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, continue to generate returns from R&D.

Link to KPIs

$4.08
Porcine Genetic Improvement Index

$863
Genomic Bull Net Merit Index (NM$)

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

1%
Dairy & Beef Volume Growth

12%
Porcine Volume Growth

Strategic Framework continued

→ Our overarching strategy, success drivers (which feed into the focus areas of our business model), and associated KPIs are determined at Group level. The strategy is then implemented at business unit level. Our overarching business unit priorities and strategic progress in FY25 can be found on **pages 16 to 27**

→ Sustainability lies at the heart of our business. KPIs marked with the icon on the right are considered by the Board to be indicative of our progress in this area. For more information see **pages 28 to 48**

Share in the value delivered

Success drivers

Value-based pricing

Product validation

Leverage scale

What does success look like?

Profitability

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

Priorities

Deliver successful commercialisation of PRP, continue to generate returns from R&D investments.

Link to KPIs

£0.60
Adjusted Operating Profit per Market Pig Equivalent

£0.87
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?

Volume growth

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

5.25
Primary Intensity Ratio

1
Life Cycle Assessment Completed