

ForFarmers 1H 2021 Results Roadshow presentation



Notifications and disclaimer

Reporting standards

The results in this presentation are derived from the ForFarmers interim 2021 financial statements which have not been audited by the external auditor and have been drawn up in accordance with the International Financial Reporting Standards as adopted by the EU (IFRS).

General remark:

presented percentages are calculated on the rounded amounts in million euro with one decimal.

Supervision

In view of the fact that shares are freely traded on EURONEXT Amsterdam, ForFarmers operates under the supervision of the Financial Markets Authority (AFM) and the company acts in accordance with the prevailing regulations for share-issuing companies.

Important dates

02-11-2021	Q3 2021 Trading update
24-02-2022	2021 Annual Results and 2021 Annual Report
14-04-2022	General Meeting of Shareholders
05-05-2022	Q1 2022 Trading update
11-08-2022	Publication 2022 half-year results
01-11-2022	Q3 2022 Trading update

Forward-looking statements

This presentation contains forward-looking statements, including those relating to ForFarmers legal obligations in terms of capital and liquidity positions in certain specified scenarios. In addition, forward-looking statements, without limitation, may include such phrases as "intends to", "expects", "takes into account", "is aimed at", "plans to", "estimated" and words with a similar meaning. These statements pertain to or may affect matters in the future, such as ForFarmers future financial results, business plans and current strategies. Forward-looking statements are subject to a number of risks and uncertainties, which may mean that there could be material differences between actual results and performance and expected future results or performances that are implicitly or explicitly included in the forward-looking statements. Factors that may result in variations on the current expectations or may contribute to the same include but are not limited to: developments in legislation, technology, jurisprudence and regulations, share price fluctuations, legal procedures, investigations by regulatory bodies, the competitive landscape and general economic conditions. These and other factors, risks and uncertainties that may affect any forward-looking statements or the actual results of ForFarmers, are discussed in the last published annual report. The forward-looking statements in this presentation are only statements as of the date of this document and ForFarmers accepts no obligation or responsibility with respect to any changes made to the forward-looking statements contained in this document, regardless of whether these pertain to new information, future events or otherwise, unless ForFarmers is legally obliged to do so.



Results 1H 2021

Highlights 1H 2021

Acquisitions could not offset like-for-like developments, incl. impact of prolonged Covid, nitrogen situation NL and contract pricing incident DE

- Underlying EBITDA: -15.4% at €40.8m

Prolonged Covid measures leading to some volume, but mainly margin pressure due to spike in raw materials and energy prices

Animal diseases
(African Swine Fever & Avian Influenza)

Continued smooth delivery of feed to farmers

Customers in liquidity squeeze:
dairy, meat and egg prices not yet fully recovered whilst feed prices increase due to rising raw material prices

Acquisition of De Hoop Mengvoeders (mainly broiler feed, NL) and Mühldorfer Pferdefutter (horse feed, DE)

Integration according to plan and results better than anticipated in business plan

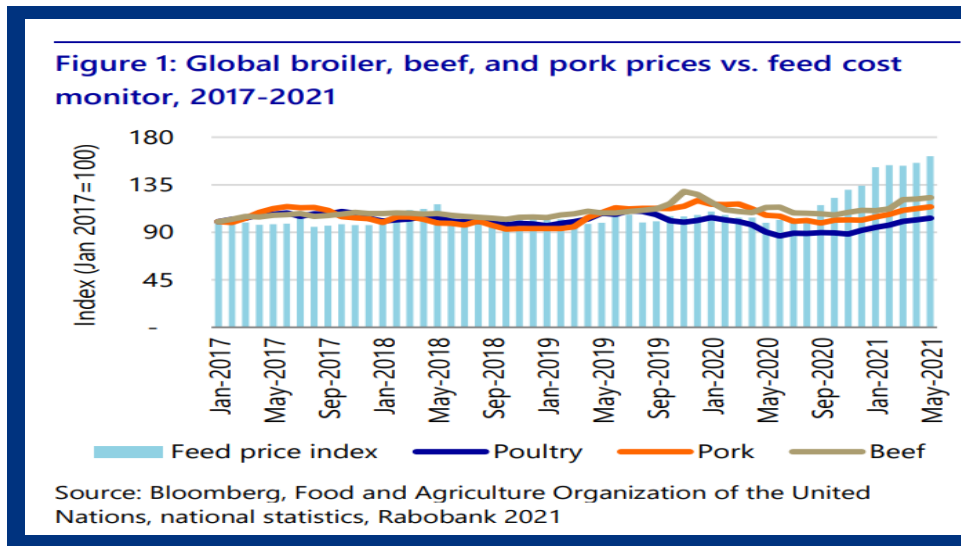
Implementation efficiency plans 2021-2022 on track

Continued efforts in Innovation throughout the feed chain to provide solution for nitrogen situation NL

Changes in Executive Board and Executive Committee



Market developments per country in 1H 2021



The Netherlands

General elections create greater uncertainty as to future for farmers (Nitrogen debate)

Pig herd smaller due to 'warm restructuring'

AI detected; hygiene measures imposed

More and more welfare concept broilers to retailers ('better life plus')

Belgium

ASF free as of Q4 2020:
export ban on pig meat to non-EU countries lifted

Cattle farmers especially impacted by Covid-19

Germany

Slaughter capacity pigs temporarily impacted due to Covid-infected employees

Animal welfare regulation enhanced
(fewer broilers/m2 over time)

ASF detected in East Germany, leading to export bans to non-EU countries

Poland

Poultry farmers cautiously filling barns again due to reduction of frozen stock broiler meat combined with lifting of Covid measures

AI, leading to temporary export ban to non-EU countries

United Kingdom

Brexit effective as of 1 January 2021

New agricultural policy focusing on sustainability targets a.o.

Export of pigs to China fell

Underlying EBITDA development

(in €m)	1H 2021	1H 2020	Total %	Fx	M&A	LFL ¹	Comments
Total Feed volume (in mT)	4.9	4.8	1.9%	-	2.4%	-0.5%	Acquisition effect in cluster NL/BE ; LFL growth poultry UK and cluster DE/PL, but decline in NL/BE and pigs and ruminants in UK
<i>Of which: Compound Feed</i>	3.5	3.4	2.2%	-	3.3%	-1.1%	Acquisition effect; LFL growth in DE/PL; LFL decline in NL/BE and UK
Gross profit	217.5	219.5	-0.9%	0.1%	4.4%	-5.4%	LFL volume decline; Covid induced increased competition; high raw material prices not fully passed on to customers
<i>Underlying operating expenses²</i>	-195.3	-188.9	3.6%	0.1%	3.4%	0.1%	Increase due to acquisitions and higher energy prices, compensated by volume related decline (LFL) and lower number FTEs (LFL)
Underlying EBIT ²	22.4	31.2	-28.2%	-0.1%	10.6%	-38.7%	Lower gross profit and higher operating expenses
Underlying depreciation and amortisation	-18.4	-17.1	7.6%	-			Extra investments in line with Build to Grow 2025 programmes
Underlying EBITDA	40.8	48.2	-15.4%	-	8.5%	-23.9%	LFL underlying EBITDA decline in all clusters
Translation-effect	-						
Underlying EBITDA at constant currencies	40.8	48.2					



Presented percentages have been calculated on the rounded amounts in million euro with one decimal and additions may lead to small differences due to rounding; 1) LFL stands for Like-For-Like; and means the change excluding currency impact and acquisitions and divestments; 2) 2020 number has been adjusted according to new APM definition for comparative reasons

Profit development

<i>(in €m)</i>	1H 2021	1H 2020	Comments
Underlying EBIT¹	22.4	31.2	Lower gross profit and higher operating expenses
Underlying Net Finance result	-1.3	-1.6	Lower outstanding debt
Share of profit of equity-accounted investees	2.3	2.7	Fewer transshipment activities (HaBeMa)
Underlying Income tax expenses	-5.5	-7.7	
Non-controlling interests	-	-0.2	
Underlying profit	17.9	24.4	
Incidental items ¹	-7.5	-5.1	Incl. implementation efficiency plans and gains on sales of two mills
Profit (attributable to owners of the company)	10.4	19.3	
Non-controlling interests	-	0.2	
Profit for the period	10.4	19.5	



General remark: additions may lead to small differences due to roundings;
 1) 2020 number has been adjusted according to new APM definition for comparative reasons

