Capital Markets Day

Wout Dekker, CEO Nutreco
Mozzecane, Italy | 6 October 2010
Nutreco – who we are

- A leading global player in animal nutrition and fish feed
- Founded in 1994 and a public company since 1997
- Revenue in 2009 EUR 4.5 billion
- Over 120 production and processing plants in 30 countries, sales in more than 80 countries
- Multinational workforce of almost 10,000 employees
Nutreco – where we come from

Public Company

Acquisition Tomboy Aquafeed Vietnam 2010
Acquisition Cargill Animal Nutrition Spain, Fri-Ribe Brazil 2009
Acquisition Copaga, Silvercup, Biofactory, Marinet 2008
Acquisition BASF Premix, Maple Leaf Animal Nutrition 2007
Divestment Euribrid
Acquisition Sloten, Dejia 2006
Divestment Marine Harvest
Acquisition Tenusa 2005
Divestment Pingo Poultry
Rebalancing for Growth 2004
Divestment Hendrix Meat Group
Acquisition Ducoa Feed Specialties 2002
Acquisition Selko Specialty Feeds 2001
Acquisition Hydro Seafood 2000
Acquisition Marine Harvest 1999
Acquisition UTD / Formation Hendrix Meat Group 1998
IPO Amsterdam Stock Exchange 1997

Private Equity

Formation Nutreco 1994 - 1997

Part of BP Nutrition

1988 Trouw Chile Fish Feed
1988 Formation BP Nutrition
1978 Nanta Compound Feed
1968 Euribrid Breeding
1951 Hendrix Compound Feed
1931 Trouw Premix and Fish Feed
1899 Skretting Fish Feed

Family Business

1937 Hendrix Compound Feed
1931 Trouw Premix and Fish Feed
1899 Skretting Fish Feed
Nutreco looks ahead to build tomorrow's value creation opportunities

**Meat & fish producers and processors**
- Population growth from 6.6 to 9.2 billion in 2050: demand increase for food, fish and meat in particular → Increasing animal feed and fish feed demand

**Animal nutrition & fish feed**
- At a critical junction

**Plant growers Ingredient producers**
- Increasing scarcity and volatility of raw materials → Feed additives become more important

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**Meat & dairy processor**

**Farmers / animal producers**

**Complete feed producer**

**Formulator / producer premix and specialities**

**Feed additive distributor**

**Ingredient producer**

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**2004 - 2007**
- Rebalancing for growth "back to the core”

**2007 – 2008**
- Leader in animal nutrition and "one Nutreco" make the core stronger

**2009 – 2012**
- Focus on innovation
Nutreco share price performance versus AEX June 1997 – 2010 YTD

- Acquisition Hydro Seafood
- Super Dividend
- All-time low European salmon prices
- "Rebalancing for Growth"
- Acquisition MLAN

[Graph showing share price performance with key events marked]
Nutreco’s ambition

Species
Focus on species where Nutreco can differentiate

Geography
Build significant position in all remaining main, global animal nutrition and fish feed markets

Products
Innovative feed solutions, ingredients for differentiating the value proposition

Nutreco has the ambition to become the global application leader in animal nutrition that delivers innovative feed solutions in all major markets and is recognized as the expert in animal nutrition and fish feed
Challenges in global food production

Food production has to double in the next decades

Footprint has to be halved from current level

“Yes we can feed the world in 2009 in a sustainable way”

This is changing who will be buying products, what will they be buying and who will be successful in producing and selling the products?
**Booklet Nutreco 2010 – Feeding the Future**
Can we feed 9 billion people in 2050 in a sustainable way?

<table>
<thead>
<tr>
<th>Engage</th>
<th>Create awareness</th>
<th>Share knowledge</th>
<th>Involve and motivate</th>
</tr>
</thead>
</table>
| AquaVision & Agri Vision conferences from 1996 onwards | We need 3 additional planets to allow 9 billion people to have a North American lifestyle while addressing the concerns of Europe on climate change, animal welfare and sustainability | Agri Vision 2009 Feeding the World in 2050 and Shifting Horizons | Sharing the optimism with a wider audience
Publication of Feeding the Future booklet in 2010 - Can we feed 9 billion people in 2050 in a sustainable way? |

"Doubling the food production while halving the footprint"
Nutreco’s building blocks for growth

Current state

*International player focused on animal nutrition and fish feed in an increasingly challenging market*

