



# ONE SMALL STEP FOR GLANBIA...

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**DELIVERING BETTER NUTRITION  
FOR EVERY STEP OF LIFE'S JOURNEY**



*“Being Irish, he had an abiding  
sense of tragedy, which  
sustained him through  
temporary periods of joy”*

W.B. Yeats

MARKET CAP

€5BN

EMPLOYEES

6,200

COUNTRIES

32



**GLANBIA  
PERFORMANCE NUTRITION**

**#1**

PORTFOLIO OF  
PERFORMANCE  
NUTRITION  
BRANDS

**GLANBIA  
NUTRITIONALS**

NUTRITIONAL  
& FUNCTIONAL  
INGREDIENTS  
SOLUTIONS

**DAIRY  
IRELAND**

CONSUMER  
PRODUCTS &  
AGRIBUSINESS

**JOINT VENTURES  
& ASSOCIATES**

GII,  
GLANBIA CHEESE,  
SOUTHWEST  
CHEESE

# #1

Global portfolio of sports nutrition brands



# #1

Producer of American style cheddar cheese



# #1

Global whey protein nutritional solutions



# #1

Dairy processor in Ireland



# 110M

Lbs of powder



# 525k

Tonnes of cheese



# 158M

Bars produced



# 6.1BN

Litres of milk processed per annum

# SHINY OBJECT SYNDROME (SOS)



© marketoonist.com



## CONNECTED

### Devices

2003 – 0.08

2020 – 6.58

**269bn Apps in 17  
Under Armour**

190m users

## LOOKING FOR A STORY

*How its made? 65%*

*Sourced? 49%*

*Value driven 36%*

*Clean Label*

*41% Sustainability*

## TASTE/ EXPERIENCE

**Ethnic foods**

**Protein drive 2/3**

**Fat is back**

Flavor craze

Occasions

Convenience

Lifestyles

## DATA

65-68% price

55% on \$30,000

22% buy value add

Premium food 9.3%

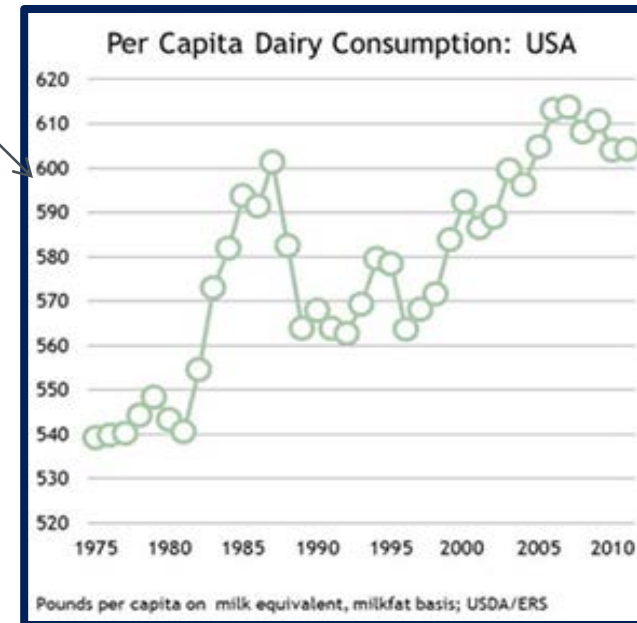
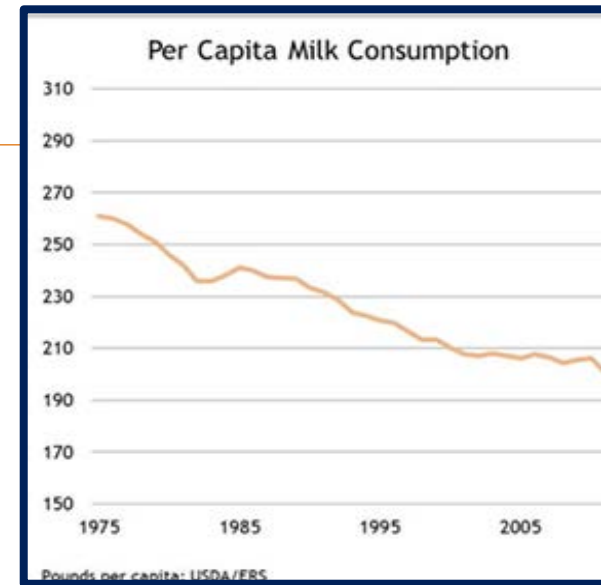
80% bought in 3mth

## Population growth by 2030 in the USA

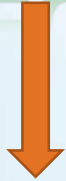
- Hispanic +36% to 77.5m
- Asian +42% to 24m
- African American +13% to 45.1m
- Caucasian +1% to 199m

