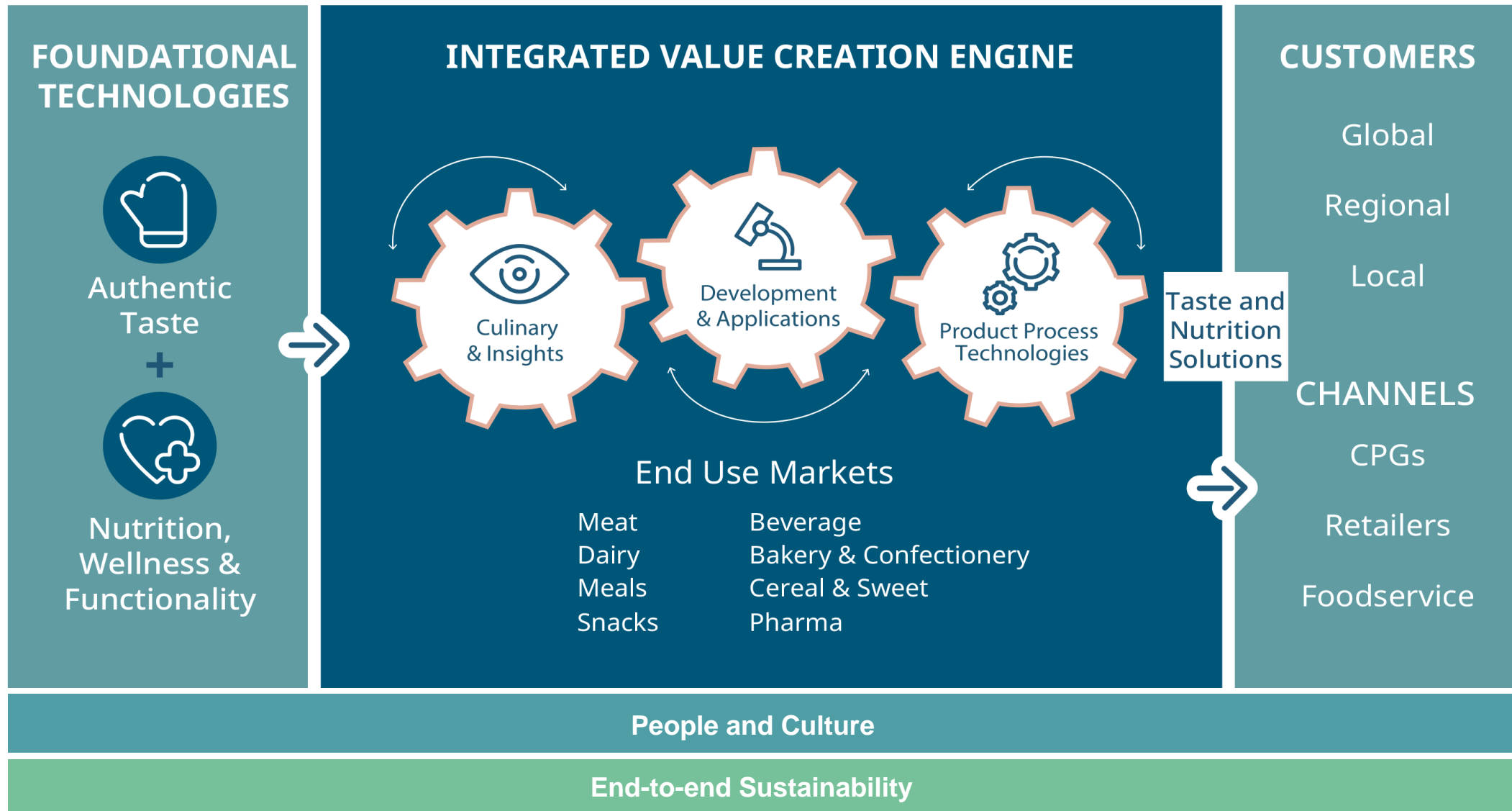
Entering New Categories / Subchannels

Enabling Increased Speed to Market

