

Simplifying Complex Supply Chains Through Customer-Centric Differentiation

Presented by Stijn Sweere – October 2025





Personal

- Dutch national living in Eindhoven (NL)
- Married with children 😊
- Tennis, Kitesurfing, Emotional development

Professional

- Training: Industrial Engineer
- Industries: Flavors and Fragrances, Steel, FMCG/food
- Roles: Supply Chain, Manufacturing

Passionate about....

- Delivering a best-in-class customer experience and bring people on the journey of excellence.
- Continuously increasing the value-added time in processes, making the daily work people do, more meaningful.

Introducing

KERRY

The Future of
Sustainable Nutrition



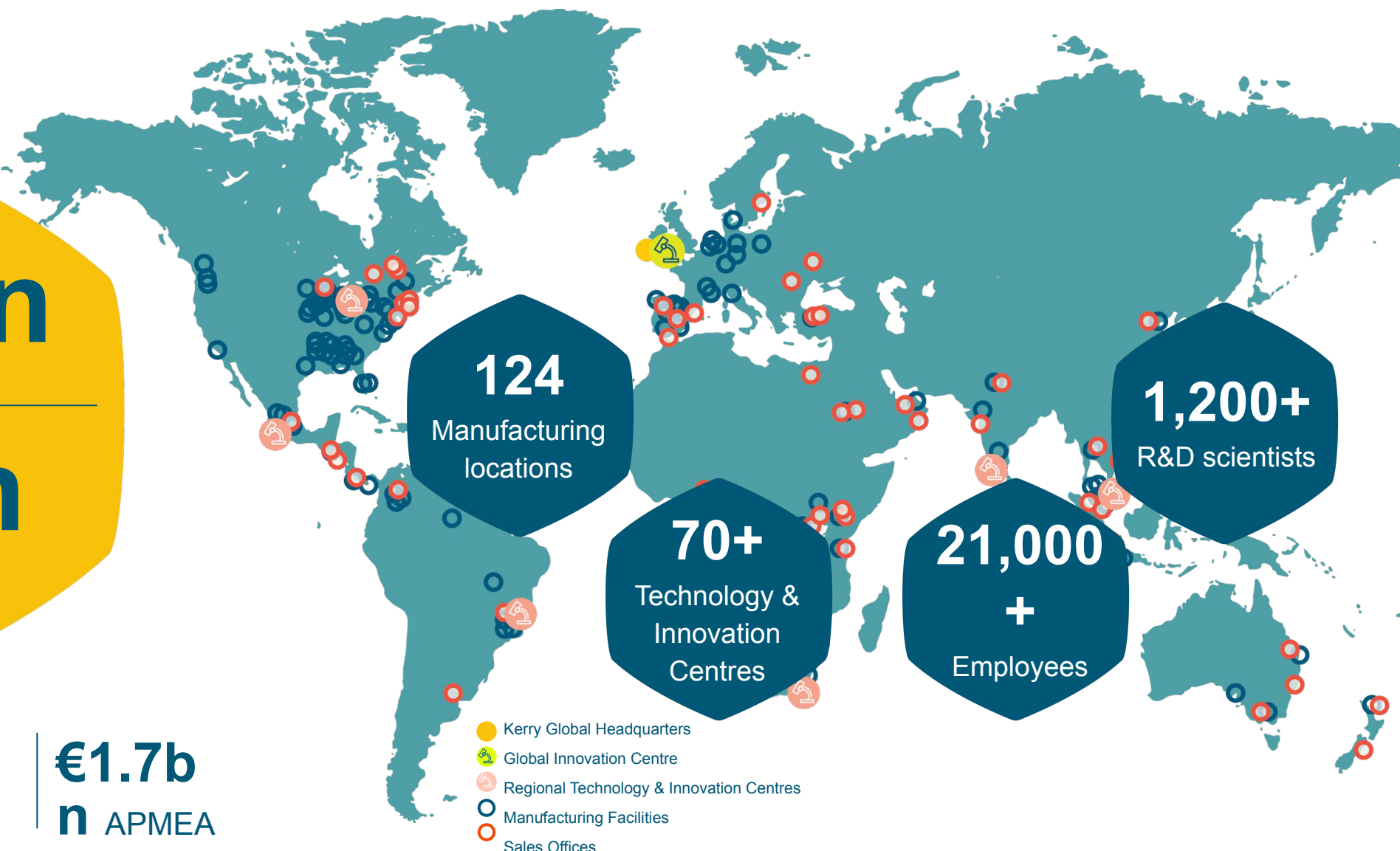
Globally connected, locally led Taste & Nutrition company