Strategy

1. Capitalize on leading **fish feed** positions and diversify into Asia and shrimp
2. Proactively pursue significant positions in **agri focus markets**
3. Develop healthy business in **agri "home markets"**
4. Enabling step in **feed additives** to drive development of differentiating feed solutions
5. Strengthen and build up **capabilities**

Nutreco has the ambition to become the global application leader in animal nutrition that delivers innovative feed solutions in all major markets and that is recognized as the expert in animal nutrition and fish feed
Building the Future

1. Fish Feed
   - Capitalize on leading positions and diversify into new species and geographies to become the global leader in fish feed
   - Knut Nesse

2. Agri growth markets
   - Obtain significant positions in the world’s main agri markets to become a truly global player
   - Frank Tielens: BRC
   - Jerry Vergeer: USA

3. Agri home markets
   - Define and realise attractive businesses in the current agri “home” markets (large asset base in mature, low growth markets)
   - Jerry Vergeer

4. Products
   - Make an enabling step into feed additives to drive the development of differentiating feed solutions
   - Frank Tielens

5. Capabilities
   - Building the Future requires building and strengthening our capabilities
   - Wout Dekker
Agriculture
Capital Markets Day Italy, 6 October 2010

Jerry Vergeer, Executive Vice President Agriculture

feeding the future
Agriculture Profile

- Strong brands: leading positions

- Operate in local markets: producing 6.2 m MT

- “Business to Farmer” focus
  - Solutions oriented approach to market
    - Leverage R&D platform
    - Exchange knowledge
    - Commercialize Technology transfer Models / programs & concepts
## Nutreco’s building blocks for growth

### Current state

*International player focused on animal nutrition and fish feed in an increasingly challenging market*

### Strategy

1. **“Closing the loop”**
2. **Twofold: application and cost leadership**
3. **Species focus: carnivore fish, dairy, sows and young animals**

### Nutreco has the ambition to become the global application leader in animal nutrition that delivers innovative feed solutions in all major markets and that is recognized as the expert in animal nutrition and fish feed*

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1. Capitalize on leading fish feed positions and diversify into Asia and shrimp
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3. Develop healthy business in agri "home markets"
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5. Strengthen and build up capabilities
Leveraging strengths

Global Species Team
- Species R&D leaders
- Species Category Managers
- Species Specialists
- Product and Marketing Specialist

Specific focus
- Develop new products and concepts
- Share training and development
- Effectively commercialize our value proposition
Strategies and customer-based business demands are translated into science solutions and focus areas.

**Business demands → Science Solution Focus**

- Optimize Feed Value
- Predictable Performance
- Higher Performance & Efficiency
- Sustainable Production

**Science Focus Areas**

- Quantitative Nutrition
- Functional Nutrition

**Science Solution Focus**

- Young Animal Vitality & Performance
- Better & Stable Gut Health
- Reduce Transition Problems
- Reduce Human Health Risks

- Young Animal Feeds
- Gut Health Ingredients/Programs
- Transition Feeds & Programs
- Zoonoses & Toxin Control

**R&D focus**
Stage Gate Process

- Idea
- Preliminary investigation
- Business Case
- Finalize development
- Launch
- Verify
- Audit

- Feasible & strategic?
- Scoping
- Build case
- Prepare launch
- Launch to customer
- Verify results
- Audit stage process

Business Involvement

R&D Involvement
### Market Segmentation

<table>
<thead>
<tr>
<th>Piglets</th>
<th>Growing family farms</th>
<th>Large scale farms</th>
<th>Industrial farms</th>
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<tbody>
<tr>
<td>Dairy</td>
<td></td>
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<tr>
<td>Pigs; tailor made</td>
<td>Specialized products; increase margin</td>
<td>Gain market share - Focus by specialized teams</td>
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<td>Sows</td>
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<td>Broilers</td>
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<tr>
<td>Layers free range</td>
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<tr>
<td>Fattening pigs</td>
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<td>dry CF</td>
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<tr>
<td>Layers cage</td>
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</tbody>
</table>

- **Consolidating farms**
- **Growing family farms**
- **Large scale farms**
- **Industrial farms**