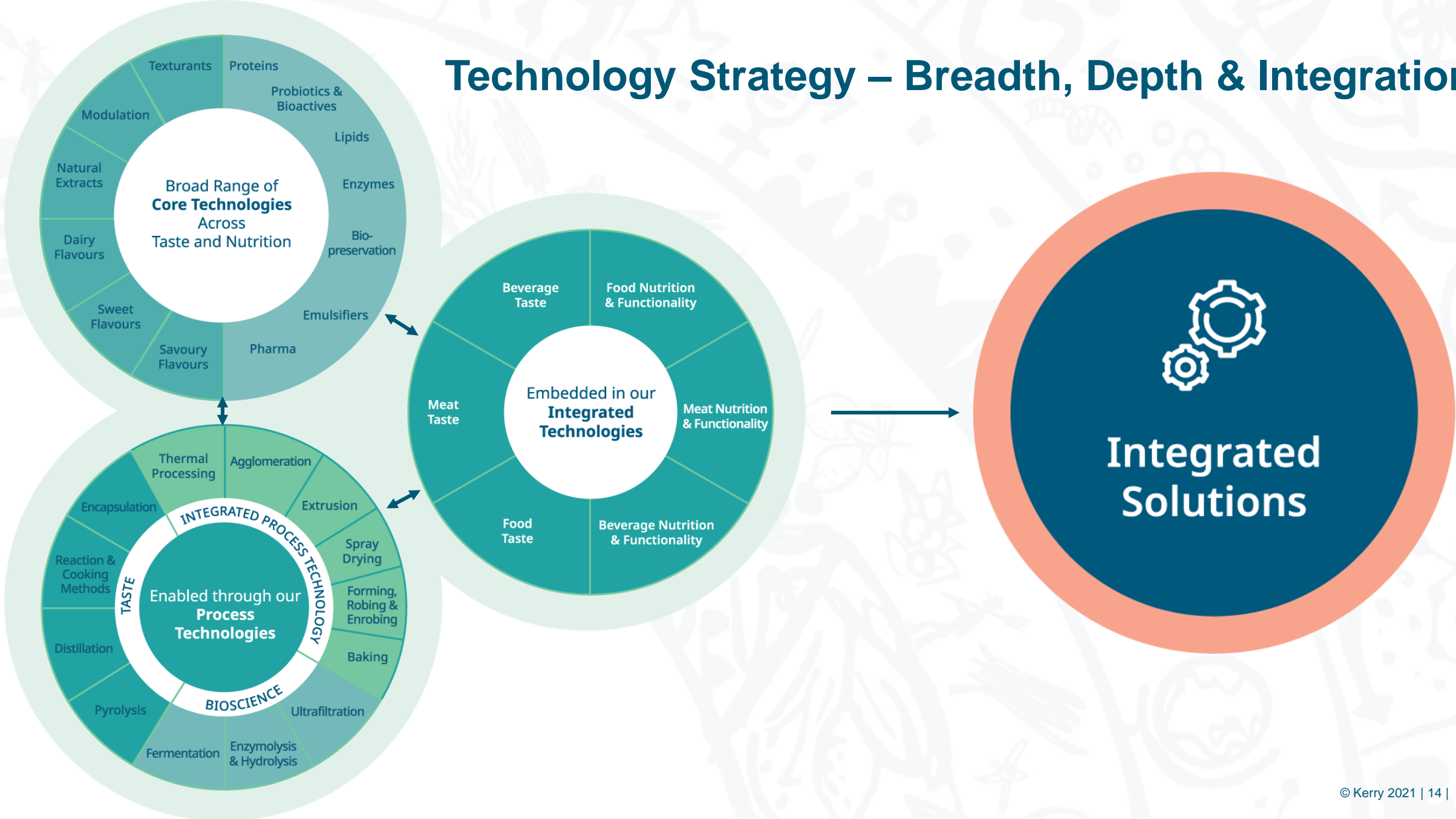
Delivering Efficiencies Across Operations