€1.5b
n Europe

€3.8b
n Americas

€1.7b
n APMEA



*Revenue from continuing operations post the divestment of Kerry Dairy Ireland. | Figures as reported 31st December 2024.



#1

FOOD
PROTECTION &
PRESERVATION



TOP
3

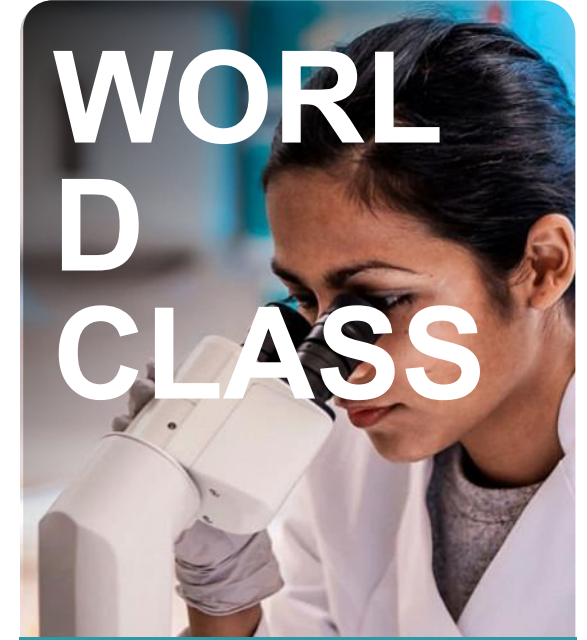
TASTE PLAYER



#

BIOTECHNOLO
GY SOLUTIONS

2



WORL
D
CLASS

ENZYME
CAPABILITY

Progress on Sustainability Measures

Consumers reached with
Positive and Balanced
Nutritional Solutions

1.4bn

Target to reach over
2 billion people by 2030

Scope 1 & 2
Carbon Reduction
versus 2017 base
year

50%

Target 55% reduction
by 2030

Reduction in Food Waste
versus 2017 base year

38%

Target 50%
reduction by 2030

Agenda

From Customer Value Drivers to SC value drivers