**Cost reduction**

- **Sales**

**Segmentation - Specialisation**

**Consolidate**
- Cost reduction
- Efficient client-product portfolio

**Driven by innovation and focus on output orientated farmers in our target groups**

**Cost effectiveness for the non-target segments**
Commercializing our value proposition

**Programs**
- **Quantitative Nutrition**
  - Ruminants
  - Swine
  - Poultry Models
- **Functional Nutrition**
  - Young Animal Feed
  - Transition diets
  - Feed Additives

**Support Services**
- Advise
- NIR
- Laboratory

**Products**
- Nutraceuticals
- Functional Nutrition
- Models
- Quality
- Knowledge
- RINA
- Ingredient Optimisation
## Swine innovation

<table>
<thead>
<tr>
<th>HENDRIX</th>
<th>CANADA</th>
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<tbody>
<tr>
<td><strong>ALPHA</strong> piglet feed</td>
<td>One Nutreco model on one global IT platform</td>
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<tr>
<td><strong>ALPHA II</strong></td>
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<tr>
<td><strong>DIVA</strong> Sow feed</td>
<td><strong>Watson 2.0 Optimization based on farmer’s objectives</strong></td>
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<tr>
<td>New Vital range</td>
<td><strong>A vehicle for new technology</strong></td>
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<tr>
<td><strong>Fermentation</strong></td>
<td><strong>Element 24</strong></td>
</tr>
<tr>
<td><strong>Watson</strong></td>
<td><strong>The power of chromium</strong></td>
</tr>
</tbody>
</table>

### CANADA

- Watson 2.0 Optimization based on farmer’s objectives
- A vehicle for new technology
- Element 24

### NANTA

**Swine:**
- In April Nanta launched OPTIFEED
- New feed concept to exploit the full potential of highly productive sows.
- Tailor-made feeding schemes based on standard diets.
- Nanta will implement Watson in the Spanish market 2011
- In 2011 Nanta will launch finishing diets adapted to specific genetics.
Dairy innovation

**HENDRIX**
- Fresh Cow Q2-2009
- Milk monitor Q2-2010
- NEWTON Sept 2010
  - NIR analyses roughage
  - Ration optimization
  - Feeding program
- Ca-binder/ Transition program Q4-2010

**CANADA**
- Convergence of Nutreco dairy model science
- **EXXa**
  - + emerging external science
- **Propulsion**

**NANTA**
- Feed concept based on BOSS ration calculation software, combined with a package of on-farm tools and services.
- Next generation
Nutreco Canada

• Sales € 440 m
• Volume 1.3 m MT
• Employees 1050
• Plants 14
• Market share 23%

• Strengthen leading market position through innovation
• Stabilizing swine market conditions (market prices ↑20%)
• Dairy and poultry market growth 1 – 2%
• Focus on dairy growth in New York state and Vermont
• Expand geographic presence
• Shared services / back office consolidation
Nanta: Feed Spain

- Multi Species focus on integrated and free market compound feed
- New organizational structure to facilitate stronger commercial effectiveness
- Integration of Cargill to significantly improve cost position

- Sales € 800 million
- Volume 3.5 m MT
- Employees 1100
- Plants 28 to 24
- Market leader 15%
- Organization Pre and Post Acquisition

- Integration plan
  - Commercial, Quality and Formulation, Procurement, Planning and Control, Operations

- Cargill brand replaced by Nanta brand

- Purina brand for dealers changed over to Nanta

- Investing 15 mln euro in 2010 to expedite integration
Plant locations
Hendrix

• Sales  € 650 m
• Volume  2.5 m MT
• Employees  700
• Plants  10
• Market share  12%

▪ Market highly consolidated
▪ Restore profitability
▪ New Management Team
▪ Capitalize on innovation in market
▪ Improve cost structure
The goal of this improvement program is to become a more efficient and effective organisation by

1. achieving commercial effectiveness

2. reducing complexity (structure, organization and support processes)
<table>
<thead>
<tr>
<th>Lever</th>
<th>Strategic initiatives</th>
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<tbody>
<tr>
<td>Sales increase</td>
<td>1 Standardize food industry process</td>
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<td></td>
<td>2 Take advantage of new non-modern commercial routes</td>
</tr>
<tr>
<td>Margin improvement</td>
<td>3 Refocus commercialization of production excess, minimizing volume sold through exports/traders</td>
</tr>
<tr>
<td></td>
<td>4 Sourcing strategy for non-fresh</td>
</tr>
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<td></td>
<td>5 Optimize industrial footprint</td>
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<td></td>
<td>6 Restructure Catalonia traditional business</td>
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<tr>
<td></td>
<td>7 SKU optimization</td>
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</tbody>
</table>
Summary Agriculture Division

