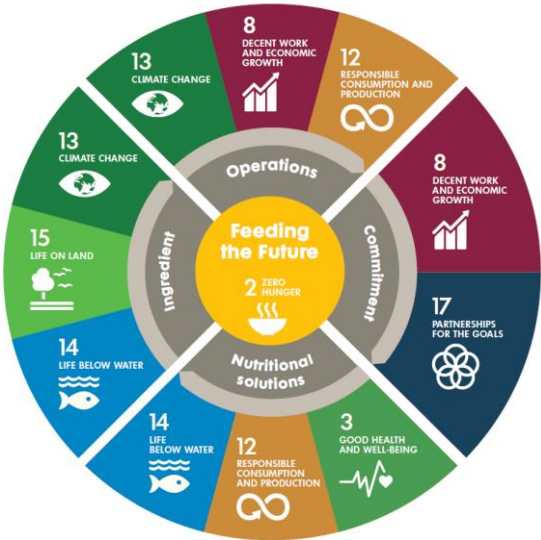


Nuterra Roadmap

Our Nuterra Roadmap sets clear ambitions regarding people, planet and profit. It is an aspirational tool designed to align our actions and initiatives over a period of several years, as we work to fulfil our mission of 'Feeding the Future'. The roadmap is broken into four areas: Nutritional Solutions, Ingredients, Operations and Commitment. The objectives set within these four pillars are aligned with the long-term goals of our strategy as well as the UN Sustainable Development Goals. This Roadmap corresponds to year 2020; what Nutreco targets to achieve by the end of 2020.



Nutritional Solutions

Enabling the animal and farmer to perform better



Our unique combination of products, services and models are designed to help farmers boost productivity, support animal health and minimize negative environmental impacts. These are aligned with the ambitions of assisting the farmer (our client) to being able to double production whilst simultaneously reducing its' environmental footprint in half.

Farm and Feed Performance

- Lead the industry in the development of innovative nutritional solutions by engaging with key stakeholders to identify issues affecting productivity and investing in R&D to find practical solutions
- Enable farmers to optimie their performance by developing tools that give accurate information on the nutritional, economic and environmental impacts of our nutritional solutions
- Empower our customers to become more sustainable by clearly communicating the sustainability attributes of our products and services

Animal Health and Welfare

- Reduce the use of antibiotics in animal production systems by working together with farmers to develop products and services that promote preventative animal health
- Help the industry to reduce the use of antibiotics by engaging in multi-stakeholder initiatives

Young Animal Feed

- Improve productivity by working together with farmers to develop products and services that maximise the genetic potential of animals in their early stages of life

Minimise Food Safety Risks

- Ensure safe and healthy food reaches consumers by implementing rigorous health and safety standards throughout our supply chain



Ingredients

Creating a sustainable base for feed



Our nutritional solutions include a wide variety of ingredients sourced from all over the world. We can only develop sustainable nutritional solutions if we are part of a responsible supply chain.

Responsible Sourcing

- Identify and minimise sustainability issues throughout our supply chain by undertaking a risk assessment of suppliers and raw materials
- Ensure our raw materials are sourced from suppliers who share our commitment to sustainability through the adoption of our Supplier Code of Conduct

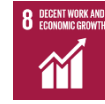
Sustainable Partnerships

- Identify and address key sustainability issues in our supply chains through active engagement with relevant stakeholder groups
- Identify and address key sustainability issues in our supply chains through active engagement with strategic suppliers



Operations

Ensuring our own house is in order



We strive to minimise the negative impacts of our direct operations and create valuable employment opportunities for the communities in which we operate.

Measuring and reducing environmental impact in our operations

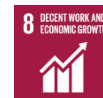
Improving our own working environment

- Create a safe and healthy workplace for all employees by maintaining rigorous HSE standards throughout our business
- Build a capable and innovative workforce by providing employees with fair working conditions and opportunities for professional development



Commitment

Involving people in the challenge of 'Feeding the Future'



We believe a sustainable future is not viable without the involvement of motivated people. Therefore, we are actively engaged with internal and external stakeholders to achieve common sustainability goals.

Employee Engagement

- Encourage employees to be actively involved in the sustainability journey by providing inspiring opportunities for them to participate
- Ensure sustainability is part of the company culture both now and in the future by embedding it into the recruitment process

Stakeholder Engagement

- Help to solve sustainability challenges through facilitating meaningful dialogue between key stakeholders from the food to feed value chain
- Make a positive contribution to the communities in which we operate by acknowledging and respecting the needs of the local people

Community Development

- Empower farmers from emerging economies to improve their livelihoods by investing in training and development programs for small scale farmers