Differentiated service model

Reduce Complexity

Real life examples/ results

Recap

Q&A



From Customer to Supply Chain value drivers

Customer Value drivers

- Speed
- Reliability
- Quality
- Custom products

Dominant business strategy

- Customer intimacy

Supply Chain Value drivers

- On Time in full
- Responsiveness

Dominant Supply Chain Strategy

- Service is leading
-

Business Strategy

Customer intimacy

Product Leadership

Cost Leadership

Supply Chain Triangle

Service

Cost

Cash

From Customer to Supply Chain value drivers

Trade Off

- **Service – cost - cash** are connected
- Service up, cost and/or cash up

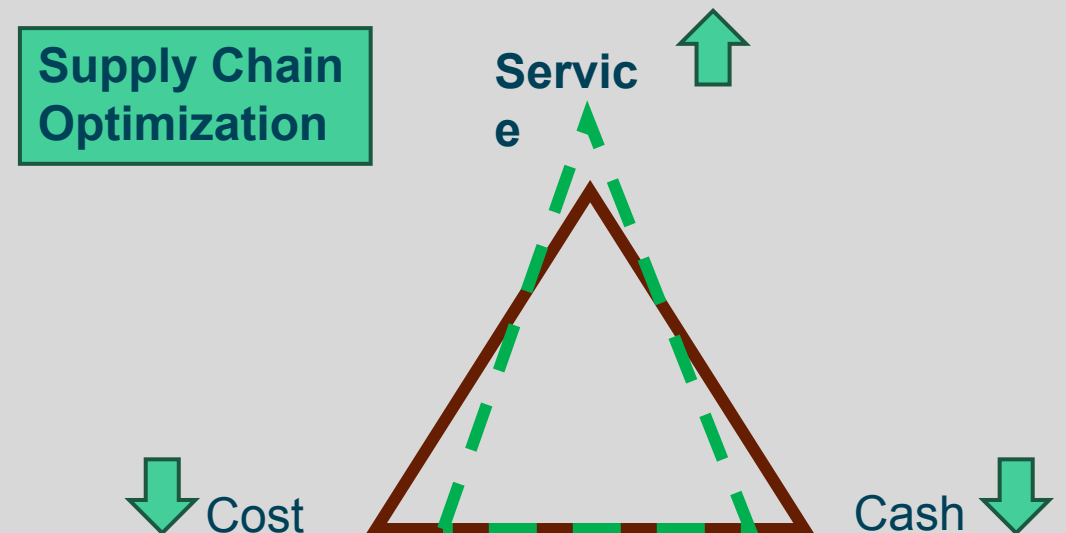
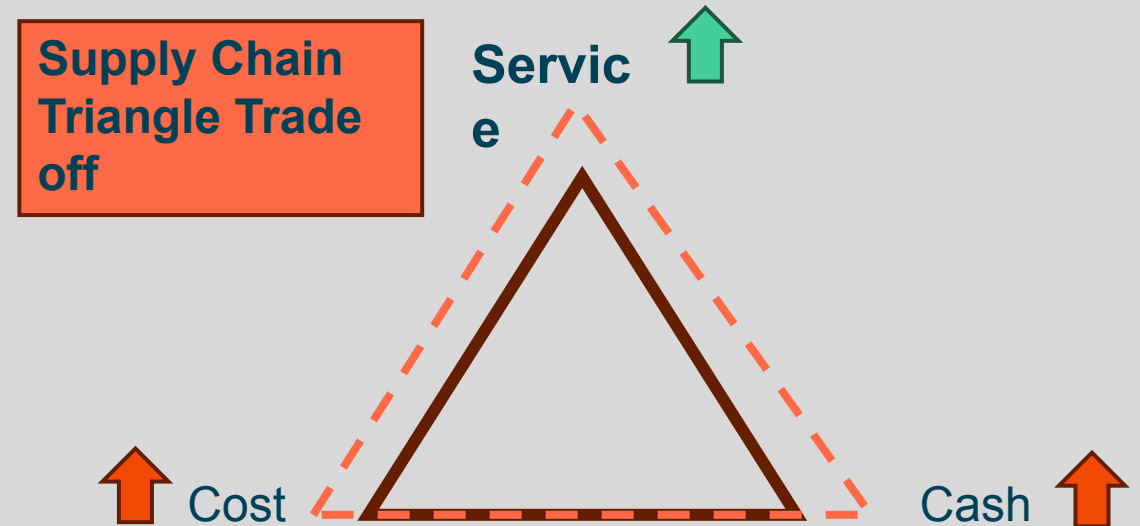
Optimization