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



Technology Strategy – Breadth, Depth & Integration





Sustainability

KERRY

Partnerships, Impact & Performance

Environmental & Social Impact

Value Chain Partnerships



Social Impact



ESG Performance



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



Innovating Immune Health at Pace

Sustainable Innovation

Customer Need

Consumer Insights

Immunity Enhancing Technology

Full Solution Support

Innovation at Pace

Kerry Value Add

Dry Beverage Expertise

wellmune 

Natural Extracts

Taste Applications

Integrated Solution

Dry Beverage Solution

Impact

Better Nutrition

Immunity

- Complete elevated nourishment solution
- Achieve desired taste profile
- Clean label

Better for Planet

≤ **10%** Reduced carbon emissions

- Energy & water savings

Our Wellmune and flavour application expertise help to deliver a better product and better process that is better for the planet



wellmune 

Accelerating Growth with a Plant Protein Challenger Brand

Sustainable Innovation

Integrated Solution

Customer Need

Optimised nutrition profile

Improved taste

Reduced environmental impact

'Front of Pack' Claims

Kerry Value Add

Meat Application Expertise

Clean Label Solutions

Plant Protein Expertise

Taste Applications

Our plant protein portfolio and application expertise help to deliver a better product that is better for the planet

Impact



Better Nutrition

≤ **87%** Reduction in saturated fat

- Improved taste & texture
- Clean label solutions

Better for Planet

≤ **87%** Reduced carbon emissions

- Reduced food waste
- Energy & water savings



Breaking Boundaries in Traditional Brewing

Sustainable Innovation

Customer Need

New Range with Lower
Environmental Footprint

Improved
Efficiencies & Yields

Regulatory
Expertise

Kerry Value Add

Brewing Ingredients &
Application Expertise

Enzymes

Process
Technology
Know-How

Integrated Solution

Our enzymes and alcoholic beverage application expertise help to deliver a better product and better process that is better for the planet