Profit ratios

	1H 2021	1H 2020	Comments
Underlying profit (in €m)	17.9	24.4	
Underlying earnings per share (in €)	0.17	0.25	The impact of the share buy back programme (finished in August 2020) was negligible
Underlying effective tax rate	26.1%	25.9%	
Underlying EBITDA/Gross Profit	18.8%	22.0%	
ROACE¹	18.5%	19.3%	



General remark: additions may lead to small differences due to roundings;
1. ROACE defined as underlying EBITDA/average capital employed over 12 month rolling average;
based on underlying EBIT it decreased from 12.8% (1H 20) to 11.0% (1H 21)

Capital structure

<i>(in €m)</i>	30-06-2021	31-12-2020	Comments
Total Assets	872.1	816.7	A.o. due to acquisitions
Equity	358.7	362.5	Due to addition of profit (€10.4m) minus dividend distribution (-€28.0m) plus OCI (€13.9m) comprising mainly remeasurement pension UK due to higher interest (€12.2m) and currency translation (€3.9m) minus tax effect of OCI items
Solvency ratio	41.1%	44.4%	
Net working capital	53.3	33.4	Mainly effect acquisitions and higher receivables positions in DE and BE, plus seasonal effect in NL/BE (fertilizer and seed sales in 1H); y-o-y improvement WC by €23.2m
- Current assets ¹	367.1	319.1	
- Current liabilities ²	313.8	285.7	
Ratio overdue receivables	13.6%	12.5%	Challenging market circumstances (Covid in combination with rising feed prices due to rising raw material prices)
Net Debt / (Cash)	42.4	-15.8	Balance of lower operating CF (€9.1m) minus investing activities (€36.5m) and dividend pay out (€26.8m)



General remark: additions may lead to small differences due to rounding

1. current assets excluding cash and cash equivalents;
2. current liabilities excluding bank overdrafts and lease liabilities.

Cash flow development

<i>(in €m)</i>	1H 2021	1H 2020	Comments
Net cash flow from operating activities	9.1	14.2	Mainly due to lower results over the period
Net cash flow from investing activities	-36.5	-17.2	Mainly due to the acquisitions and higher regular capex investments, partly offset by gain on sales of assets (2 mills)
Net cash flow from financing activities	2.0	-12.4	1H 20: share buy-back programme
Net increase/decrease in cash and cash equivalents	-25.4	-15.3	
Cash and cash equivalents (1 January)	38.0	15.4	
Currency translation effect	0.3	1.3	
Cash and cash equivalents (30 June)	12.9	1.4	



Alternative Performance Measures¹ (incidental items)

<i>(in €m) adjustments on different levels</i>	Impairments		Business combinations and divestments		Restructuring		Other		Total APM items	
	1H-2021	1H-2020	1H-2021	1H-2020 ²	1H-2021	1H-2020 ²	1H-2021	1H-2020	1H-2021	1H-2020 ²
On EBITDA ^A	-	-	2.5	-0.2	-2.2	-0.6	-3.0	-	-2.7	-0.8
On EBIT ^B	-0.6	-	-1.7	-3.9	-2.2	-0.6	-3.0	-	-7.4	-4.5
On Net financing result ^C	-	-	-1.3	-1.6	-	-	-	-	-1.3	-1.6
On Tax ^D	0.1	-	0.5	0.9	0.5	0.1	-	-	1.2	1.0
On Profit to shareholders	-0.4	-	-2.4	-4.6	-1.6	-0.5	-3.0	-	-7.5	-5.1

Comment

1H-21: impairment of assets no longer in use

1H-21: gain on sale of mill in UK and BE (A); balance of (A) and amortisation acquired intangible assets; accrual put option liability (C);
1H-20: accrual put option liability (€1.6m) (C) and settlement earn-outs (€0.2m) (A+B)

1H-21: Implementation efficiency programme (A+B);
1H-20: implementation efficiency programme (A+B);

1H-21: additions to provisions for a.o. (legal) claims against ForFarmers



1. Underlying performance measures are alternative performance measures that are not defined by IFRS. For further information see Note 12 of the interim statement 2021; (A,B,C,D): reference note in the comment section;
 2) 2020 numbers have been adjusted according to new APM definition for comparative reasons;
 General remark: additions may lead to small differences due to rounding

Results the Netherlands/Belgium

(in €m)	1H 2021	1H 2020	Comments
Total Feed volume (in kT)	2,560	2,516	Effect acquisition De Hoop Mengvoeders + Mülhdorfer Pferdefutter; LFL decline in all sectors due to Covid and warm restructuring pig sector NL; growth Reudink
Revenue	705.3	615.5	Higher volumes and higher raw material prices
Gross profit	128.1	123.3	Acquisition effect ; better product mix (more specialties including Pavo)
Underlying operating expenses	-99.7	-94.5	Acquisition effect; personnel expenses stable (FTE decline offset by acquisition effect); lower overhead allocation
Underlying EBITDA	34.7	34.8	
Underlying EBIT ¹	28.4	29.3	
Underlying EBITDA/Gross profit	27.1%	28.2%	
ROACE (on underlying EBITDA)	37.3%	39.1%	



agroscoop®



Presented figures are calculated on the rounded amounts in € million with one decimal and additions may lead to small differences due to roundings; 1) 2020 number has been adjusted according to new APM definition for comparative reasons



Results Germany/Poland

(in €m)	1H 2021	1H 2020	Comments
Total Feed volume (in kT)	1,092	1,057	Growth in all sectors; more DML volume in DE (due to high RM prices); gradual recovery poultry market PL; incident of unfavourably priced contracts in DE
Revenue	306.6	278.2	Higher RM prices
Gross profit	34.0	38.4	Mainly due to contract incident in DE
Underlying operating expenses	-35.7	-34.9	Despite decrease in FTEs; production costs up due to higher volumes
Underlying EBITDA	1.9	6.9	Results in Poland could not sufficiently compensate impact DE incident (approx. €4m as indicated in Q1)
Underlying EBIT ¹	-1.4	3.5	
Underlying EBITDA/Gross profit	5.6%	18.0%	
ROACE (on underlying EBITDA)	4.7%	8.7%	



Presented figures are calculated on the rounded amounts in € million with one decimal and additions may lead to small differences due to roundings ; 1) 2020 number has been adjusted according to new APM definition for comparative reasons; 2) AI means Avian Influenza

Results United Kingdom

(in €m)	1H 2021	1H 2020	Comments
Total Feed volume (in kT)	1,233	1,220	Decline volume in dairy sector (high RM prices) and in pig sector (loss of large customer) more than compensated by growth volumes in poultry sector
Revenue	321.4	294.8	Higher RM prices
Gross profit	55.2	57.5	Lower compound feed volumes and margin pressure due to increased competition, mainly in ruminant sector
Underlying operating expenses	-53.3	-54.1	Fewer FTEs due to implementation efficiency programme; production costs up on higher energy prices; higher overhead allocation
Underlying EBITDA	8.4	9.6	Lower gross profit could not be compensated by lower operating expenses
Underlying EBIT ¹	1.9	3.5	
Underlying EBITDA/Gross profit	15.2%	16.7%	
ROACE (on underlying EBITDA)	14.1%	14.3%	



Are you getting the most out of your robots?