Service up, cost and cash down until optimized

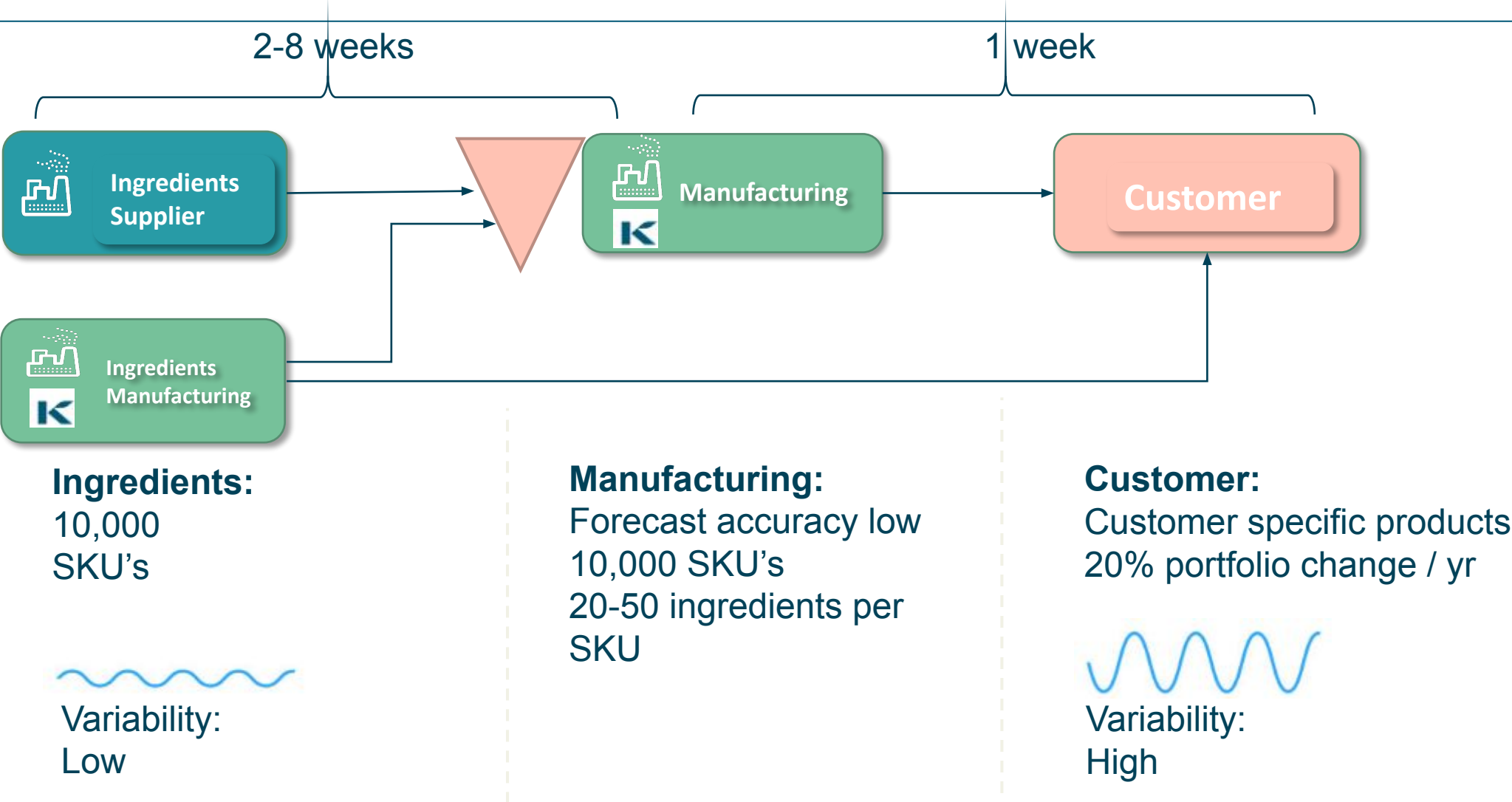
Requires a fundamental rethinking of the Supply Chain Service model – back to basics

The differentiated service model

- Start with the **Fundamentals**
- **Simplify** as much as possible
- Manage **True Complexity**