- Nutreco has a strong position in its Agri “Home” markets (Canada/Netherlands/Spain)

- Opportunities exist to improve earnings through improving commercial effectiveness and reducing costs

- Canadian and US dairy growth: combined with Western expansion

- Realise the benefits of Hendrix “Fit-2-Feed” strategy

- Integration of the Cargill assets will drive the next consolidation step in Spain

- Carry out 7 point growth plan in Sada

- Nutreco will participate in industry consolidation
Specialties
Capital Markets Day, 6 October 2010

Frank Tielens, Executive Vice President Specialties
The users of our products

Sow Piglet farm: Focus: extra feeding

Improved Feed intake – Healthy Growth – Reduced Mortality
Agenda

- The Nutreco Specialties division
- Trends in the agriculture industry – what is changing
- Strategy Nutreco Specialties
  1. Building capabilities
  2. Feed additives and innovation
  3. Expand in growth markets
- Summary Nutreco Specialties
Global presence Nutreco Specialties

- Trouw Nutrition International
- Trouw Nutrition export countries
Profile Nutreco Specialties

- 31 production sites
- 3,150 FTE
- 1.2 M Mt products
- Sales of EUR 1 Billion in 2009
- EBITA 2009 of EUR 70 M
- Global number 2 position in premix with a 12% market share
Divers product portfolio

Premix & Farm Minerals (multi species)

Direct Fed specialties (single species)

Feed additives

Compound feed & Concentrates (multi species)
Products with different margins

<table>
<thead>
<tr>
<th>Basic FA</th>
<th>Macro minerals</th>
<th>Protein</th>
<th>Energy</th>
</tr>
</thead>
<tbody>
<tr>
<td>e.g. vitamins</td>
<td>e.g. feed phosphates</td>
<td>e.g. soya</td>
<td>e.g. grain</td>
</tr>
<tr>
<td>FA</td>
<td>e.g. health products</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Pure/blended Feed Additives**
  - 0.1-0.3%* 1-5%

- **High concentrate premix**
  - 0.1-0.3%
  - 1-5%

- **Premix/Farm minerals**
  - 1-5%

- **Concentrates**
  - 5-10%

- **Complete feed**
  - 100%

*Inclusion rate: percentage of inclusion in final product*
Nutreco specialties customers throughout the value chain

- Farmers
- Commodity producers
- Intermediation producers
- CF Production
- MME Farming
- MME Processing
- Retail

- Raw materials producer
- Feed additives producer
- Additives
- Intermediate and CF producers
- Integrators
- Home mixers
- CF Producers
- Independent farms
- Processors
- Retailers

- Farmers
- Commodity producers
- Intermediation producers
- CF Production
- MME Farming
- MME Processing
- Retail

- Strong growth and EBITA over the past 5 years from mostly acquisitions and organic growth
- As of 2007 BASF premix significantly contributed to the growth of Nutreco specialties
- The product mix drives the increase in ROS
It is better to have a substantial size in a country than being everywhere
Organic growth supported by capacity expansion

Feed additives
The Netherlands

Premix
Poland

Premix
Indonesia

Premix
Italy
Sales growth in mature and emerging markets

**Mature markets**
- North America
- Western Europe

**Annual average growth:** 8%

- 2007
- 2009

**Growth markets**
- Asia
- Eastern Europe + Russia
- South America
- ROW

**Annual average growth:** 14%

- 2007
- 2009
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Highest meat production growth in growth markets

Average annual growth rate meat production Brazil, China, Russia, N-America and EU
(x 1,000 Kt)

OECD-FAO Agricultural Outlook 2010-2019
Agenda

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Leveraging and building capabilities

Nutreco Specialties has the ambition to become the global application leader in animal nutrition that delivers innovative feed solutions in all major markets and is recognized as the expert for animal nutrition.