Impact

Brewing Solutions

Better Nutrition

- Lower alcohol / lower calories
- Greater use of local grains & unmalted grains

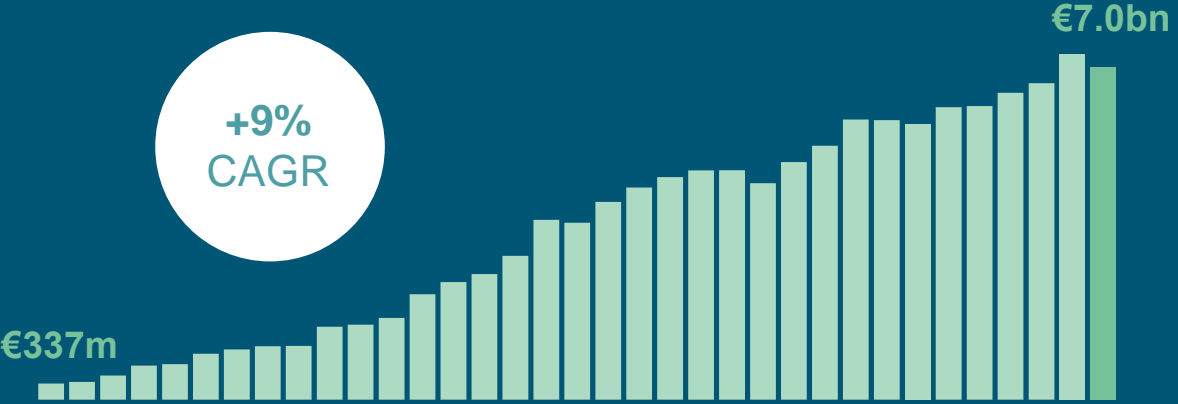
Better for Planet

≤ **41%** Reduced carbon emissions

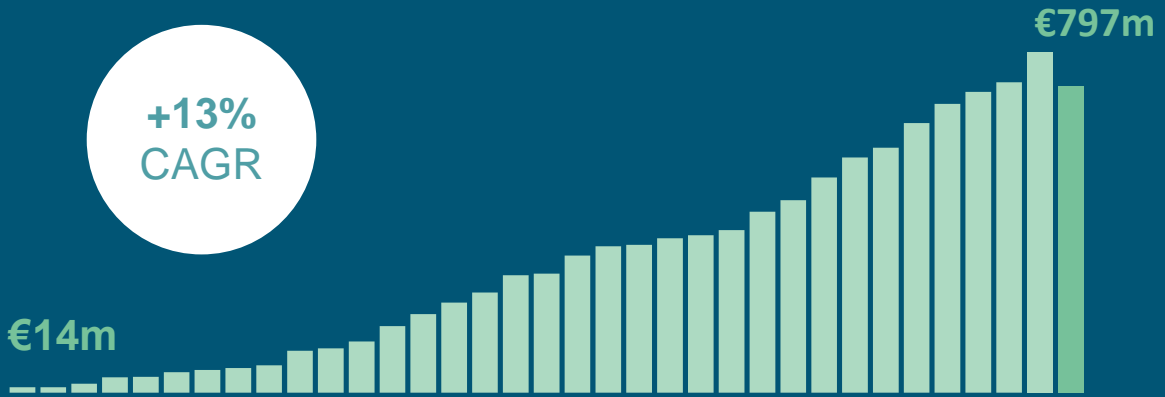
- Reduced waste
- Energy & water savings

