



**KERRY**

The Future of  
Sustainable Nutrition

# We partner with our **CUSTOMERS** to...

# RS



Optimise  
**NUTRITIONAL  
PROFILE**



Improve  
**TASTE**



Achieve  
**SUSTAINABILITY**  
Targets



Provide  
**VALUE**



Grow  
**CATEGORY  
SHARE**



#1

FOOD  
PROTECTION &  
PRESERVATION



TOP  
3

TASTE PLAYER



#

BIOTECHNOLO  
GY SOLUTIONS

2



WORL  
D  
CLASS

ENZYME  
CAPABILITY

# Globally connected, locally led Taste & Nutrition company

**€7.0bn**

revenue

**1.4bn**

consumer reach

**€1.5b**

n Europe

**€3.8b**

n Americas

**€1.7b**

n APMEA

**124**

Manufacturing locations

**70+**

Technology & Innovation Centres

**21,000**

+

Employees

**1,200+**

R&D scientists

- Kerry Global Headquarters
- Global Innovation Centre
- Regional Technology & Innovation Centres
- Manufacturing Facilities
- Sales Offices

## The Pursuit of Excellence

Our sustained focus and commitment to doing things better every day in IO - for customer, for people, for growth

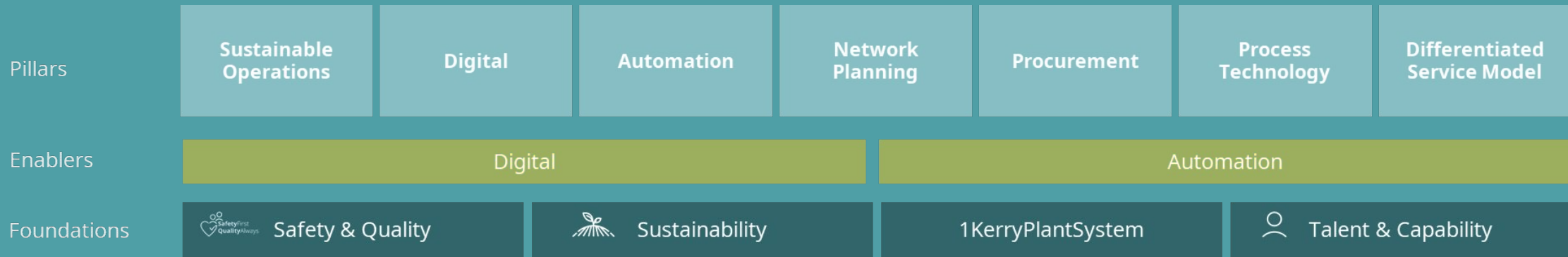
2020 - 2026

**Stabilisation focus** - establishing solid, scalable foundations across our integrated operations. Creating a platform for continuous improvement, resilience, and sustained innovation and growth

2026 - 2030

**Modernisation focus** - strategy that modernises how IO delivers value. Its about doing more with precision, faster with intelligence, and better with purpose. Efficiency as a strategic lever - unlocking capacity, accelerating responsiveness, and enhancing quality

### STRATEGY



### INVESTMENT FOCUS



# Supply Chain stabilisation journey to date

## The Pursuit of Excellence

Our sustained focus and commitment to doing things better every day in IO - for customer, for people, for growth

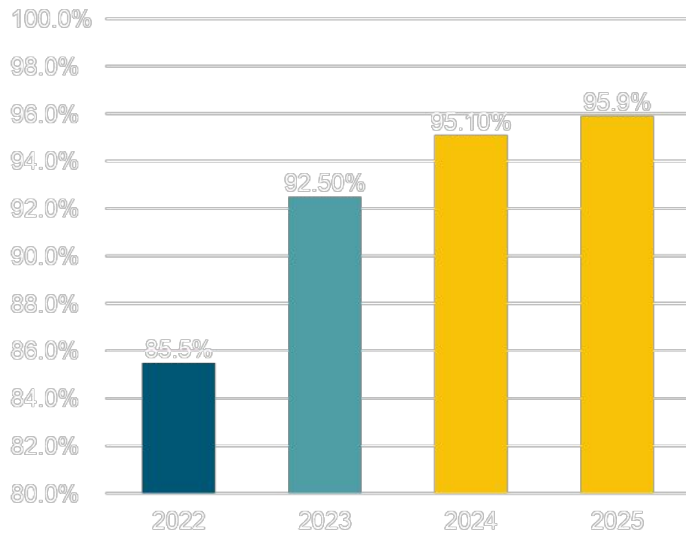
2020 - 2026

**Stabilisation focus** - establishing solid, scalable foundations across our integrated operations. Creating a platform for continuous improvement, resilience, and sustained innovation and growth