Twofold strategy by combining application leadership with cost leadership

- Cost leadership:
  - Operational excellence
  - Harmonized systems
  - Leveraging capabilities across the organization

- Application leadership
  - Growth models
  - Marketing and branding
  - Bring innovations
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Overview feed additives and average annual market growth

- **Nutritional**
  - Vitamins: €4,500 million (5% growth)
  - Amino acids: €3,700 million (5% growth)
  - Minerals & Trace elements
  - Pro/Pre biotics: 10% growth
  - Enzymes: 10% growth

- **Auxiliary**
  - Organic acids: €600 million (6% growth)
  - Pigments
  - Flavors

The average annual market growth across different sectors is as follows:
- Vitamins: 5%
- Amino acids: 5%
- Minerals & Trace elements: 5%
- Pro/Pre biotics: 10%
- Enzymes: 10%
- Organic acids: 6%
Feed Additives fit with Nutreco

CAPTIVE USE IN FEED, PREMIX & INTEGRATION

APPLICATION KNOWLEDGE IN ANIMAL NUTRITION

WORLDWIDE MARKET COVERAGE FOR SALES
Innovation drives performance: Fysal Fit-4 poultry launch in April 2010

Fysal Fit-4 targets large integrations mainly in Europe (due to EU legislation push)
Fysal Fit-4 poultry is an addition to the Fysal anti-Salmonella product line
Fysal range in growing since the innovation was introduced in April 2010

Volume per month

- Sum of Volume (Kg) 2009
- Sum of Volume (Kg) 2010
Innovations to support Piglet Performance and Survival
Launched 2010

New: Milkiwean Baby Milk plasma
As part of Total Milkiwean Performance concept

Liveborn piglets / sow / litter

<table>
<thead>
<tr>
<th>Year</th>
<th>Liveborn number of pigs</th>
<th>Mortality (%) before weaning</th>
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<tbody>
<tr>
<td>1995</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td>2000</td>
<td>11.5</td>
<td>11.5</td>
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<td>2001</td>
<td>12</td>
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<td>2009</td>
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<tr>
<td>2010</td>
<td>16.5</td>
<td>16.5</td>
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BabyMilk Plasma

Agrovision, 2008
New solution for Milkfever - Calfix For Ruminants

Milkfever reflects high cost per farm and can lead to death

The transition period is critical in training the body for maximum Calcium needs during Milk Production

New Innovation to reduce incidence of Milkfever
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Greenfield improvement of market position is a good alternative for growth in China, next to a targeted acquisition

- 2-3% meat production growth until 2019
- Second largest compound feed market in the world
- Increasing scale of farming (pigs and poultry)

- About 700 FTEs
- New premix factory in Beijing (2010)
Growth through acquisitions is the preferred option for Nutreco to obtain a significant position in the Brazilian market

- Third largest animal nutrition market in the world
- Market growth is 4.3%
- Integration of Fri Ribe on track
- 5 Production plans, 6 sales offices
- 400 Employees
- Platform for further growth

Top three producing Brazilian states per species

<table>
<thead>
<tr>
<th>Province</th>
<th>MME production ranking 1)</th>
</tr>
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<tbody>
<tr>
<td>Name</td>
<td>Broiler</td>
</tr>
<tr>
<td>A Goiás</td>
<td>3</td>
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<tr>
<td>B Mato Grosso</td>
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<tr>
<td>C Mato Grosso do Sul</td>
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<tr>
<td>D Minas Gerais</td>
<td>2</td>
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<td>E Parana</td>
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<td>F Rio Grande do Sul</td>
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<td>G Santa Catarina</td>
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<td>H São Paulo</td>
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1) Based on annual MME production
Greenfield improvement of position offers the best opportunity for sustainable growth in Russia – Acquisition options are limited

- Top ten global feed market with 3 – 4 % growth in meat production
- Market is professionalizing and growing to self sufficiency

- 2000: started export to Russia
- 2005: JV Techkorm
- Successful development of the business
- Next steps: organic growth

Source: Nutreco; USDA; Press research
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Summary

- Rapid growth over the past years
- Application leadership and operational excellence
- Expand feed additive portfolio and innovate existing product portfolio
- Further expand in Brazil: organic growth and by acquisitions
- Capacity increase factory China
- Organic growth in Russia
- Financial room for capacity expansion and acquisitions
- Guidance: EBITA-margin of 7% and organic growth of 4% per year
Aquaculture
Capital Markets Day Italy, 6 October 2010

Knut Nesse, Executive Vice President Aquaculture

feeding the future
Aquaculture Division Growing in the Coming Years

- Skretting – who we are
- Salmon feed story
- New markets
- Capacity expansion
- Innovation and Sustainability
- Summary
The Blue Revolution