Our experts will be discussing:

- The key drivers in profitability
- How to increase robot efficiency
- The true value of managing & utilising data

Thursday 27th May
7pm - 8pm



Presented figures are calculated on the rounded amounts in € million with one decimal and additions may lead to small differences due to roundings; 1) 2020 number has been adjusted according to new APM definition for comparative reasons



Summary financial results 1H 2020

Total Feed volume

+1.9% at 4.9m Tonnes

Compound Feed
+2.2% at 3.5m Tonnes



Gross profit

-0.9% at €217.5m



Underlying EBITDA

-15.4% at €40.8m
mainly due to
margin pressure



Underlying net profit

-26.6% at €17.9m



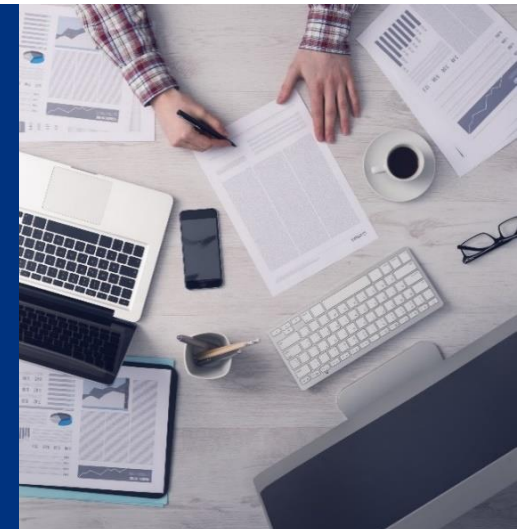
Operating CF

-35.9% at €9.1m



WC improvement:
(y-o-y) by €23.2m
to €53.3m

Net debt: €42.4m



Results per cluster

<i>(in €m)</i>	Netherlands/Belgium		Germany/Poland		United Kingdom		Group/ Eliminations		Consolidated	
	1H 2021	1H 2020 ¹	1H 2021	1H 2020 ¹	1H 2021	1H 2020 ¹	1H 2021	1H 2020	1H 2021	1H 2020 ¹
Total Feed Volume (k tonnes)	2,560	2,516	1,092	1,057	1,233	1,220	-	-	4,885	4,793
Revenue	705.3	615.5	306.6	278.2	321.4	294.8	-18.3	-15.5	1,315	1,173
Gross profit	128.1	123.3	34.0	38.4	55.2	57.5	0.2	0.4	217.5	219.5
Underlying operating expenses	-99.7	-94.5	-35.7	-34.9	-53.3	-54.1	-6.6	-5.4	-195.3	-188.9
Underlying EBIT	28.4	29.3	-1.4	3.5	1.9	3.5	-6.4	-5.1	22.4	31.2
Underlying depreciation and amortisation	6.3	5.5	3.3	3.4	6.5	6.1	2.2	2.0	-18.4	-17.1
Underlying EBITDA	34.7	34.8	1.9	6.9	8.4	9.6	-4.2	-3.1	40.8	48.2
Ratios										
Underlying EBITDA/Gross profit	27.1%	28.2%	5.6%	18.0%	15.2%	16.7%			18.8%	22.0%
ROACE ²	37.3%	39.1%	4.7%	8.7%	14.1%	14.3%			18.5%	19.3%
ROACE ³									11.0%	12.8%



Strategic Update

Strategic update 1H 2021

Sustainability

- Roll-out activities strategy 'Going Circular For the Future of Farming'
- Stakeholder Dialogue Survey
- Dairy initiative NL: lower carbon-footprint on farm
- Internal Sustainability Ambassadors Network: e.g. project Biodiversity Lochem

Ambition

Employee engagement survey
Lead to Grow program

Partnership

Entered into new partnerships; e.g regarding warehousing & delivery bagged goods in NL

Operational Excellence

Foot print, BPO and general efficiency measures
PMO office: project execution started and facilitated

Next Level Innovation

Investments in differentiating projects on verge of being launched

Customer Excellence

E-business enhanced; roll-out plan on track
OTIF¹ maintained at high levels during Covid

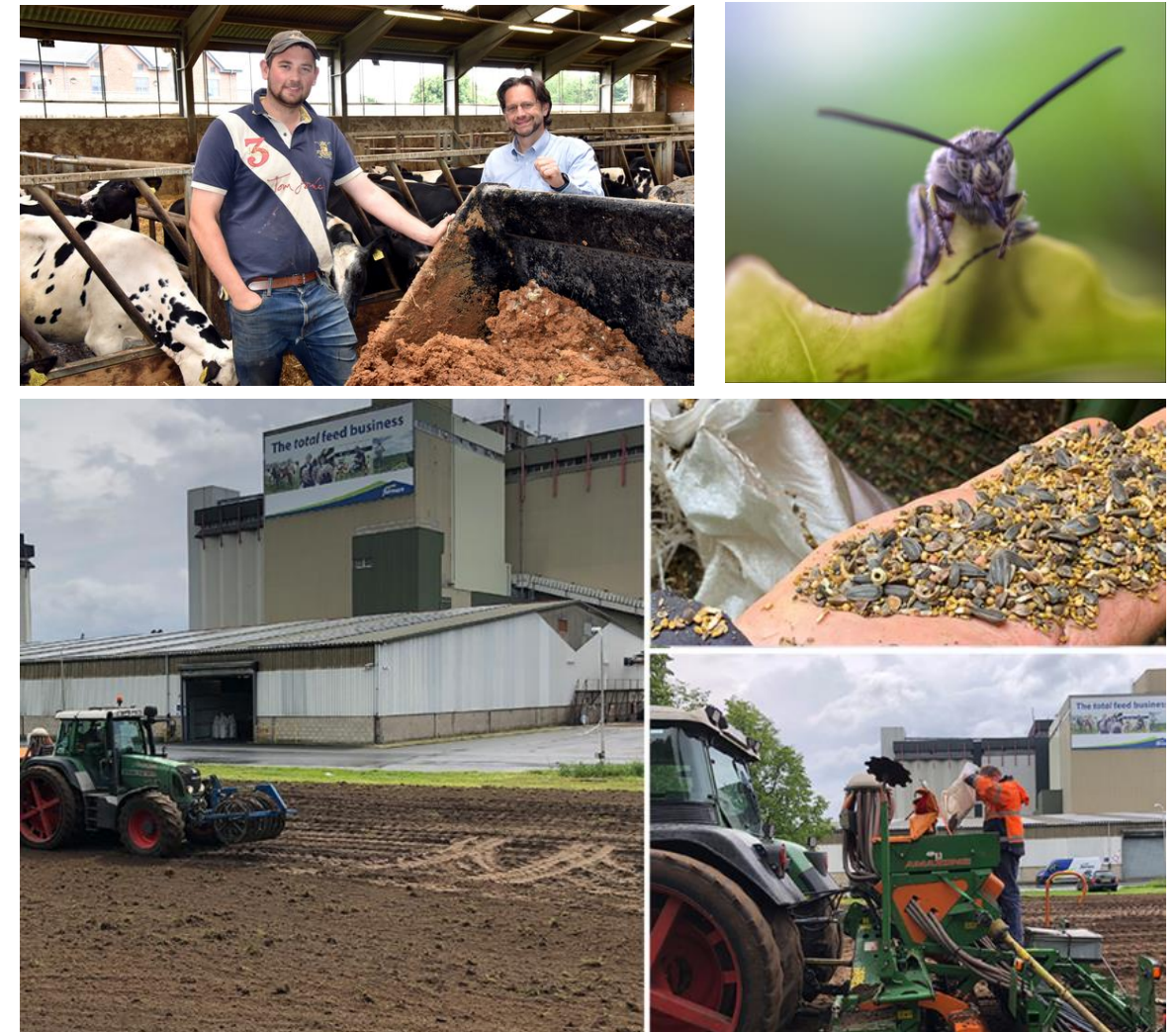
M&A

De Hoop Mengvoeders (poultry, NL) - closed Q1 2021
Mühdorfer Pferdefutter (horse feed, Germany), closed Q1 2021



Sustainability examples 1H 2021

- Partnership ForFarmers UK and Sedamyl to increase DML offerings (SelcoPlus, SedaGold, Wheatfeed)
- Progress EU-project regarding use of insects as alternative protein source (SUSINCHAIN)
- EU commission to lift ban on use of processed animal protein (PAPs – meat and bone meal) as alternative protein ingredient in feed
- Biodiversity project in Lochem, suggested by internal sustainability ambassadors
- Increase internal knowledge exchange through webinars, i.e. ‘What about soy?’