History of Financial Delivery & Value Creation

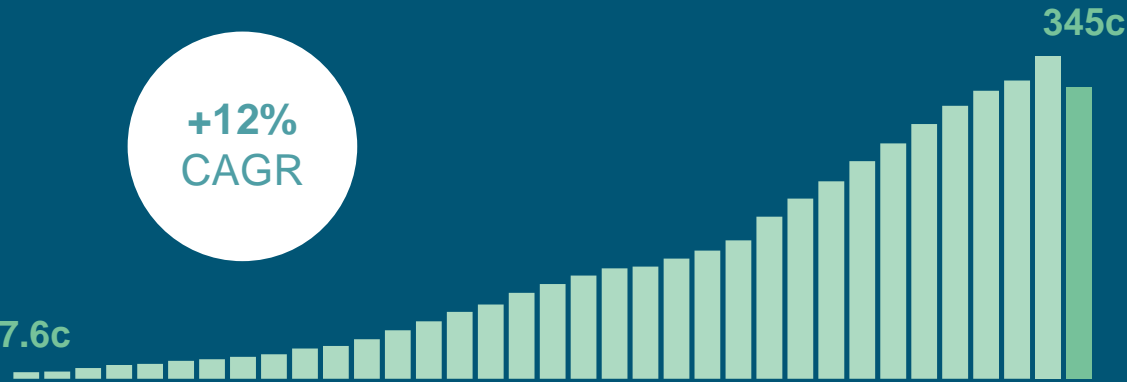
Revenue



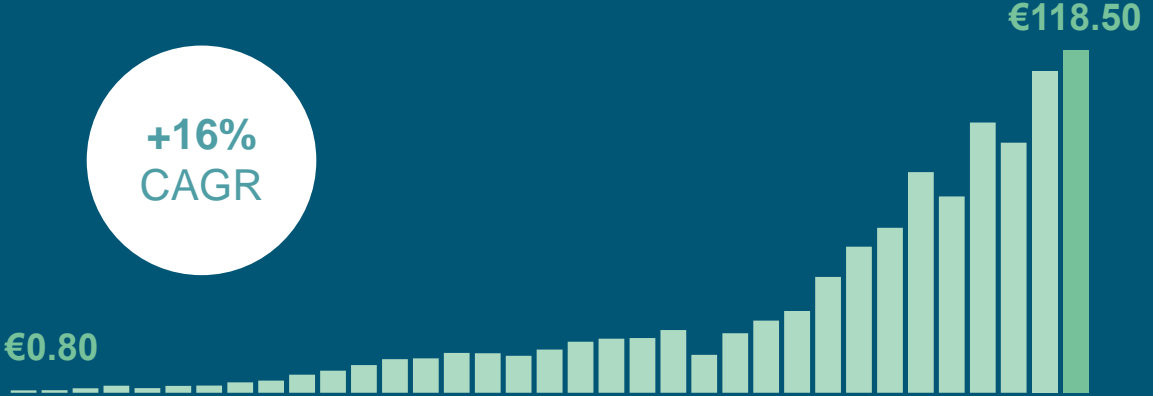
Trading Profit



Adjusted EPS



Share Price



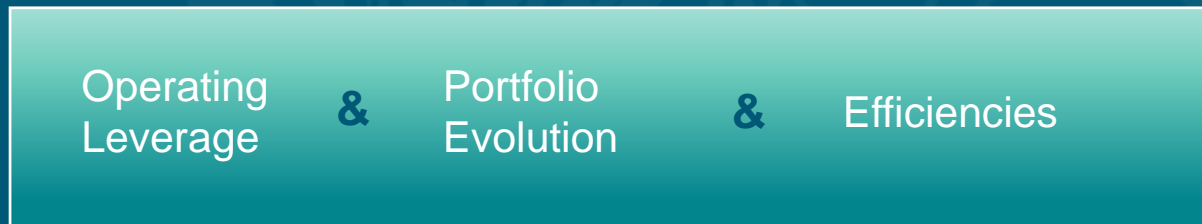
Note: Compound annual growth rates 1986 - 2020