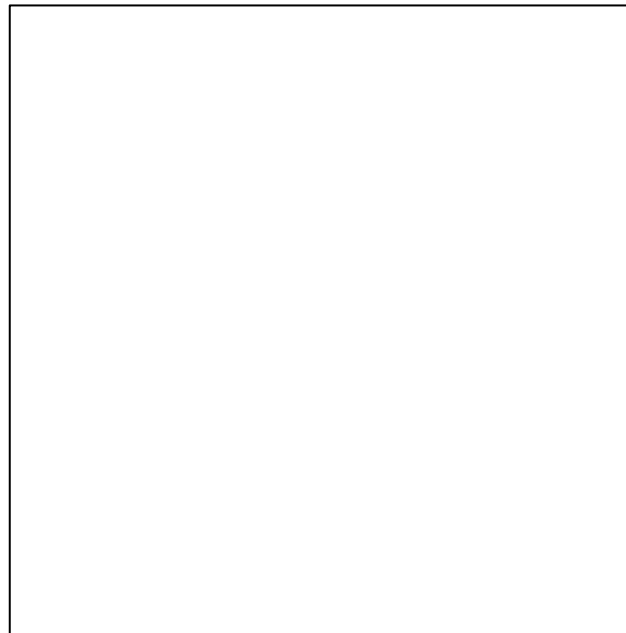
2026 - 2030

**Modernisation focus** - strategy that modernises how IO delivers value. Its about doing more with precision, faster with intelligence, and better with purpose. Efficiency as a strategic lever - unlocking capacity, accelerating responsiveness, and enhancing quality

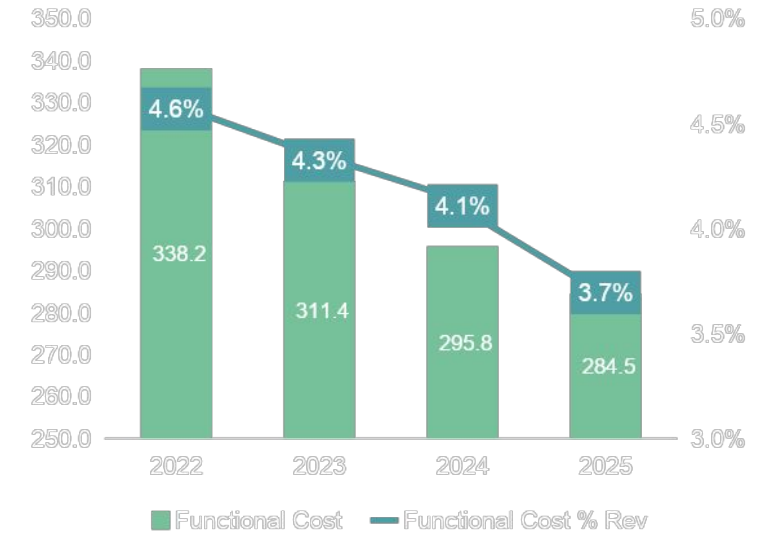
### Service OTIF 2022 - 2025



### Cash IDOS 2022 - 2025



### Cost Functional Cost 2022 - 2025



### The Pursuit of Excellence

Our sustained focus and commitment to doing things better every day in IO - for customer, for people, for growth

2020 - 2026

**Stabilisation focus** - establishing solid, scalable foundations across our integrated operations. Creating a platform for continuous improvement, resilience, and sustained innovation and growth