Outlook & Guidance

Outlook per sector¹



Ruminants

- European and global outlook positive
- European dairy- and meat consumption stabilising; consumption worldwide continues to increase
- Innovation in agri sector can solve nitrogen debate (NL) but needs governmental support, which is still lacking



Swine

- European consumption of pig meat slowly declining
- Number of pigs likely to grow in UK (Brexit effect), but decreasing in NL ('warmer sanering') and DE
- ASF² detected in East Germany
- Lower imports by China expected in 2H 2021



Poultry

- Consumption poultry products continues to grow
- Increasing demand for welfare concepts (fewer animals, higher quality and margin)
- AI³ in some European countries limiting export possibilities short term

Financial objectives & Outlook ForFarmers

Financial Objectives Build to Grow 2025

- Underlying EBITDA in 2025 of €125m-€135m²; through organic growth + acquisitions
- Annual like-for-like growth underlying EBITDA: 0%-3% as of 2020
- Cost reduction of at least €10m (by 2025 versus normalised¹ level 2020)
- M&A: consolidate in existing markets & expand to growth countries to become active in 7

Intended Capex 2021

- Capex stable at around €35m in 2021

Efficiency programme 2021 – 2022

- Cost saving of €7 million

Outlook 2021

- Underlying EBITDA 2H 2021 (incl. acquisitions) expected to be more or less in line with underlying EBITDA 2H 2020
- ForFarmers remains positive vs realising 2025 objectives

1) Normalised means net of one time Covid-19 effects;
2) At constant currencies



Ambition 2025: our integrated objectives



Developing talent

for the Future of Farming

- LTI frequency rate < 0.5
- More diversity in management positions
- Increase employee engagement score



Sharing knowledge

for the Future of Farming

- Y-o-Y better FCR
- Bespoke solutions for specific chains
- Leading edge digital tools



Going Circular

for the Future of Farming

- Leadership position reduction CO₂ emissions of feed materials (upstream)
- 10% energy/fuel reduction per tonne feed (vs 2020)
- Take leadership position on % non-human edible feed material in diets
- 100% responsibly sourced soya and palm oil



Creating Value

for the Future of Farming

- Underlying EBITDA 2025 (incl. M&A) €125m-€135m; L-f-L growth 0%-3% p.a. (excl. M&A)
- M&A: consolidate in existing markets & expand to growth countries to become active in 7
- At least €10m savings in operating costs by 2025 (vs. 2020)
- Dividend distribution 40%-60% of underlying net profit

ForFarmers: business & strategy

Our mission

For the Future of Farming



We are confident about the future and the continuity of farming, and hence contribute to a sustainable livestock industry for the long term; one that will continue to serve society for generations to come.

European leader in Total Feed solutions



#1 European Total Feed solutions provider



Total Feed¹ volume approx. 10 mT²



2020 Revenue: €2.4b & underlying EBITDA³: €96.2m



Servicing over 26,000 farmers



Completed 15 acquisitions since 2014



Approximately 2,600 employees



Listed on Euronext Amsterdam since 2016



Founded in 1896 as a cooperative



Based in the Netherlands (head office), Belgium, Germany, Poland and the United Kingdom



AA rating in the MSCI ESG rating

¹ Total Feed comprises compound feed, specialties, co-products (incl. DML products), seeds and other products (such as forage);

² Total Feed volume 2020 in million metric tonnes (mT);

³ Earnings before interest, tax, depreciation and amortisation, excluding incidental items;

ForFarmers Executive Committee¹



[X/X] Years with the company or predecessors/Years active in the industry

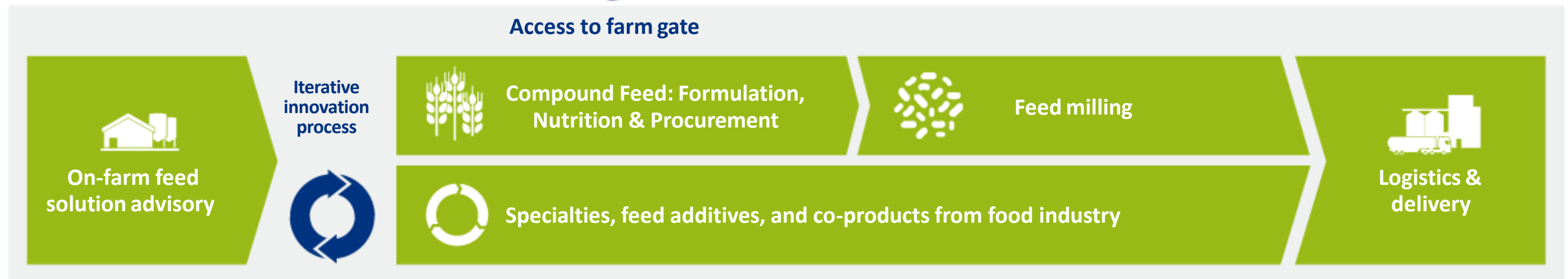
ForFarmers' products, clients and species

Compound feed 	 <p>On-farm knowledge exchange to improve returns</p>	<p>Total Feed solution</p>		 <p>Ruminant</p>
Specialties 				 <p>Swine</p>
Dry Moist Liquid (DML) 				 <p>Poultry</p>
Forage 				



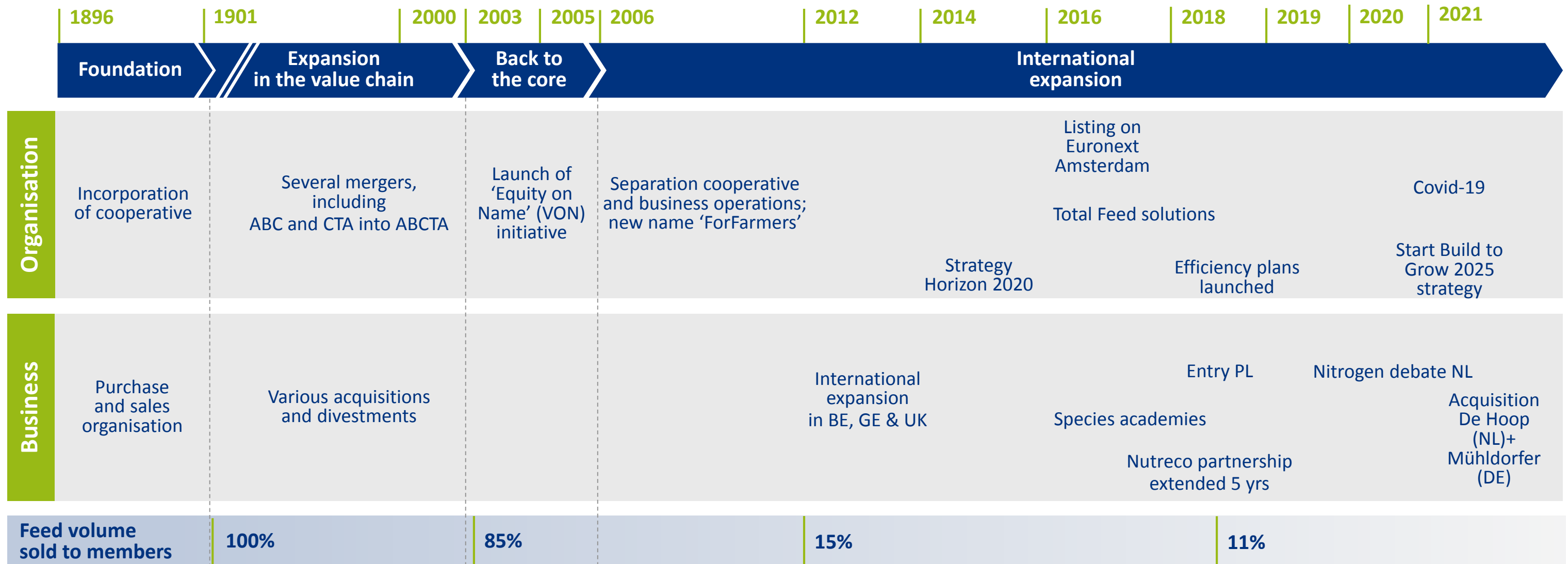
ForFarmers' approach: From Feed To Farm

Central position in value chain to farmers



History

from regional compound feed cooperative to leading European listed Total Feed company



ForFarmers' shareholders

Technical listing on
Euronext Amsterdam:
24 May 2016

Included in Amsterdam
Small Cap Index (AscX)
19 September 2016

Average daily traded
volume in 2020:
approx. 130.000

Shareholder	Capital interest	Date & source	Based on number of issued shares
APG Asset Mgt	9.98%	16 April 2020; AFM	106,261,040
Kempen Capital Mgt	5.27%	8 February 2017; AFM	106,261,040
Cooperative FromFarmers (direct)	19.4%	31 December 2020; ForFarmers	95,218,821
Cooperative FromFarmers (indirect)	28.4%	31 December 2020; ForFarmers	95,218,821
Stichting Beheer ForFarmers	8.5%	31 December 2020; ForFarmers	95,218,821