Drivers of Value Creation

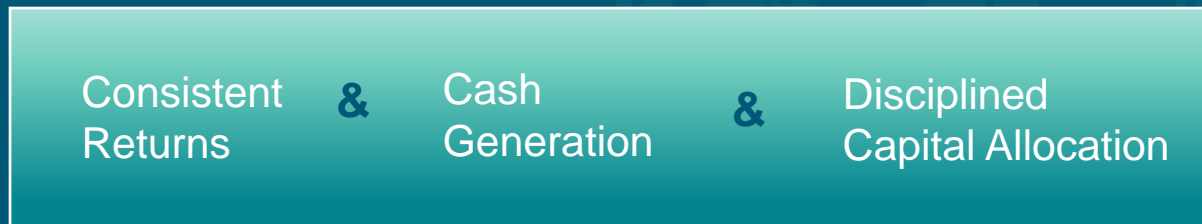
Growth



Margin



Return



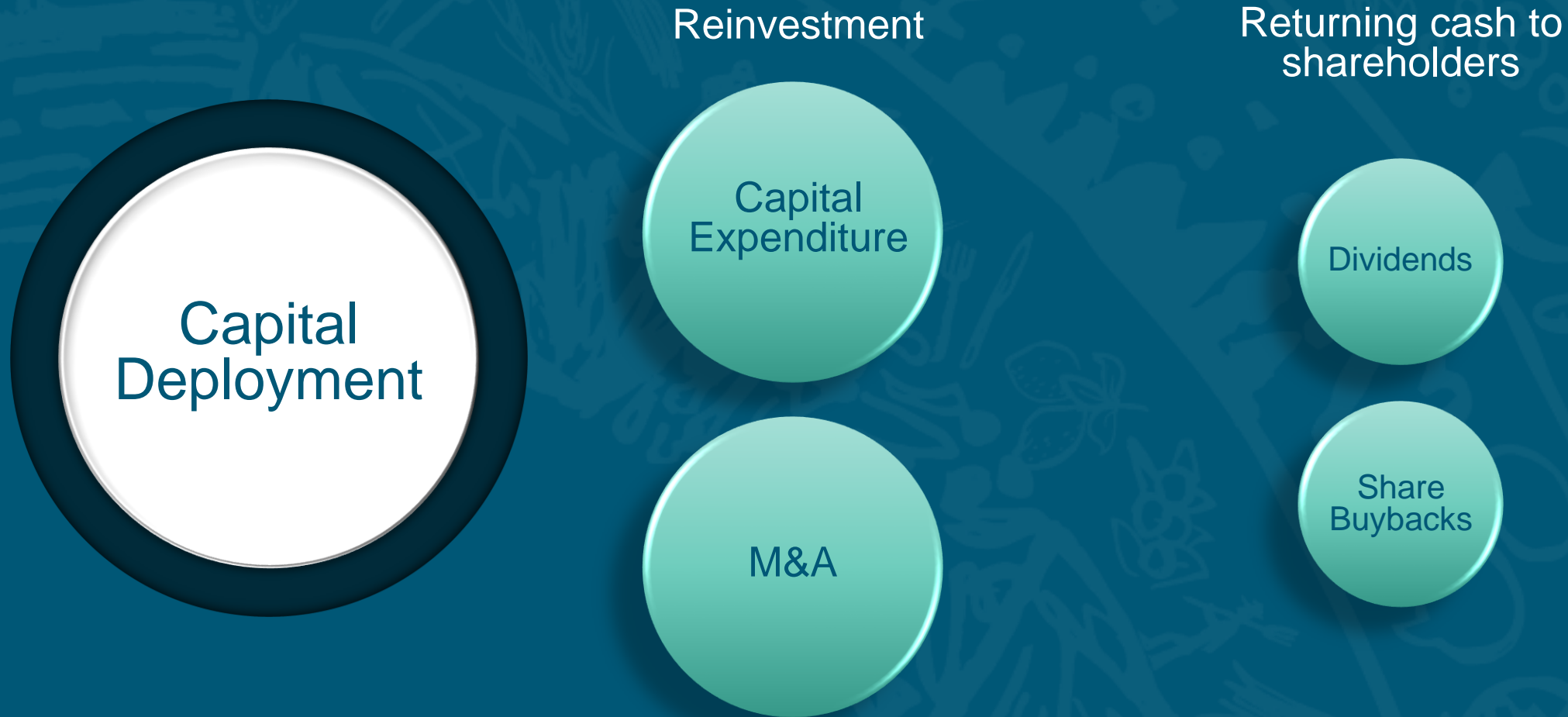
Sustainability



Strategic Priorities for Growth



Capital Allocation Framework

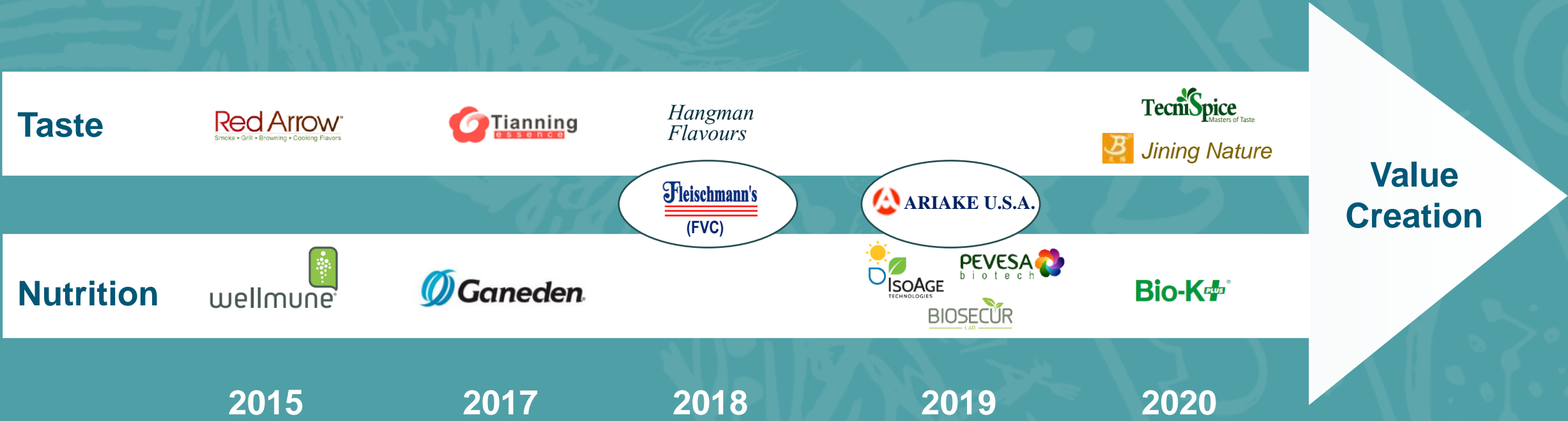


Disciplined Capital Allocation Driving Shareholder Return

Strategic Investments Enabling Growth



Sustainable Value Creation Through Acquisitions





Closing

KERRY

KERRY

- **Innovation**
- **Integrated Solutions**
- **Business Model**
- **Track Record**
- **Sustainable Nutrition**



KERRY

Creating a World of Sustainable Nutrition

