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Uncovering our Purpose

Capital Market Day 2020

AAK

Forward-looking statements

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Why do we need a Purpose?

ENGAGE
Stakeholders

MOBILIZE
People

ENABLE
Customers

COMMIT
Organization

ATTRACT
Talent

Purpose

The reason why we climb

The impact our climb will make

Our inclusive process

1,055 responses to "What makes us proud?"

100+ colleagues engaged in interviews and workshops

5 Purpose themes identified

2 favorite directions, combined to create...

1 clear winner

Key insights as inspiration to uncovering our Purpose

Doing better

*“We’ve become known for trying to **make things better in a sustainable way**”*

*“It’s in the DNA of our people – a **desire to redefine what better means**”*

*“We have a **continuous improvement mentality** – we keep challenging ourselves to **perform better**”*

*“**Everything we do delivers a ‘better than’ benefit** – healthier, better tasting, better efficiency, more sustainable”*

Making happen

*“Our Business Model is like a **recipe for getting things done**”*

*“I’m **most proud of the way we make things happen**”*

*“Our unique approach to sustainable sourcing is **making better livelihoods happen for millions of smallholders**”*

Our AAK Purpose

Making Better Happen™

The Co-Development Company



The potential of our Purpose

Mobilize & commit our people

Making Better Behaviors Happen



Transforming our Values into Better Behaviors to guide us in achieving our Purpose

Making Better Leadership Happen



From Leadership Competences to Better Leadership principles

Making Better Careers Happen



A platform for attracting and retaining talent

Value creation for customers

Making Better Collaboration Happen



The rationale for launching Customer Co-Development 2.0

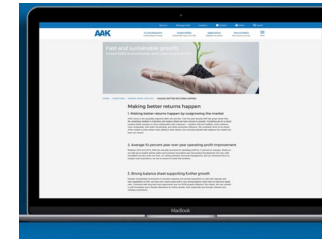
Making Better Success Stories Happen



How our value-adding benefits are enabling the success of customers

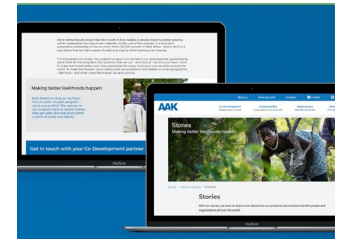
Sustainable shareholder value creation

Making Better Returns Happen



Linking shareholder value to our track record of strong and consistent growth

Making Better Livelihoods Happen



Shared pride in the positive impact we're making with smallholders

We firmly believe

Better is more ambitious than best



< Movie shown >

Our AAK Purpose

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Thank you

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