Global production of seafood (1950 - 2025) (1,000mt)

<table>
<thead>
<tr>
<th>Wild catch</th>
<th>Aquaculture</th>
<th>World population (billion)</th>
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<tbody>
<tr>
<td>0</td>
<td>1</td>
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<td>40</td>
<td>9</td>
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</table>
Skretting Worldwide

- 1,600 employees
- Production: 1.3 mln MT
- No. 1 in salmon feed with approx. 38% market share
- Sales in >40 countries
- Production in 15 countries
Feeding Your Passion for Fish

- Skretting will be the global leader of high end fish feed business
- In the next five years the Salmon feed market is expected to grow with min 5% annual growth
  - Skretting wants to grow in line with the total market
- Organic growth from other species than salmon is expected to grow with min 5% annual growth
- Maintain a 6% EBIT margin
- Skretting is targeting a share of other species than salmonids to be 35% (today 25%) within 2015.
  - Supported by growth from new markets.
The Position of Skretting...

- Skretting is a **leading international player** in the fish feed business

- Amongst the international players within the business, Skretting is the **number one** in terms of both turnover and volume

- Skretting has the highest **international spread** when it comes to production

- Skretting is **world class** in Research & Development

- The coming year Skretting will turn into a **global player** that holds a stronghold in both mature and emerging markets

→ Skretting is the best positioned player to become a true global leader in the business
Aquaculture Division Growing in the Coming Years

- Skretting – who we are
- Salmon feed story
- New markets
- Capacity expansion
- Innovation and Sustainability
- Summary

feeding the future
World Feed Consumption of Farmed Salmonids 1996-2010

Annual yearly growth: 6,1 % (8,4 % until 2007)

Source: Kontali Analyse
2010 Volumes Indicates a Recovery for Chile

- Very low mortality in farming

- New regulations on fish farming approved by Senate

- An increase in stocking in smolt

- Possible limitation: Will there be a sufficient availability of quality egg/smolt?

- What about financing?
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The Potential Market for Skretting is Calculated as Followed:

- **Global aquaculture production:**
  - 68 million tonnes of farmed products

- **Minus fish feed that are not assessed as attractive/profitable:**
  - 38 million tonnes of farmed finfish and shrimp
  - Excluding aquatic plants/molluscs
  - Excluding not fed by fish feed

- **Potential market for Skretting:**
  - 29 million tonnes that are the global fish feed market for finfish and shrimp
  - Excluding fish feed for carp

**Source:** FAO/Tacon 2008
### The potential market for Skretting specified on Geography and Species

Estimated Volume and Turnover, ex Carp (2008)

<table>
<thead>
<tr>
<th>Species</th>
<th>Norway Volume</th>
<th>Europe Volume</th>
<th>America Volume</th>
<th>Asia Volume</th>
<th>Australia Volume</th>
<th>Africa Volume</th>
<th>Sum species Volume</th>
<th>Turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Salmonid</strong></td>
<td>1,2M</td>
<td>0,4M</td>
<td>1,1M</td>
<td>0,1M</td>
<td></td>
<td></td>
<td>2,8M</td>
<td>2,5B</td>
</tr>
<tr>
<td><strong>Shrimp</strong></td>
<td>0,4M</td>
<td>3,6M</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4,0M</td>
<td>3,2B</td>
</tr>
<tr>
<td><strong>HighVal white-fish 1)</strong></td>
<td>0,0M</td>
<td>0,4M</td>
<td>0,1M</td>
<td>2,4M</td>
<td>0,0M</td>
<td>0,2M</td>
<td>3,1M</td>
<td>2,5B</td>
</tr>
<tr>
<td><strong>LowVal white-fish 2)</strong></td>
<td>0,5M</td>
<td>7,5M</td>
<td></td>
<td>0,7M</td>
<td>0,9M</td>
<td></td>
<td>8,7M</td>
<td>2,9B</td>
</tr>
<tr>
<td><strong>Sum Geography</strong></td>
<td>1,2M</td>
<td>0,8M</td>
<td>2,1M</td>
<td>13,5M</td>
<td>0,1M</td>
<td>0,9M</td>
<td>18,6M</td>
<td>11,1B</td>
</tr>
</tbody>
</table>