Reduce Complexity: Customer order decoupling point

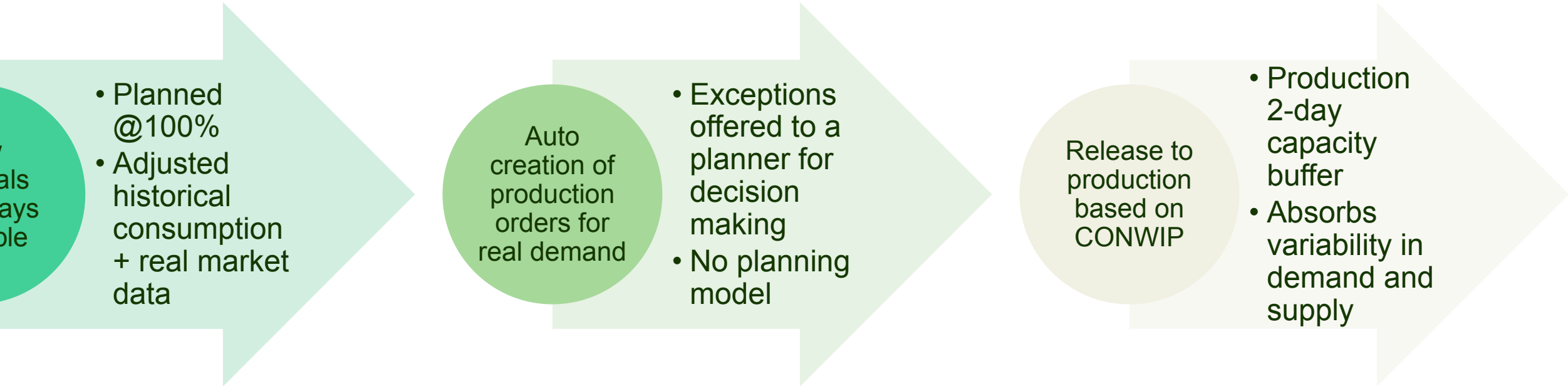




Reduce Complexity: Managing true complexity

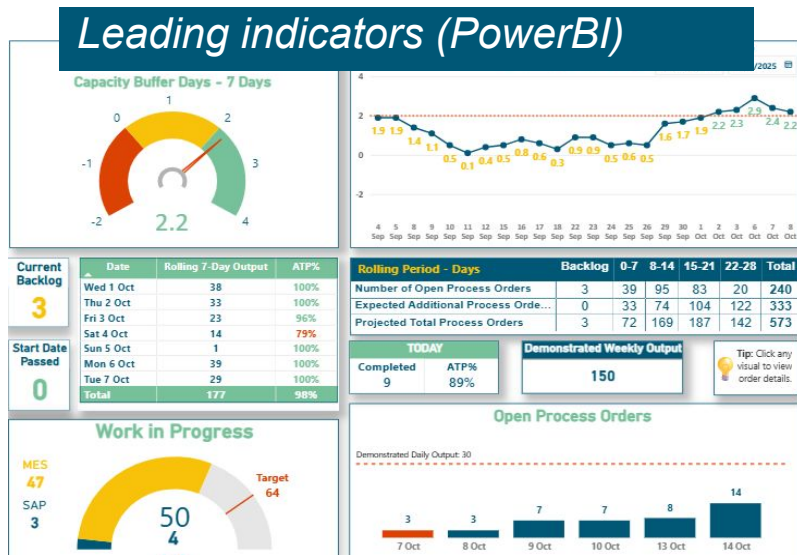


One size fits all	Differentiated Service Model	Decision
Forecasting selling products	Customer specific products, N=5	



What systems are required to manage the real complexity

Complexity	Solution	System
Planning strategy reflected in Master data	Master data generator	AERA decision intelligence
Execution of planning strategy	Automated order creation	AERA decision intelligence
Variability in demand and output	Leading indicators – capacity buffer	PowerBI

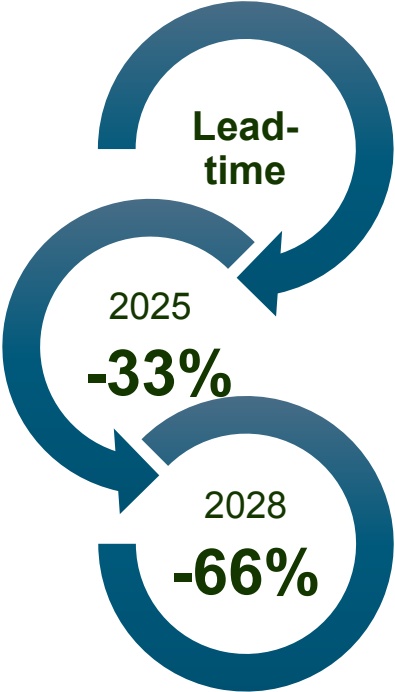
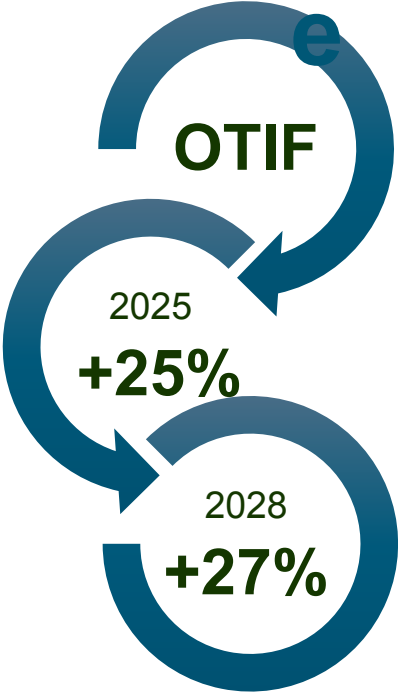