# DAIRY & THE US CONSUMER

- Fluid Milk In Decline
- but Dairy Consumption Rising
- **Strong Categories:**
  - Cheese
  - Yoghurt
  - Cottage cheese
- McDonalds a market shifter on butter
- Whey as a functional ingredient



CONNECTIVITY



TRANSPARENCY

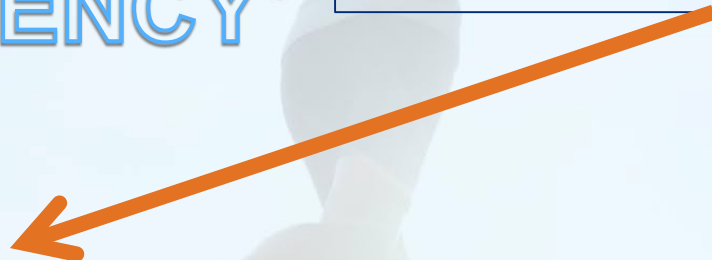


QUESTIONING



SUSTAINABILITY

INFO OVERLOAD





# THE BIG PICTURE - 9 BILLION IN 2050

- The opportunity – Rising middle incomes and protein demand
- Obviously milk consumption will grow first before value products

## The Rise of a Global Middle-Class

Middle-class population (%) in different regions



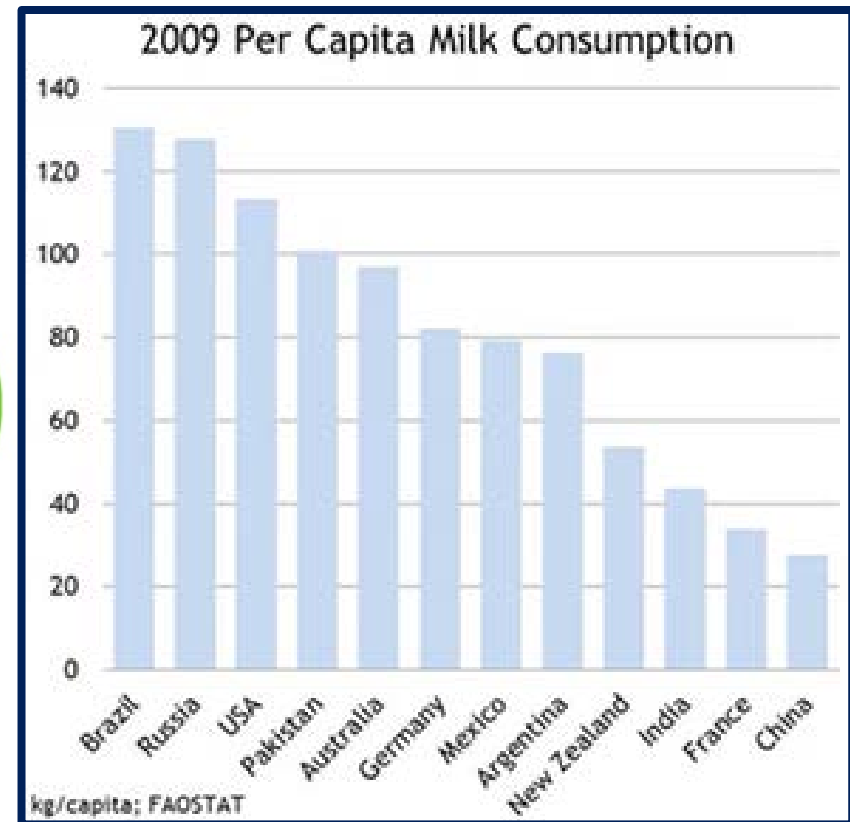
Source: 1) OECD Development Working Paper no. 285, January 2010 2) Yankee Group Forecast, February 2014

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INTERNAL USE

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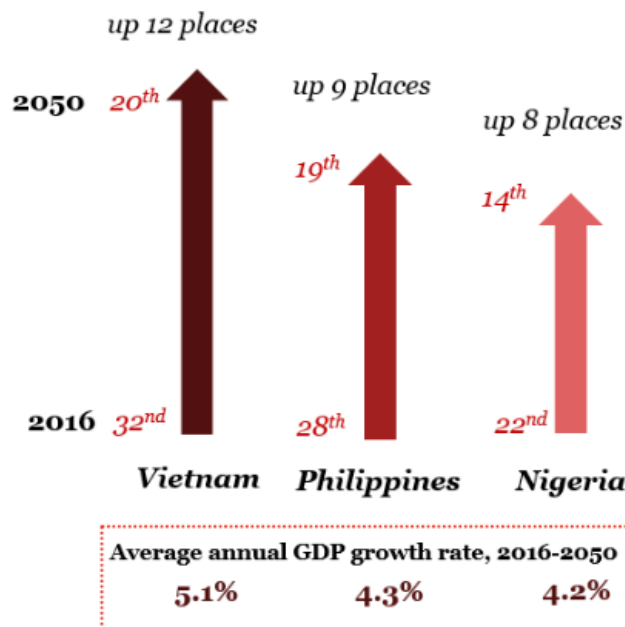
*Emerging markets will dominate the world's top 10 economies in 2050 (GDP at PPPs)*