**Annual growth volume**

**Notes:**
1) Farmed fish with a corresponding fish feed value of > 500 Eur /t
2) Farmed fish with a corresponding fish feed value of < 500 Eur /t

Source: Skretting, Roeland Berger and Prof. R. Tveteraas and Prof. F. Asche
Examples of Shrimps

Penaeus monodon (Tiger shrimp)

Litopenaeus vannamei (white shrimp)
Examples of High Value Fish

Sea Bass

Croaker
High Value Fish

Snakehead

Grouper
Examples of Low Value Fish

Tilapia

Catfish
Local/Regional Players Dominate the Growing Aquaculture Markets

### International fish feed players

<table>
<thead>
<tr>
<th>Region</th>
<th>Skretting</th>
<th>EWOS</th>
<th>BioMar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vietnam</td>
<td>✓</td>
<td>✗</td>
<td>✗</td>
</tr>
<tr>
<td>Thailand</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
</tr>
<tr>
<td>China</td>
<td>✗</td>
<td>✗</td>
<td>✗</td>
</tr>
<tr>
<td>Japan</td>
<td>✓</td>
<td>✗</td>
<td>✗</td>
</tr>
</tbody>
</table>
The acquisition in Vietnam was announced the 1st of July

- Third largest aquaculture producing country in the world
- With substantial further growth and professionalization of its aquaculture sector foreseen, Vietnam is poised to develop into a leading Asian aquaculture producer with a strong export focus.
- Has an industrial and political approach to aquaculture and its government pro-actively supports development and welcomes foreign investment.
- One of the world’s largest producers of shrimp; the largest producer of Pangasius. Also other species currently not in Skretting’s portfolio.
- Long way to go with regards to aquaculture R&D and welcomes foreign experience.
China Offers Big Opportunities

- 22 mln MT stable farmed output of which carp is 16 mln MT
  - excluding aquatic plants and shellfish
  - Next 5-year plan (draft) targets 30 mln MT
- Industrial feed volume doubled from 7.5 to 14.4 mln MT (15% pa.) of which carp is 5.8 mln MT
  - Driven by volume growth and trash feed replacement
- Skretting targets the high end species

<table>
<thead>
<tr>
<th></th>
<th>Feed volume</th>
<th>Feed market value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shrimp</td>
<td>2.7M</td>
<td>2.2B</td>
</tr>
<tr>
<td>Marine</td>
<td>0.5M</td>
<td>0.5B</td>
</tr>
<tr>
<td>Snake-head</td>
<td>0.4M</td>
<td>0.3B</td>
</tr>
<tr>
<td>Bass</td>
<td>0.2M</td>
<td>0.1B</td>
</tr>
<tr>
<td>Others low value</td>
<td>4.8M</td>
<td>1.4B</td>
</tr>
<tr>
<td>Total</td>
<td>8.6M</td>
<td>4.5B</td>
</tr>
</tbody>
</table>
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The Capacity in Australia is Decided to be Doubled
Turkey - New Plant in Operations since September 2009
Norway is Closing in on the Capacity Edge

- Requires a larger investment to continue the growth
- A new line on the Averøy plant is the most likely solution
Restructuring of the UK & Ireland Operation in 2010

- Skretting is in the process of closing the Irish fish feed plant located in Westport. The plant will be closed by the end of 2010. This will result in 22 redundancies.

- The closure is due to significant fall in demand for Salmon feed in the Irish market.

- After the closure Skretting UK & Ireland will operate 1 plant in England and 1 in Scotland.

- Skretting remains fully committed to the Irish Aquaculture industry and will continue to supply the industry from its operations in UK.
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Fishmeal Supply Decreasing – Aquaculture Increasing Its Share

Introduction to Microbalance

- New research findings make it possible to reduce the level of fishmeal in fish diets compared to present practice, without use of land animal proteins.

- The knowledge behind the new research findings is compiled in Skretting’s new concept: MicroBalance™

- MicroBalance™ delivers full performance, healthy fish and increased raw material flexibility.
Salmon Producers Became Net Fish Protein Producers in 2010 Thanks to MicroBalance™

Kg fish protein produced versus fish protein used in feed

Source: Skretting ARC
MicroBalance for Other Species

- Implementation of MicroBalance is especially relevant in carnivorous/omnivorous species, that consume diets with high levels of fish meal.
- The process starts building a database to gather nutritional knowledge (based on existing know-how in salmon, focus on the difference in species)
- Final proof of concept should be tested in target species (trials)
- Possible species:
  - Bass and Bream (work ongoing. Expected roll-out within short time)
  - Other marine species (expected roll-out 1-2 years after project start)
  - Shrimp is different from fish (expected roll-out over 2 years)
Becoming a Net Fish Protein Producer?