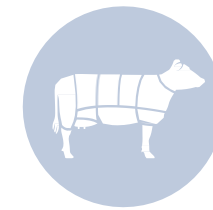
*The stakes of Kempen and APG are based on rounded capital interests as last registered at AFM (as % on issued ordinary shares ForFarmers at the time) and the stakes of ForFarmers, Cooperative FromFarmers (direct and indirect) and of Stichting Beheer- en Administratiekantoor ForFarmers are the positions as presented in the Annual Report 2020 as at 31 December 2020; * Indirect holding of FromFarmers relates to the holdings of the individual members of the cooperative; Please note that on 11 September 2020 shares from SBB programmes were cancelled and consequently as of that date 95,218,821 ordinary shares are outstanding*



Market trends

Industry trends throughout the chain

Pace and impact are changing



Trend along all sectors: Environmental measures & regulation, Data & smart chains

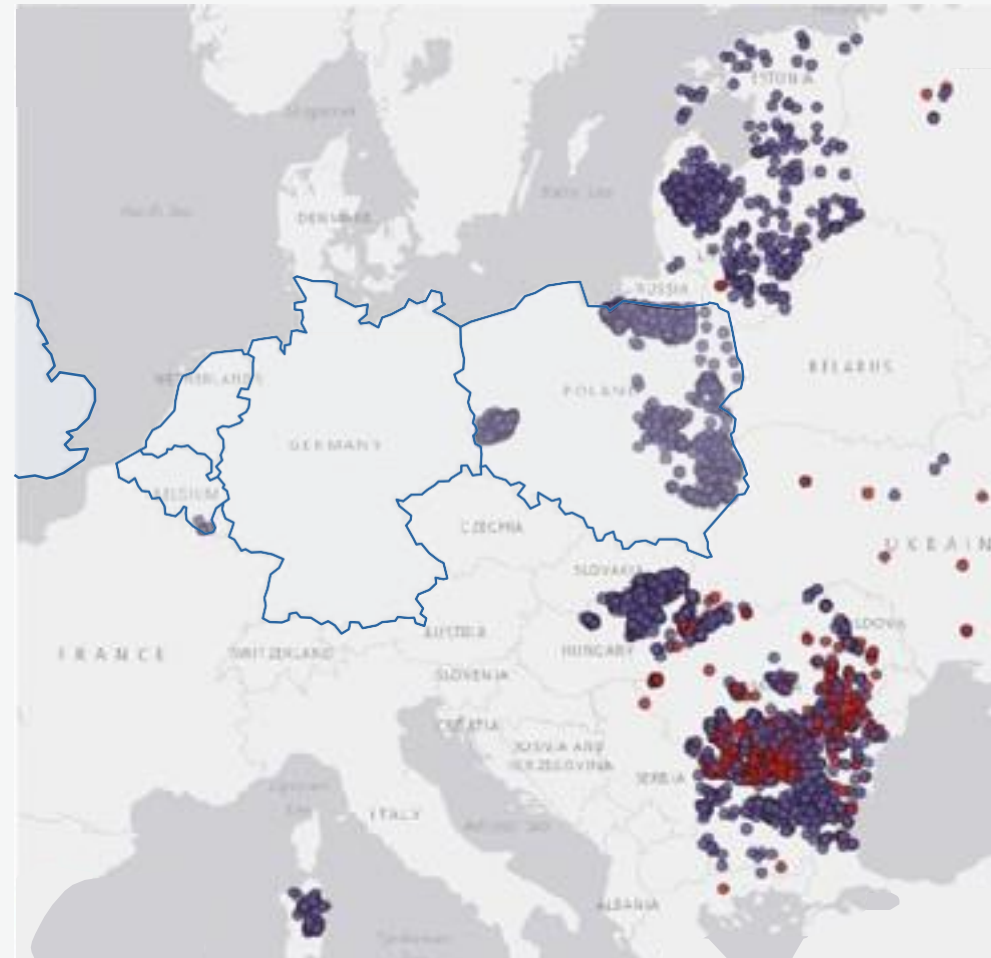
Raw materials suppliers	Feed Suppliers Production, supply and application of Total Feed solutions	Farmers	Dairy processors, slaughterhouses & egg packers	Retail	Consumers
<ul style="list-style-type: none">• Alternative protein as feed input	<ul style="list-style-type: none">• Differentiation in route-to-market (e.g. e-commerce platforms)• Overcapacity in NW Europe	<ul style="list-style-type: none">• Professionalization and consolidation of farms and processors		<ul style="list-style-type: none">• Pressure on animal protein consumption in home markets• Diversification end-product by adding requirements (e.g. traceability, non-GMO)	



Animal diseases inherent part of sector – increasingly better controlled by industry

- Hygiene controls in sector have improved
- Cannot prevent regional impact on animal numbers
- Recovery animal numbers (after disease outbreak) dependent on market circumstances, e.g. existing environmental pressure on sector

African Swine Fever



■ Domestic pigs ■ Wild boar

High Pathogen Avian Influenza (Bird flu)

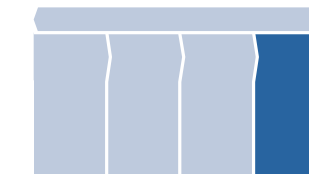


■ Captive birds ■ Poultry ■ Wild birds

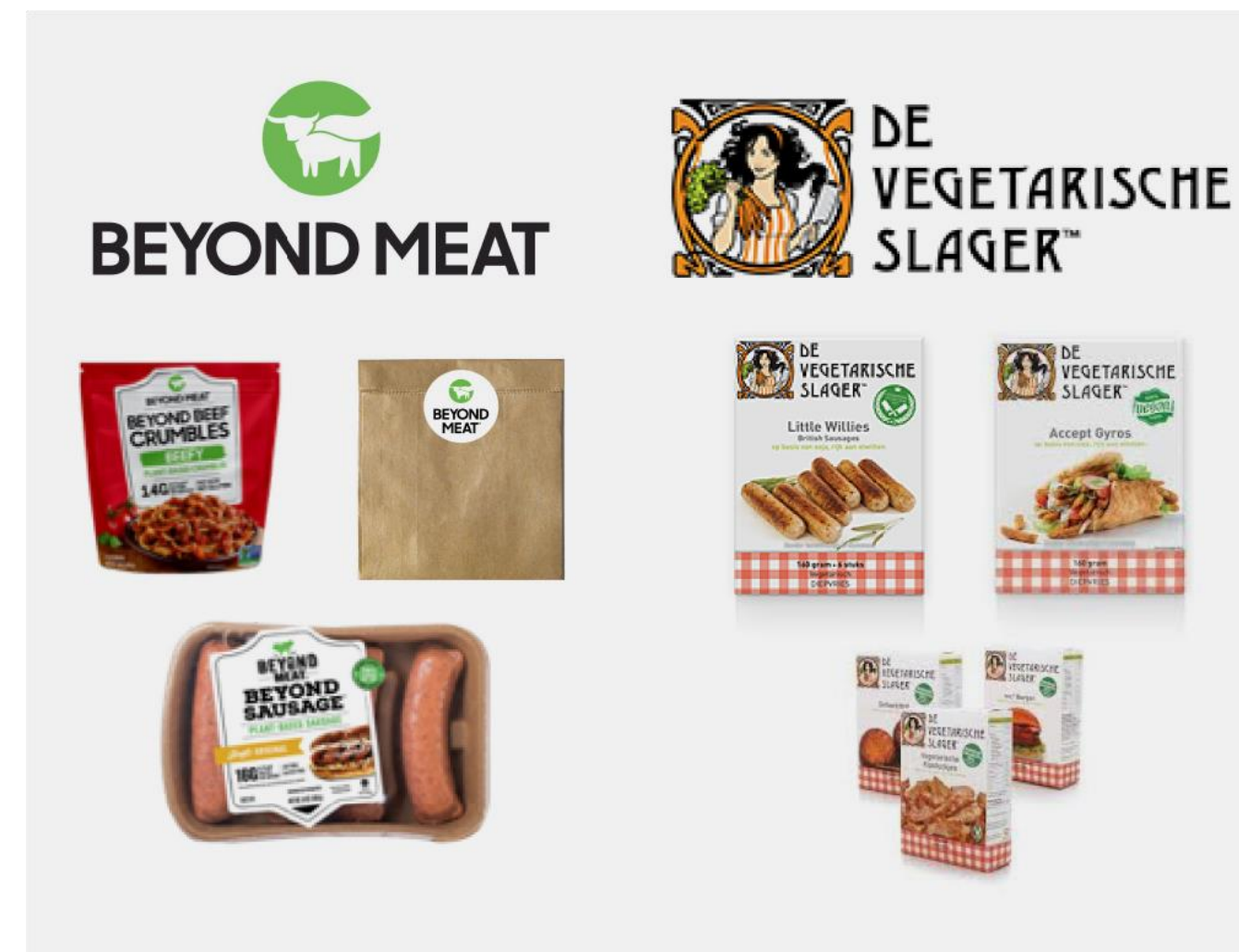
Source: <https://shiny-public.anses.fr/shiny-vsi/> - date end February 2020