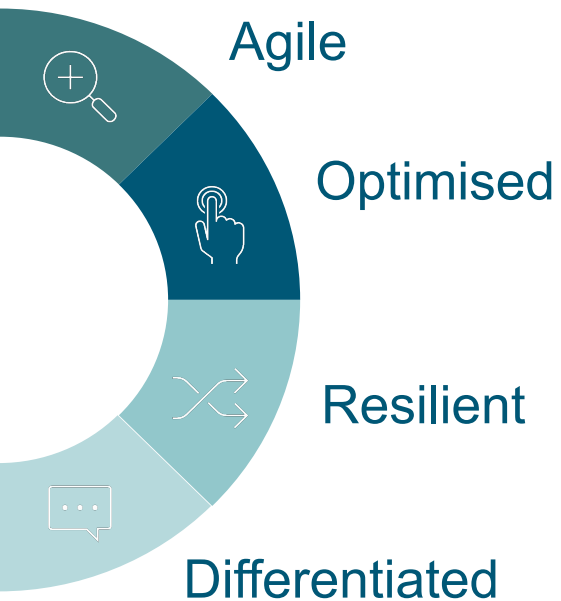
2026 - 2030

**Modernisation focus** - strategy that modernises how IO delivers value. Its about doing more with precision, faster with intelligence, and better with purpose. Efficiency as a strategic lever - unlocking capacity, accelerating responsiveness, and enhancing quality

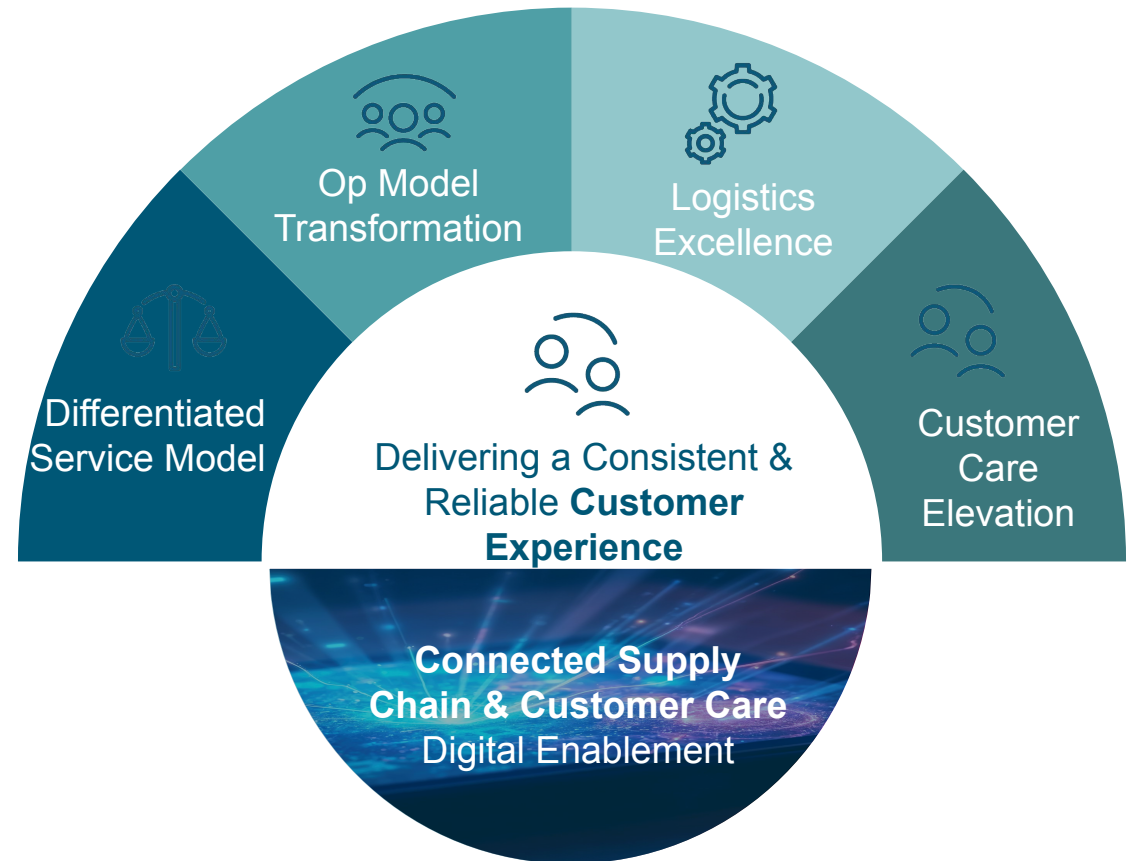
# Supply Chain Modernisation journey 2026 & Beyond

