

A man and a woman are sitting on a sandy beach, smiling and looking down at a grill. The grill is on a blue metal stand and contains corn on the cob, sausages, and various vegetables. The man is wearing a red jacket and a grey sweater, and the woman is wearing a green jacket and a blue scarf. The background shows the sand and the ocean.

HKSCAN

Welcome

**Mikko Nikula, Chairman of HKScan's Board
AGM, 13 April 2016, Helsinki**

HKScan's year 2015



- Group performance improved
- Operating profit and cash flow improved
- Strong financial position remained
- Investment in the production facility in Rauma, Finland to support poultry business' growth
- Development of export operations

HKScan's business supported by several megatrends

+ 53

MILLION TONNES



Demand for meat is growing globally

+ 29

% MARKET GROWTH



Urbanization increases demand for convenience foods

- 80

% LESS ANTIBIOTICS



Consumers value pure and responsibly produced Nordic meat

+ 20

% GROWTH



Growth of poultry meat consumption strengthens meat demand

Consumer trends steering HKScan's strategic and tactical choices

HEALTH AND WELLBEING



DIGITALIZATION AND
CONNECTIVITY



INDULGENCE AND EXPERIENCE



DEMOGRAPHIC CHANGES



CONVENIENCE



ETHICAL CONSUMPTION,
SUSTAINABILITY



HKScan's strenghts



- Leading meat industry expertise in the Nordics and Baltics
- Strong brands and leading market position
- Restructuring completed, profitability improvement actions continue
- Customer- and consumer-based operating model is being implemented

Financial targets



HKScan's long-term financial targets

Operating profit (EBIT):
over 4 per cent of net sales

Return on capital employed (ROCE):
over 12 per cent

Net gearing:
under 100 per cent

Dividends:
over 30 per cent of net profit

HKScan's Board of Directors elected on 14 Apr 2015



Mikko Nikula
Chairman of the Board
M.Sc. (Physics)

Farm entrepreneur, broiler
meat producer, Rusko,
Western Finland



Niels Borup
Vice chairman of the Board
M.Sc. (Econ. & Bus. Admin.)

Farm entrepreneur, pork and
milk producer, Lapinjärvi,
Southern Finland



Teija Andersen
Member of the Board
M.Sc. (Agr. & For.), eMBA



Tero Hemmilä
Member of the Board
M.Sc. (Agr. & For.)

Commercial Director,
Yara Intl, Yara Nordic



Henrik Treschow
Member of the Board
MBA



Pirjo Väliaho
Member of the Board
Bachelor of Economic
Sciences



Per Nilsson
Deputy Member of the Board
Lantmästare

Farm entrepreneur, pork and
beef producer, Esplunda,
Central Sweden



Marko Onnela
Deputy Member of the Board
M.Sc. (Agriculture)

Farm entrepreneur, pork
producer, Loimaa, South-Western
Finland

A young child with blonde hair, wearing a white knit beanie and a patterned sweater, is shown in profile. The child is holding a cup of ice cream with a waffle cone. The background is a bright, overcast sky and a body of water. The text 'HKSCAN' is overlaid in the center of the image.

HKSCAN

TRUST. TEAM. IMPROVE.