Trend — Pressure on animal protein consumption

Small base high growth



- High growth in plant-based protein and lab-meat (meatless)
- In developed markets alt-meat <1% of animal protein, but significant public attention
- Challenges alt-meat: taste, price, CO₂, health, legislation
- Alt-meat adding to total protein consumption volumes in developed markets (no replacement of animal protein yet)¹
- Not a natural place to play for a feed player



EU compound feed demand¹ expected to stagnate or even decline in case of more environmental regulations and ASF² outbreaks

Forecast European compound feed demand

Positive scenario

- Fast recovering markets after COVID-19
- Faster growth UK agriculture due to Brexit

Base line scenario

- COVID-19 short term impact
- NL: Nitrogen regulation, swine restructuring
- ASF in PL, no AI³ outbreak

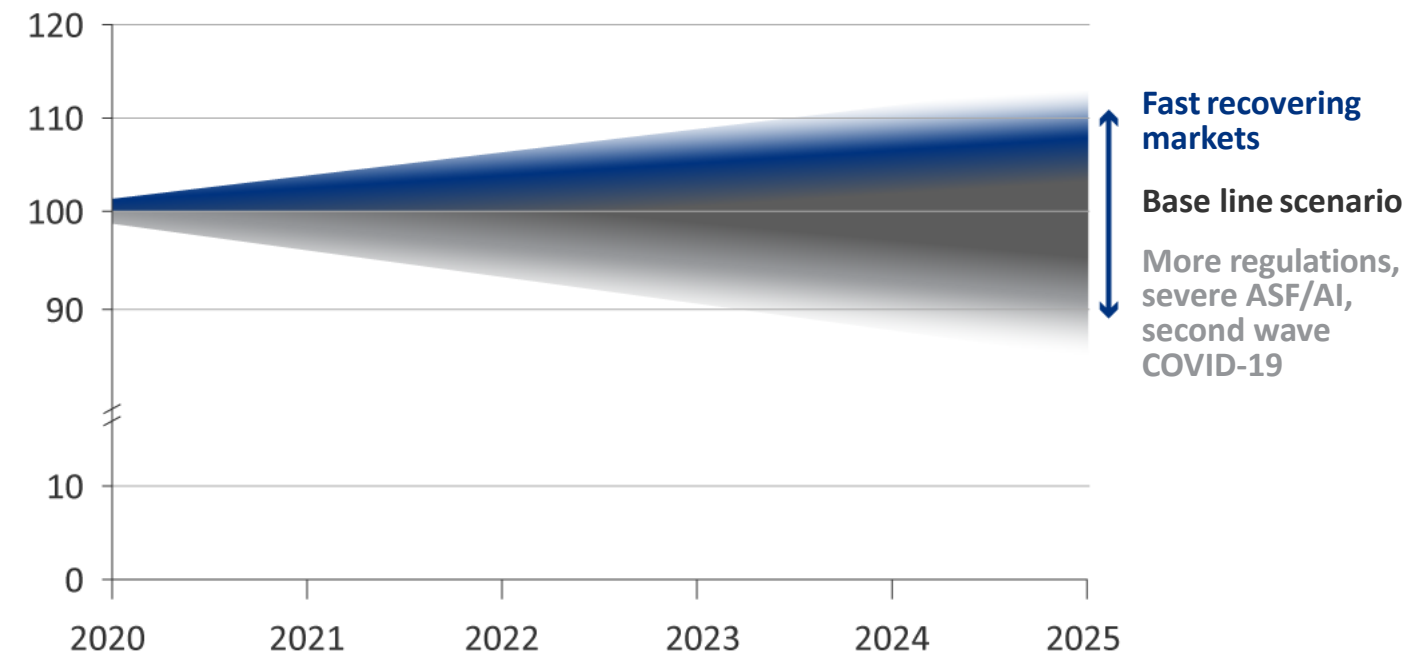
Negative scenario

- Significant second wave COVID-19
- NL: stricter environmental legislation
- Severe ASF in DE/PL, AI outbreaks

- **Average Compound Feed growth (CAGR) 2020-2025 (ForFarmers relevant EU countries¹): 0.6%**
 - **positive growth expected in PL and UK**
- Higher risks due to lower predictability, more regulatory measures, public pressure

EU Feed demand forecast¹

[Compound feed, indexed 2017-2019 average = 100]



¹ Only for ForFarmers relevant European countries: NL, DE, UK, BE, PL

















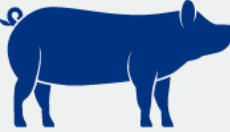


























² ASF means African Swine Fever

³ AI means avian influenza (bird flu)

Source: FEAC, OECD, Eurostat, EC, ForFarmers – Dated 15 September 2020

Outlook for market volumes positive in UK & PL but not so positive overall for swine

Overview of country volume (compound feed) CAGRs¹ '20-'25 [% p.a.]

2019 Portfolio		CF developments 2020-2025				
Share sub-specie					 *	
	Ruminants					
	Dairy					
	Beef					
	Swine					
	Finishers					
	Sows					
	Piglets					
	Poultry					
	Layers					
	Broilers					

 ≤ -2.5%
  -2.5% - -1%
  > -1% - +1%
  > +1% - +2.5%
  ≥ 2.5%



* Excluding Pavo/Reudink
Source: ForFarmers financial data – dated 15 September 2020

BUILD - TO - GROW 2025



Market Leader in 7 Countries



ForFarmers' pro-active approach: Going Circular, For the Future of Farming



Explicit ambitions and objectives



Objectives 2025	Ambitions 2030
100% responsibly sourced palm oil and soy bean meal	100% responsible and transparent sourcing of all ingredients
85% suppliers signed Sedex code of conduct	
Take leadership position on reduction CO ₂ emissions of feed materials (scope 3 - upstream)	30% CO ₂ reduction compared to today ¹
Take leadership position on % non-human edible feed material in diets	Maximise use of non-human edible feed materials
Largest mill carbon neutral as proof of concept	
50% renewable energy	75% reduction of CO ₂ per tonne of feed (scope 1 and 2) compared to 2015
10% energy/fuel reduction per tonne feed compared to today ¹	
Take leadership position on % phosphate efficiency	Take leadership position in circular livestock farming
Take leadership position on % nitrogen efficiency	
Lost Time Incident Frequency rate @ 0.5 (per 100 FTE) & a 50% reduction ² in Number of Lost Time Incidents	Creating a Zero LTI Culture
Reduction of 50% of Feed Safety Incidents ³	Creating a Zero Feed Safety Incident Culture