Over the last 3 years we have enhanced our Supply Chain but we need to **continue the evolution**

We need become more:



2026 & Beyond Strategic Focus Areas



# Supply Chain Planning Service Centre Transformation

Kerry is establishing Planning Service Centres in partnership with GBS across Europe, APMEA & the Americas



Industry leading approach



Enabled by talent & capability



Utilising the latest digital tools



Improving the speed & accuracy of our Supply & Demand plans, **enhancing the customer experience**

- ✓ **300+ roles** transferring to our Planning Service Centers
- ✓ Europe & North America Wave 1 & 2 complete with **150+ roles live** in GBS Planning Service Centres
- ✓ Zero disruptions since go live, **OTIF consistent at 95%+**
- ✓ **60% Supply Chain roles** in Planning Service Centres by early 2027  
With our new approach we can dynamically deploy differentiated service models **increasing our agility and ability to adapt** to our evolving portfolio and customer base

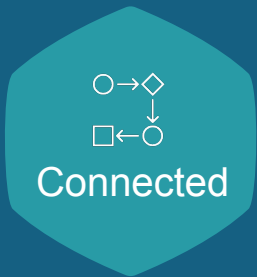
Connected IO

# Kerry Integrated Operations Digital Transformation

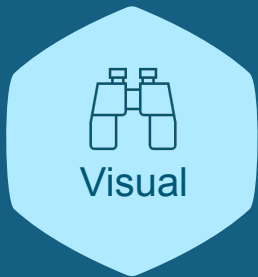
# Our Connected IO Digital Transformation is enabling the **Self Driving end to end Supply Chain**

Enabling touchless execution through a digitally connected global operations ecosystem

Our new ecosystem will be:



All of our data is connected, breaking down functional silos



Information is presented in near real time

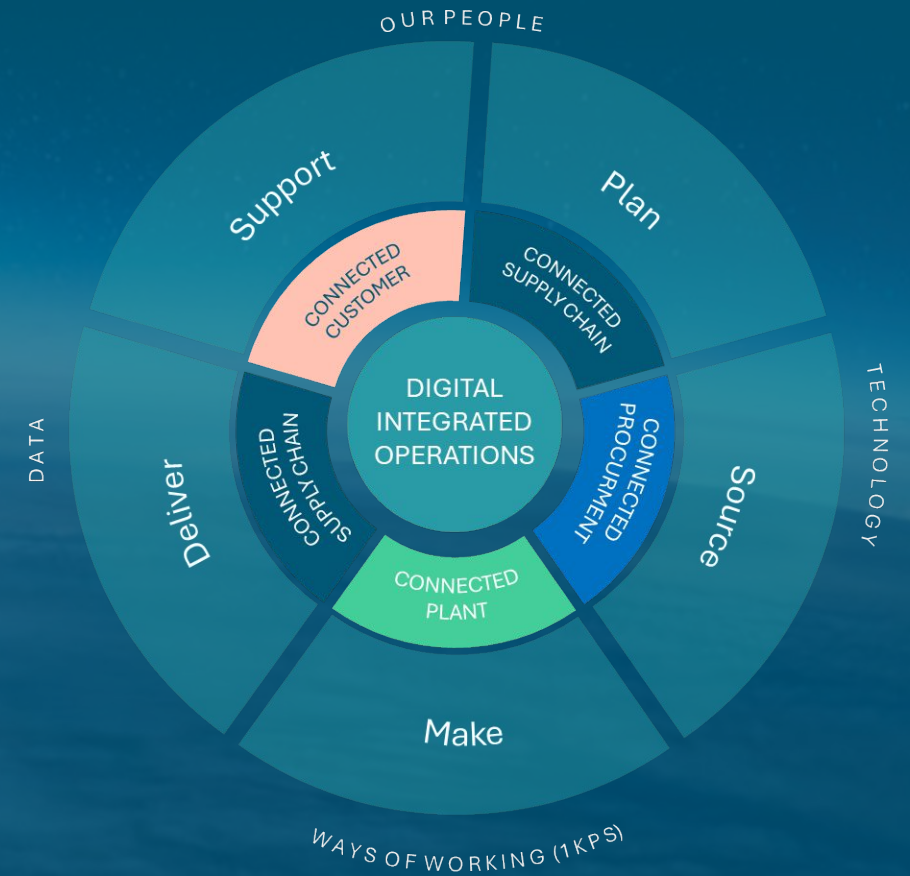


Evolution from alerts to recommendations increasing agility



Our data ecosystem enables, people guided, touchless operations

Delivered via our Connected IO Framework



# Kerry's Supply Chain is complex



Produce

50,000+

Products



Manufactured across

120+

locations



Selling to

10,000+

customers



Processing

450,000

Sales Orders  
Annually

Managing this Supply Chain requires  
thousands of decisions to be taken every  
day