	2016	2050	
China	1	1	China
US	2	2	India
India	3	3	US
Japan	4	4	Indonesia
Germany	5	5	Brazil
Russia	6	6	Russia
Brazil	7	7	Mexico
Indonesia	8	8	Japan
UK	9	9	Germany
France	10	10	UK

E7 economies
  G7 economies

Sources: IMF for 2016 estimates, PwC analysis for projections to 2050

*Vietnam, the Philippines and Nigeria could make the greatest moves up the rankings*



Sources: IMF for 2016 estimates, PwC analysis for projections to 2050

**“Failure to engage with these markets means missing out on the bulk of the economic growth we expect to see” PwC**

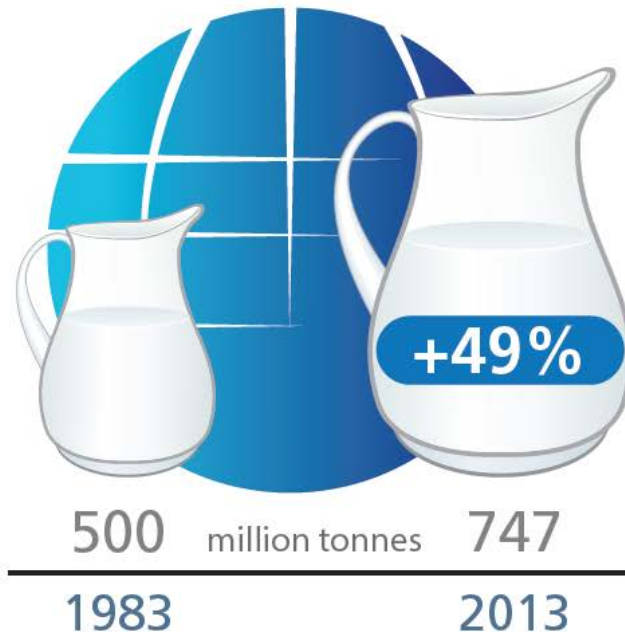
## ' The World in 2050: 5 key messages



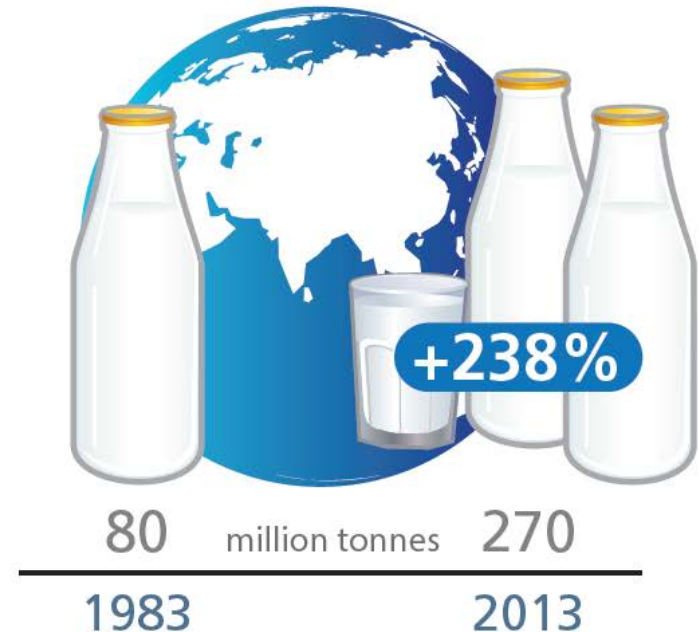
# Rising To The Challenge – Milk Production

## MILK PRODUCTION IN THE LAST THREE DECADES

### WORLDWIDE



### ASIA





## GLANBIA SITS AT THE HEART OF POWERFUL CONSUMER MEGATRENDS IN THE FOOD INDUSTRY



### HEALTH AND WELLBEING

88%

of consumers globally are willing to pay more for healthier foods



### ACTIVE LIFESTYLES

In the U.S.