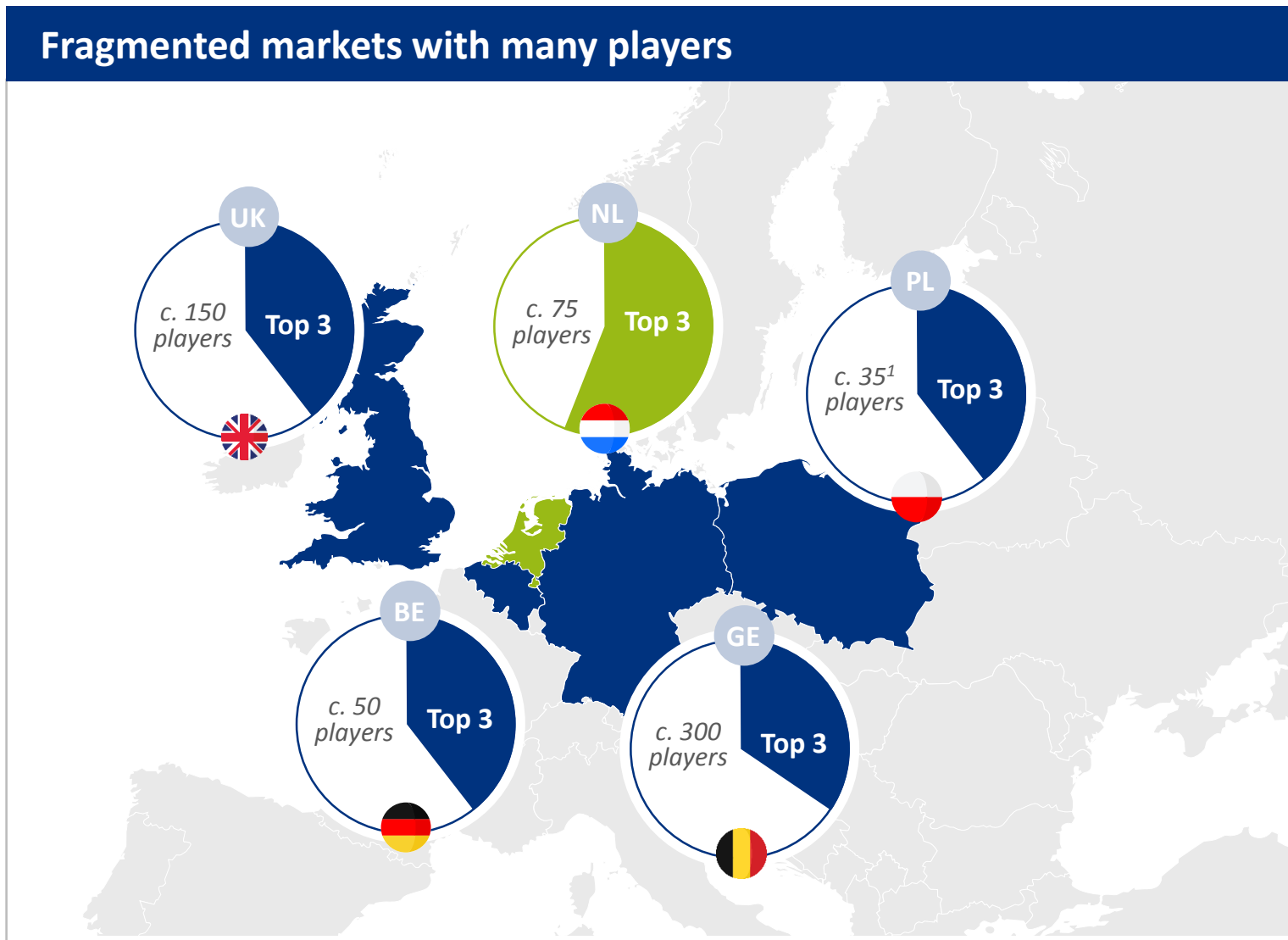


¹ 2020

² Baseline 2019

³ Baseline 2017 Feed safety = External audit gaps, control authority warnings or fines

ForFarmers' positions



Market positions based on Total Feed volumes

Netherlands		
#1	ForFarmers	
#2	Agrifirm	
#3	De Heus	
#4	Fuite	
United Kingdom		
#1	AB Nutrition	
#2	ForFarmers	
#3	2Agriculture	
#4	Mole Valley Partners	
Belgium		
#1	Arvesta	
#2	ForFarmers	
#3	Quartes / Agrifirm	
#4	VandenAvenue	
Germany		
#1	Agravis	
#2	DTC	
#3	Bröring	
#4	ForFarmers	
Poland		
#1	Cargill	
#2	De Heus	
#3	Wipasz	
#4	ForFarmers / Tasomix	

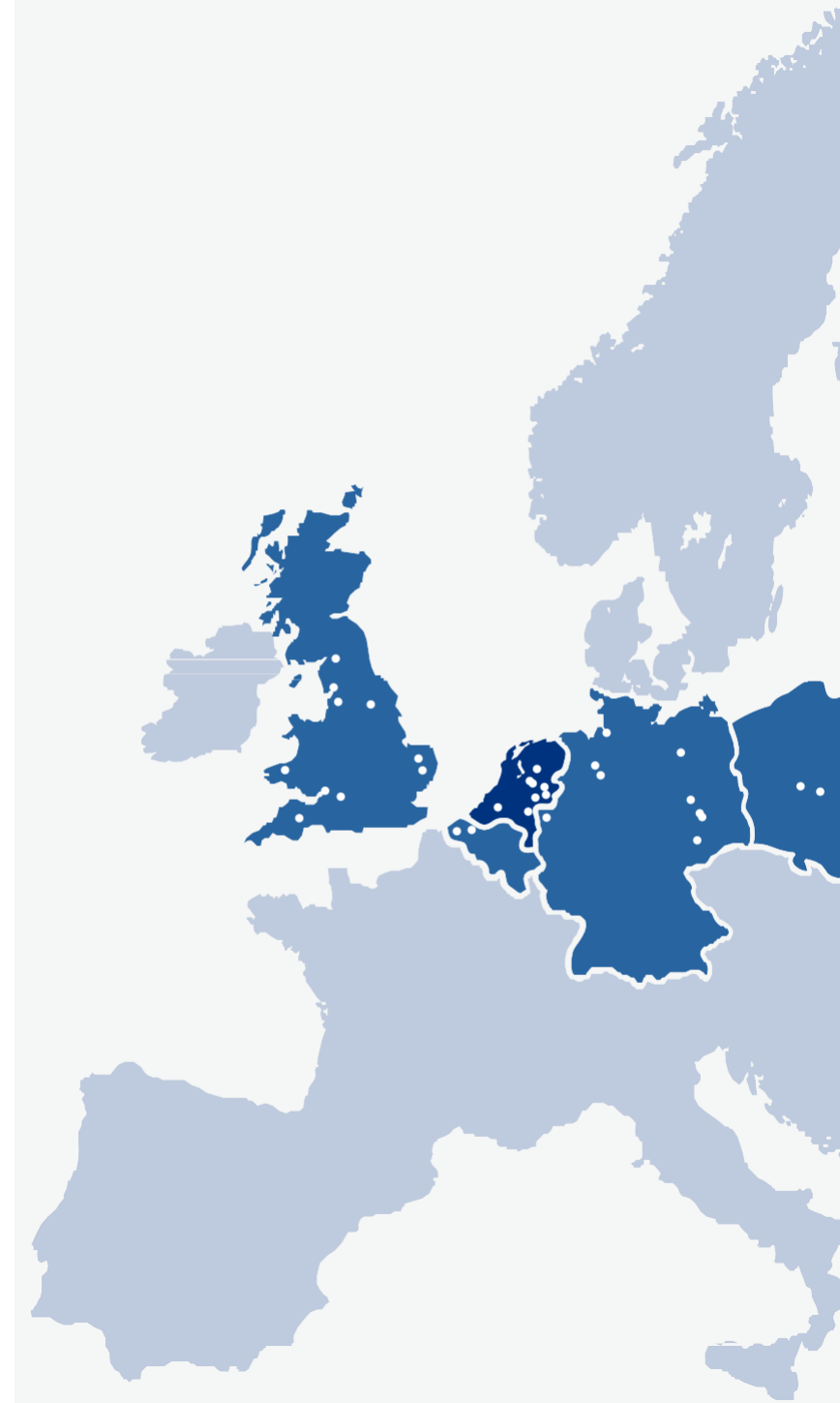
Estimated situation as at year end 2020; 1. with a capacity of over 30kT;
 Sources: Feed production volumes : FEFAC, NL, BE and PL: ForFarmers' estimates, GE: Deutscher Verband Tiernahrung data, UK: AG Industries estimate. Includes feed for poultry, cattle and pig categories, as defined by FEFAC (pet food not included)



Accelerate consolidation in Europe...