# What if we gave our teams. . .

AI enabled  
Insights

All their data in  
one place

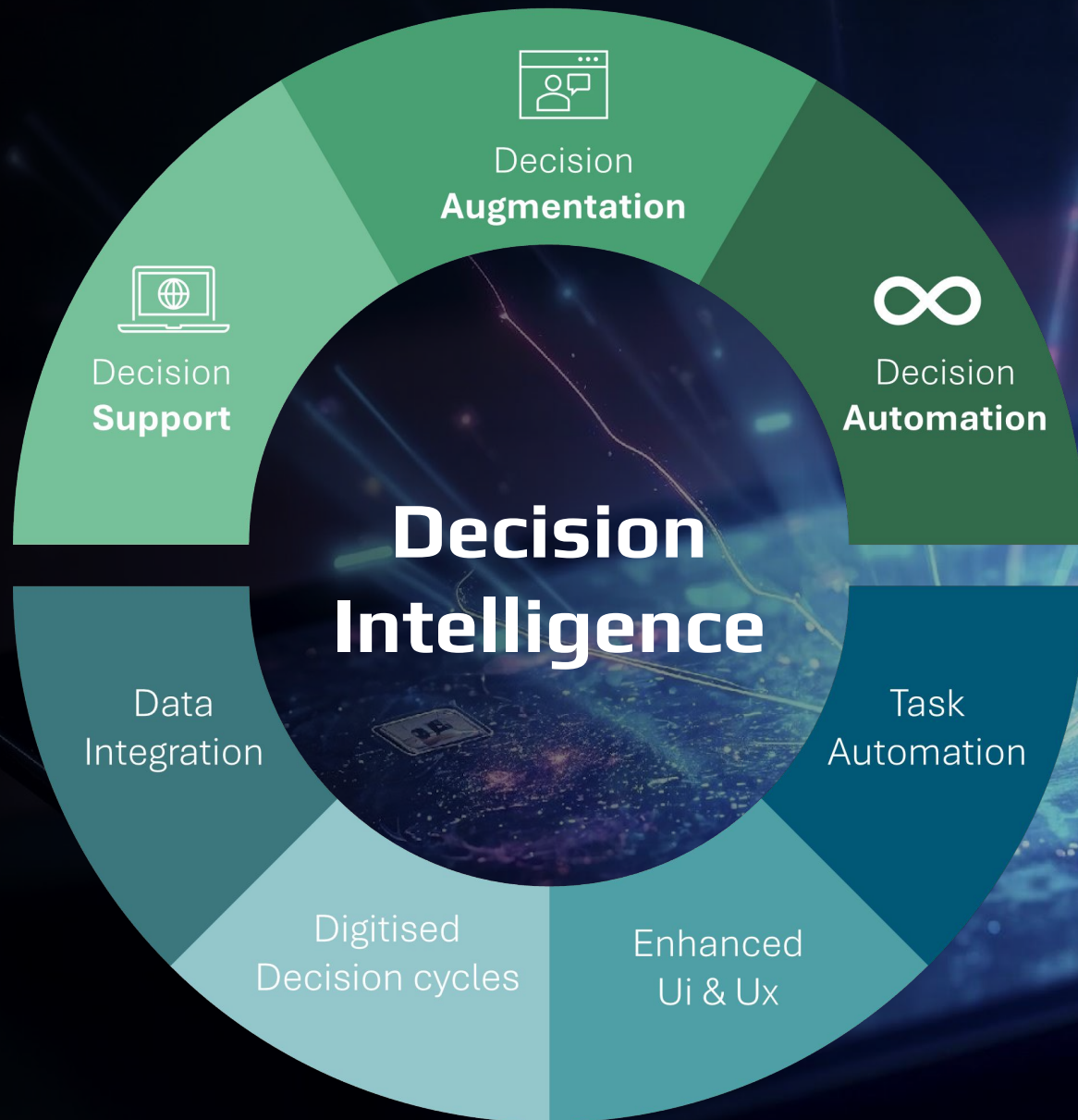
Tools to  
proactively  
address issues

The ability to  
automate  
decisions




Introducing  
**Decision  
Intelligence**



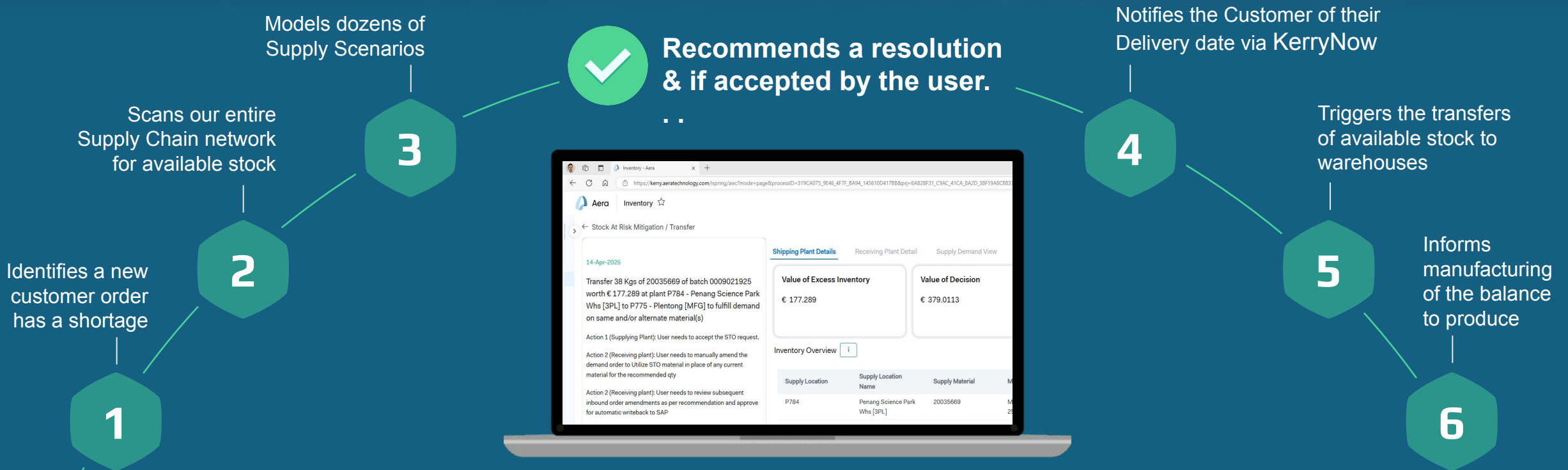
The **always on Digital  
Supply Chain Assistant**,  
helping our teams make  
**better decisions everyday**



**Decision Intelligence applies analytics, data science & Ai to:**


-  Improve the speed and accuracy of decision making
-  Unlock the value of unmade decisions
-  Simplify the action of taking a decision

# How can **Decision Intelligence** enable a consistent Customer Experience?



# How to start your own **Decision Intelligence** Journey. .

Just  
**start**

You're buying  ,  
You need to build it

**Evolution** not  
revolution