98M

people age 6 and older are active to a healthy level



### EASY CONVENIENT AND ON-THE-GO

91%

of consumers snack at least three times a day



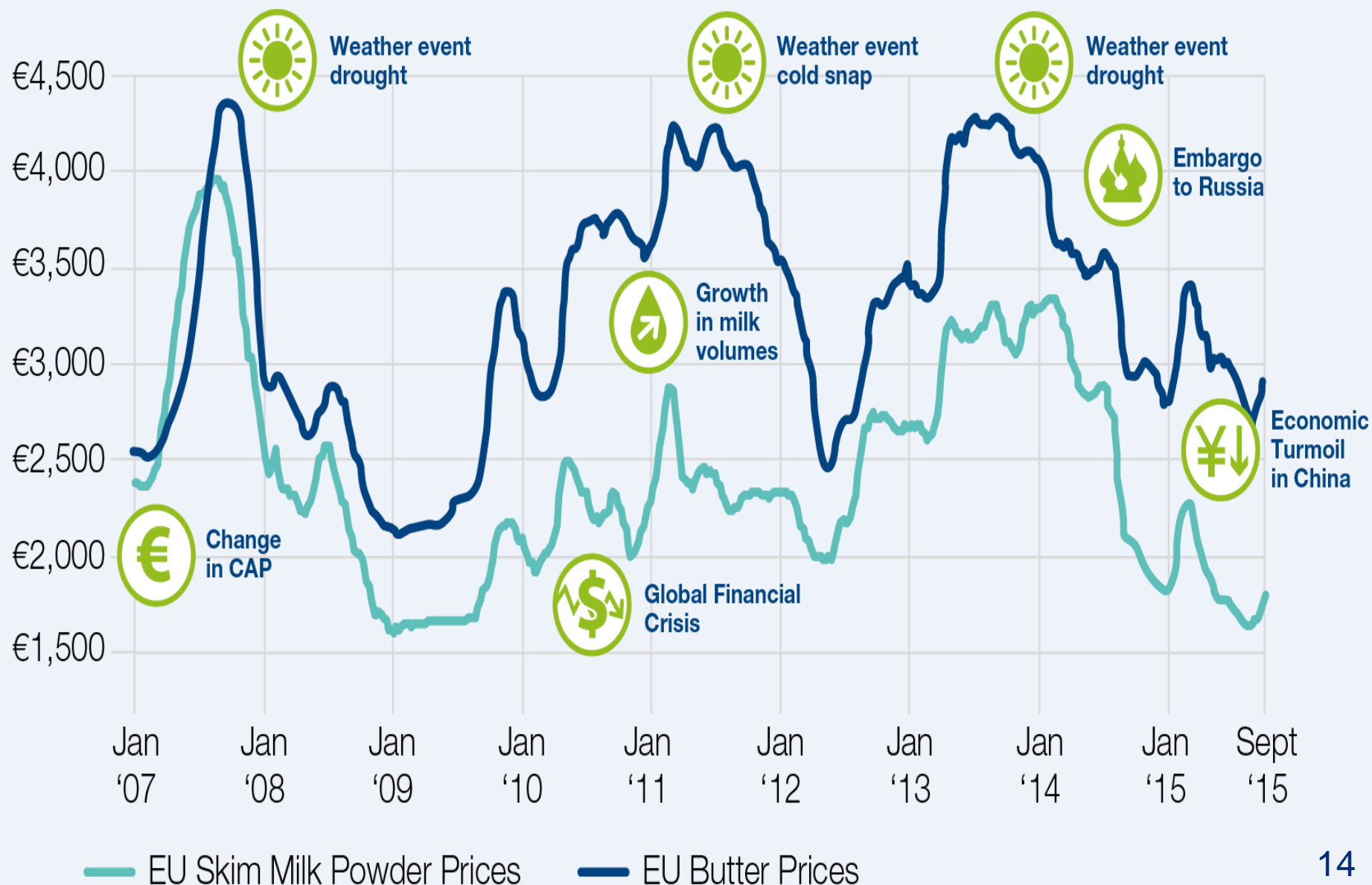
### CLEAN LABELLING

More than

50%

of US consumers select foods based on the ingredient list and nutritional facts panel

# Influencers of Price Volatility in the dairy industry



*LEADERS OF COMPANIES THAT GO FROM  
GOOD TO GREAT START NOT WITH  
“WHERE” BUT WITH “WHO.” THEY START BY  
GETTING THE RIGHT PEOPLE ON THE BUS,  
THE WRONG PEOPLE OFF THE BUS, AND  
THE RIGHT PEOPLE IN THE RIGHT SEATS.  
AND THEY STICK WITH THAT DISCIPLINE*

Jim Collins

“Good to Great”





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