Aquaculture not only consumes fish – it produces fish

Fish protein in feed

Fish protein in farmed fish
How to Organise R&D for New Species

First phase
- Desk top work
- Business intelligence
- Recruitment

Second phase
- Initiate experimental work with selected partners

Third phase
- Own facilities or strategic alliance/partnership
Feed-to-Food Safety and Quality

certified quality ingredient assessment and management monitoring risk management tracking and tracing
Passionately Committed to Sustainability

**SEA:**
Our commitment for improving the sustainability of aquaculture

More info on www.skretting.com
Aquaculture Division Growing in the Coming Years

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Summary

- Aquaculture is a winning industry
- Skretting will annually grow min 5% and maintain a 6% EBIT margin. Objective is 35% for non salmonid feed in 2015.
  - Skretting will enter new markets offering growth opportunities.
- Sustainability and innovation is a key factor to ensure further growth
- If we manage this, our future will be prosperous
Summary Financials

Cees van Rijn, Chief Financial Officer
Capital Markets Day, 6 October 2010
Organic Growth

- Organic growth means volume growth
- Raw material price effects are in principle passed through to the customers

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Premix and Feed Specialties</td>
<td>4%</td>
</tr>
<tr>
<td>Fish Feed</td>
<td>5%</td>
</tr>
<tr>
<td>Compound Feed Europe</td>
<td>1-2%</td>
</tr>
<tr>
<td>Animal Nutrition Canada</td>
<td>1-2%</td>
</tr>
<tr>
<td>Meat and Other</td>
<td>1-2%</td>
</tr>
</tbody>
</table>

**Acquisitions are in addition of organic growth**
Margin Development

Margin is defined as EBITA / Revenues (over external sales)

Guidance EBITA margins:

- Premix and Feed Specialties: 7% (was 6%)
- Fish Feed: 6%
- Compound Feed Europe: 2-3%
- Animal Nutrition Canada: 6%
- Meat and Other: 2-3%
Balance Sheet (1)

- Finance of assets by debt in local currency
- Room for acquisitions (prudently) EUR 400 - 500 million
- Under renegotiation Cum Pref EUR 55 million
- EUR 500 million revolving credit facility until 2014
- USPP EUR 250 million (2011 - 2013)
- Other credit lines EUR 200 - 250 million
Finance target ratio’s

<table>
<thead>
<tr>
<th></th>
<th>Target</th>
<th>June 2010</th>
<th>December 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net debt / EBITDA</td>
<td>3</td>
<td>1.24</td>
<td>1.0</td>
</tr>
<tr>
<td>Interest coverage</td>
<td>5</td>
<td>6.90</td>
<td>7.1</td>
</tr>
<tr>
<td>Net debt / equity</td>
<td>1</td>
<td>0.42</td>
<td>0.3</td>
</tr>
</tbody>
</table>
Profit and Loss Statement (1)

- EBITA / Capital employed target 15 - 20% (2009: 17.4%)
- Tax rate 26 - 28%
- Dividend policy 45% of net earnings (optional cash or shares)
Profit and loss statement (2)

In P&L 2010

- Restructuring and integration costs Cargill in Compound Feed Spain of approximately EUR 15 million reported under exceptional items
  (already mentioned at acquisition date)

- Impact of restructuring Skretting Ireland EUR 3 million
Cash Flow

- Maintenance capex = 70% of total depreciation and amortization

- Total depreciation and amortization 2010 approximately EUR 70 million

- Expansion capexes in addition of total depreciation and amortization 2010: EUR 25 million (fish feed plant in Australia, America and Selko plant)

- Target working capital at year end between 3.0 and 3.5% of revenues (30 June higher due to seasonality)
Outlook 2010

- EBITA 2\textsuperscript{nd} half year 2010 – barring unforeseen circumstances – will be in line with very strong 2\textsuperscript{nd} half of 2009 (175,2)

- EBITA will increase with approximately 25% to EUR 215 – 220 million
feeding the future