Master Data Generator (AERA decision intelligence)

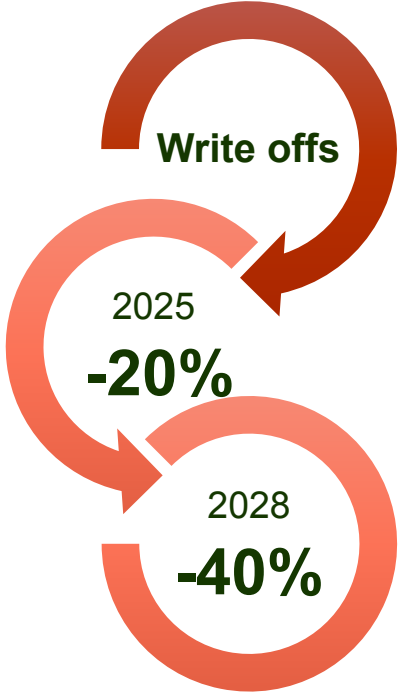
96 Open 21 Closed

Loc...	Material	Material Description	V...	2+	Current S...	Proposed S...	Curr...	Pro...	Current F...	Propose...	Age
P957	20588606	YEPDR STD LIGHT 38% 20K	LOW		11,942.9810	11606.9734	Z2	Z2	986.0910	1,466.0350	0
P957	20259239	MILK FLV PDR FA-16003 20K	LOW		0.2320	0.2324	ZB	ZB	0.0050	0.0046	0
P957	20035638	PEPPER BLACK CRACKED 18	LOW		926.4820	926.4818	ZB	ZB	69.3410	69.3407	0
P807	20593898	VANILLIN USN OC 3107 250C	HIGH		187.0474	337.9668	Z2	Z2	58.2864	65.7547	2
P807	20808082	AMMON GLCYRRHIZIN 25K	LOW		0	2.1381	EX	MY	0	0.0419	2
P807	20695843	FLN GINGER OIL 15000G	LOW		0	0.0007	EX	MY	0	0.0000	2
P807	20695829	LICORICE EXT PDR 2628 G	LOW		0	3.0698	ZM	MY	0	0.0602	2
P807	20695553	MANDARIN PETITGR TRPNL	LOW		0.0057	0.1887	MY	MY	0	0.0039	2
P807	20695342	GUAIAC WOOD OIL G	LOW		0	0.0010	ZM	MY	0	0.0000	2
P807	20643271	MAPLE FURANONE 1% ETO-	LOW		0.9277	0.9573	MY	ZB	0	0.0627	2
P807	20611250	PK.11234-DRUM 55G STEEL	LOW		13.5380	9.8077	ZB	ZB	0	0.1923	2
P807	20610916	FLN DRNG OIL CALCP PMC4	LOW		33.7520	22.2055	ZB	ZB	1.3790	0.7075	3
P807	20610785	KIWI JUICE CONCENTRATE I	LOW		7.4030	0.0010	MY	MY	0.0010	0.0010	3
P807	20610648	FLN TANGERINE OIL TPL KG	LOW		0	1.6575	ZB	ZB	0	0.0325	2
P807	20610638	ORANGE OIL TERPENELESS	LOW		0.2172	0.7821	MY	MY	0	0.0205	2

