

## Strategic Framework

# Delivering and sharing in the value

Our strategic framework defines our focus areas to deliver success. We determine the framework at Group level and implement it through our business units.



## Deliver a differentiated proprietary genetic offering

### Success drivers

Elite animals

Technology and capabilities

Data

### What does success look like?

#### Genetic gain

Creating superior breeding animals for farmers, measured against indices comprising traits that help to drive farmers' productivity and sustainability

### Priorities

Deliver successful commercialisation of PRP and attractive returns from R&D

### Link to KPIs

\$4.15

Porcine Genetic Improvement Index

\$824

Genomic Bull Net Merit Index (NM\$)



## Focus on progressive protein producers globally

### Success drivers

Global position

Global supply chain

Customer experience

### What does success look like?

#### Volume growth

Growing volumes, particularly with progressive livestock farmers

### Priorities

Continued growth in porcine, with more stable growth in China

### Link to KPIs

5%

ABS Volume Growth

9%

Porcine Volume Growth



## Share in the value delivered

### Success drivers

Value-based pricing

Product validation

Leverage scale

### What does success look like?

#### Profitability

Generating profit results from the performance of our products in customers' systems, and growing margin as we leverage scale and R&D investment across species

### Priorities

Deliver greater value from bovine, continue to generate returns from R&D investments

### Link to KPIs

£0.55

Adjusted Operating Profit per Market Pig Equivalent

£0.75

Adjusted Bovine Operating Profit per Dose



## Sustainability at the heart of our business

### Success drivers

Sustainability analytics

Informed sustainability investments

### What does success look like?

Our strategy is underpinned by our approach to sustainable business and the strength of our people. The Board measures the performance of these key areas using the KPIs opposite

### Priorities

Develop Life Cycle Assessments across our proteins, to demonstrate the environmental and welfare benefits of our products

### Link to KPIs

5.32

Primary Intensity Ratio

5

Life Cycle Assessments Completed