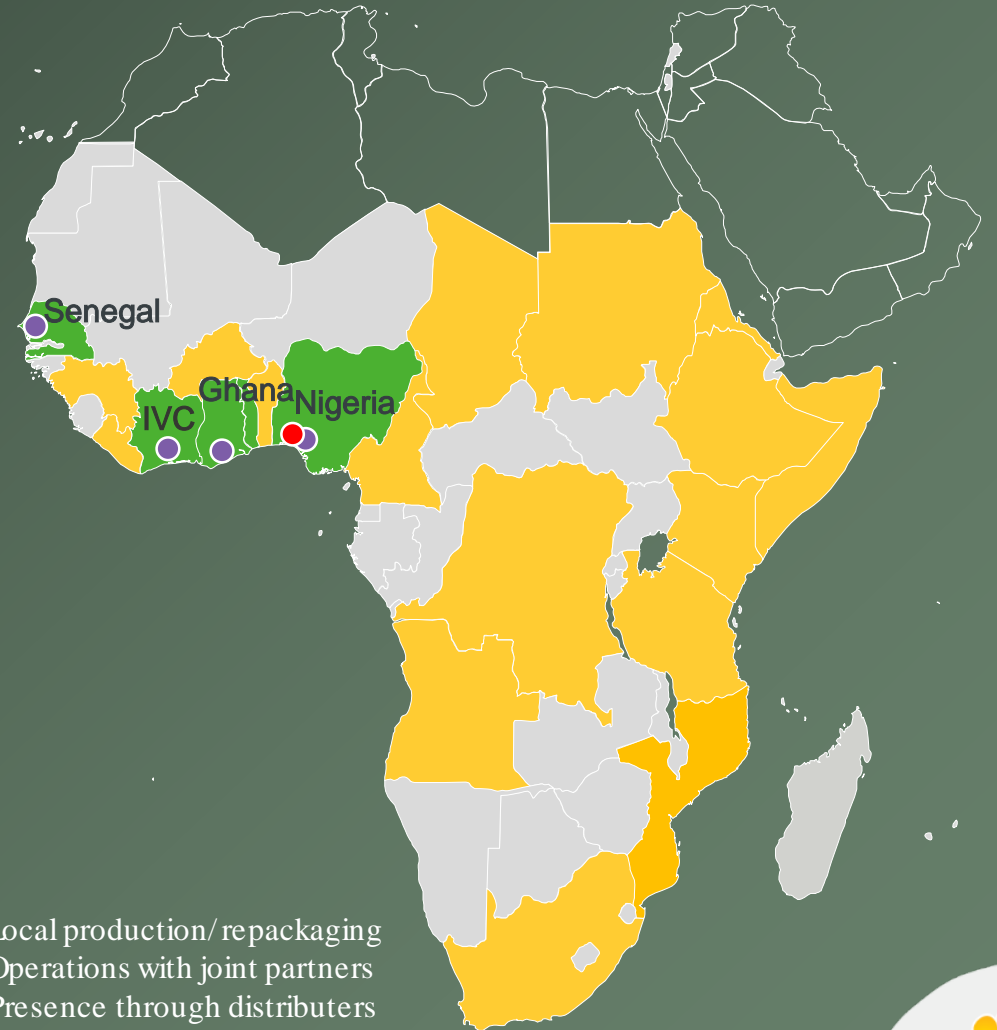


Arla Foods

Global



Sub Saharan Africa



- Local production/repackaging
- Operations with joint partners
- Presence through distributors
- Africa regional, office

Market driven sustainable development

Linking Nigerian dairy farmers to Arla's commercial value chain



- Well functioning
- Partly-functioning – needs development
- Poor-functioning – needs development