Consolidation in (European) markets – looking for major synergies

- Target with > 300kT volume (preferably)
- Improving product offering and/or enlarging customer base
- Providing supply chain optimisation opportunities
- Pro-active approach in existing markets (in Germany and Poland in particular); opportunistic regarding new mature EU markets



...and enter selected global growth markets

Enter selected global markets – balancing towards growth

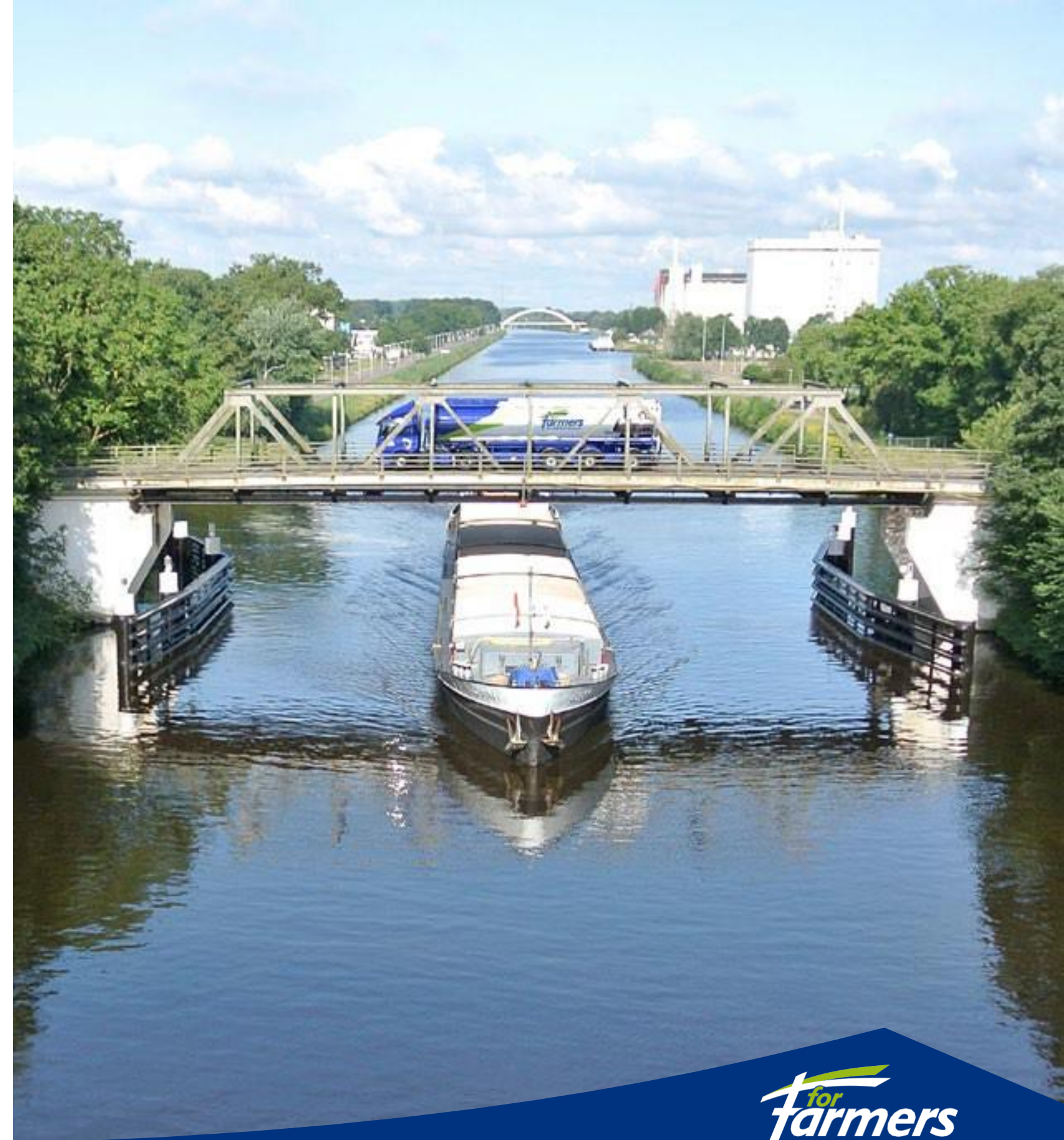
- Sizable animal population, preferably growing > 4% per year
- Local business model/access on-farm
- Non-integrated player with already strong market position
- > €5 million EBITDA
- Platform to become no. 1 or 2 (organic and/or acquisitive growth)
- Acceptable governance principles and country risks
- May consider joint ventures to reduce risk of market entrance
- Over time full consolidation in ForFarmers results
- Local management willing to stay on, complemented by ForFarmers leaders



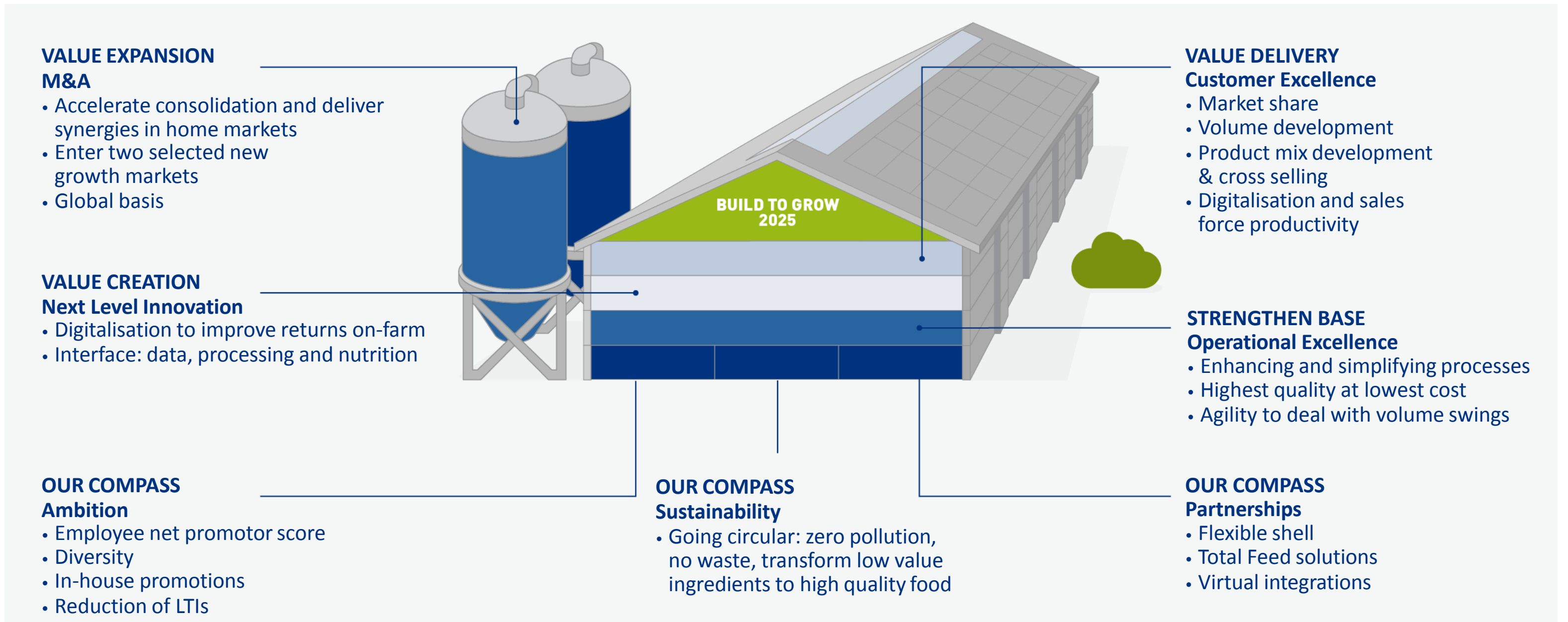
M&A

Financial metrics

- Historic multiple paid: approximately 5-8 x (underlying) EBITDA, pre synergies
- Leverage: up to 2.5x underlying EBITDA
- Value accretion within one year after closing
- ROACE after 2 years > 17% (based on underlying EBITDA)



Long-term value drivers



ForFarmers investment profile

Resilience in challenging home countries, expansion to new markets

- Operational excellence and commercial savviness
- Unique access to farm gate as Total Feed solutions provider
- Helping farmers cope with new reality with superior knowledge
- Going Circular For the Future of Farming
- M&A: consolidation in existing markets & enter carefully selected growth markets to become operational in 7 countries

Financial profile

- Exposure to global commodities (raw materials)
- Strong balance sheet (solvency around 50%)
and substantial recurring free cash flow (~€50m)
- Dividend distribution (40-60% of underlying net profit)



Contact

Caroline Vogelzang

Director Investor Relations

M.+31 6 10 949 161

Caroline.Vogelzang@forfarmers.eu

ForFarmers N.V.

Kwinkweerd 12

7241 CW Lochem

Nederland

**BUILD
— TO —
GROW
2025**