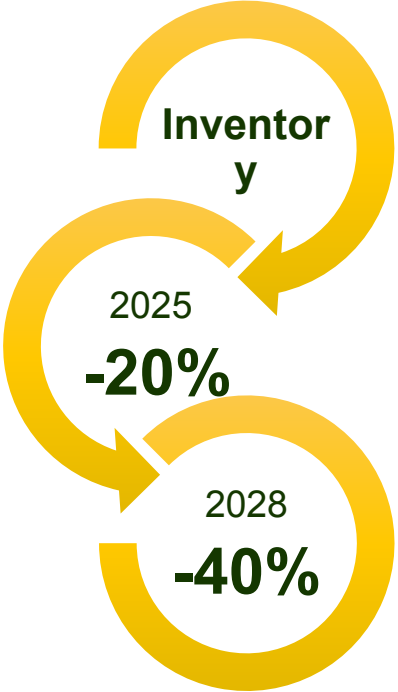
Service



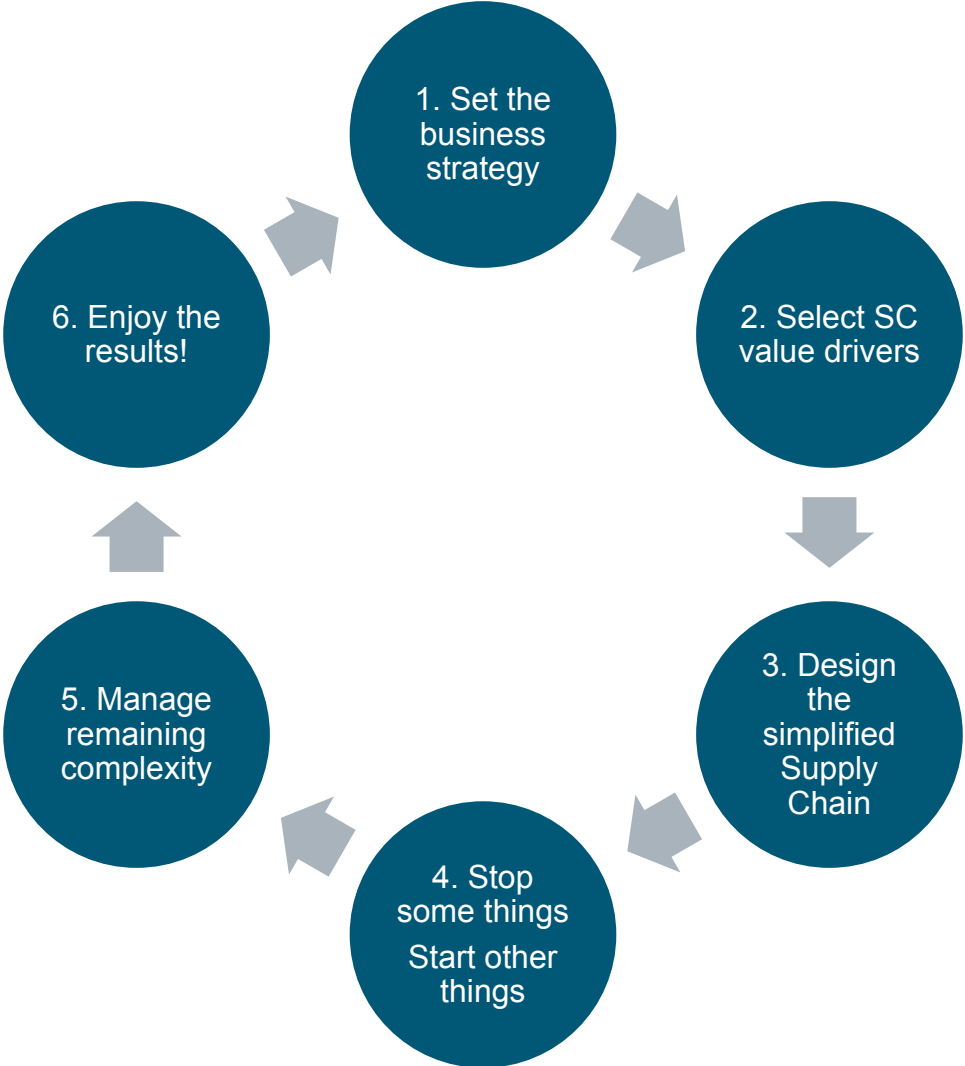
Cost



Cash



Simplifying Complex Supply Chains Through Customer-Centric Differentiation - Recap



QUESTIONS AND ANSWERS

