

Our mission: For the Future of Farming

ForFarmers works on it's For the Future of Farming mission through its Total Feed approach. We supply feed accompanied by good advice and supported by data systems to help livestock farmers achieve better on-farm returns in a sustainable way.

The agricultural sector is faced worldwide with the challenge of feeding the growing world population and, at the same time, reducing the impact of arable and livestock farming on the environment. Animal proteins are produced in countries where the climate is best suited to this purpose, including for example countries in Northwest Europe, and are destined for local consumption as well as for export to other countries.

Because of the environmental impact of the agricultural sector social acceptance in western Europe in particular is changing drastically. As a result the sector is being closely scrutinised, despite the fact that the sector is constantly taking steps to make its production more sustainable.

As the European market leader in the feed industry we have not just the opportunity but also the obligation to make a meaningful contribution to more efficient and sustainable international production of meat, eggs and dairy produce.

Our mission **'For the Future of Farming'** is not only indicative of the confidence we have in the future of the agricultural sector. Our efforts are first and foremost aimed at the continuity of the farming business and

further enhancing the sustainability of the agricultural sector and, with that, the responsible production of food. This is entirely consistent with our ambition to be a socially responsible enterprise.

We are active in the Netherlands, Belgium, Germany, Poland and the United Kingdom, where we produce feed for ruminants, swine and poultry in 35 mills. We do this predominantly under the brand name ForFarmers. In addition, we deliver advice and monitoring tools to farmers. We have over 400 advisors, of the approximately 2,500 employees, who visit our circa 26,000 customers regularly on-farm to help them with their operational management and business decisions. We also supply horse feed in over 30 countries under the brand name Pavo and our company Reudink is a leading player in the organic sector.

We are convinced that our Total Feed approach offers a sustainable long-term solution for farmers as well as society. With this approach we help farmers achieve better on-farm returns with a healthier herd, greater efficiency and lower emissions (including ammonia, phosphate and odour). We do this with innovative feed concepts and targeted advice supported by data systems. By optimising

the feed conversion (more production with less feed) we support both livestock farmers and the climate.

Our Total Feed approach is focused on:

- *Performance:* Targeted planning, monitoring and analysis of the results of the farming business in order to continuously improve on-farm returns with healthy animals, a higher feed efficiency and a better phosphate and nitrogen efficiency.
- *People:* Assistance from specialist expert advisers who stand side-by-side with the livestock farmers, both on site at the farm and through the Total Feed support desk, which can be reached by phone and online.
- *Products:* Formulating the best compound feed to make animals healthier and have them perform better. For this we increasingly use residual flows of raw materials which are unsuitable for human consumption. This circular approach sees to a reduction of the carbon footprint of animal feed and consequently of the agricultural sector.



Core values

We are committed to the following core values as a sustainable compass for our corporate culture:

Ambition

We aim to continuously do things better for all our stakeholders, on-farm, on the financial markets, within our own organisation, for our surroundings and for the climate. This requires clear leadership and a team that is in sync. Our mission to make a sustainable contribution to the challenge of feeding the global population appeals to our employees and candidates. Recruiting, developing and retaining the best people and motivating them to perform even better is crucial to this, as is placing trust and responsibility in our staff.

Sustainability

The core of our [Going Circular](#) sustainability strategy is based on a framework of three key themes: feed resources, feed production and feed solutions. We aim for optimum conversion of low-value ingredients into high-quality food, with no waste and no pollution. In order to achieve this we have formulated explicit objectives and ambitions as part of our strategy.

We have linked our objectives to the United Nations Sustainable Development Goals (SDGs) which are focused on zero hunger (2), responsible consumption and production (12) and life on land (15). Our actions are geared to the long term and are based on trust and transparency, we respect local rules and procedures and show consideration for our living environment.

Specialised advisors

Side-by-side with our customers for a better and more sustainable return



Partnership

We believe in doing what we are good at: delivering feed solutions on farm. We therefore also believe that collaboration with partners in the chain creates added value and in certain cases is even essential. That is why we work with customers, suppliers and strategic partners

in the various sectors on innovative solutions for sustainable livestock farming. The guiding principle is a long-term relationship based on trust, and a win-win for all parties involved.



* DML stands for Dry, Moist, Liquid. This includes co-products such as residual flows from human food production