Presentation
Piet Boer, Chairman Supervisory Board
November 2015
11.3 billion euro revenue

22,168 employees

Facilities in 32 countries

Export to over 100 countries

19,054 member dairy farmers own the Company

Every day Millions of consumers

Figures 2014
FrieslandCampina brands
We have a long history...
Governance & value creation
19,000 ambitious member farmers are the owners of FrieslandCampina
The Company is owned by the Cooperative

Zuivelcoöperatie FrieslandCampina U.A.

- Members
- Districts
- Member Council
- Board

Royal FrieslandCampina N.V.

- General Meeting of Shareholders
- Supervisory Board
- Executive board

*The Chairmen of the 21 District Councils
In order to valorise the milk supplied

Profitability

The objective of a business with no member milk is to generate profit above our EBIT hurdle

Member milk usage

The objective of our member milk intense businesses is to valorise milk at positive EBIT margins
Guaranteed price

- protein: 10
- fat: 5
- lactose: 1
Net income based on the guaranteed price

- **35%** performance bonus
- **20%** fixed interest-bearing member bonds
- **45%** reserves

Profits are divided among members and the company in the proportions shown in the diagram.
Value creation

Performance premium + member bonds

Per 100 kilo milk

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>0.94</td>
</tr>
<tr>
<td>2010</td>
<td>1.96</td>
</tr>
<tr>
<td>2011</td>
<td>1.83</td>
</tr>
<tr>
<td>2012</td>
<td>2.37</td>
</tr>
<tr>
<td>2013</td>
<td>3.04</td>
</tr>
<tr>
<td>2014</td>
<td>2.93</td>
</tr>
<tr>
<td>Q1 2015</td>
<td>4.22</td>
</tr>
</tbody>
</table>
Development growth and value creation

Revenue in millions of euros

- 2009: 8,160
- 2010: 8,972
- 2011: 9,626
- 2012: 10,309
- 2013: 11,281
- 2014: 11,348

Value creation
Performance premium + member bonds
Per 100 kilo milk

- 2009: 0.94
- 2010: 1.96
- 2011: 1.83
- 2012: 2.37
- 2013: 3.04
- 2014: 2.93
We must deliver on three pillars for continuity:

**Quality throughout the chain**
Be 100% reliable: crucial for our market positions

**Transparency**
Demonstrably meet the requirements of supervisory and monitoring agencies, countries and customers

**Sustainability and outdoor grazing**
Secure support by customers, politics, and society at large
We manage the sustainable dairy industry

Climate & Energy  
Animal health and welfare  
Biodiversity & environment  
Outdoor grazing
Foqus planet: the basis for quality and a save and sustainable dairy chain

Feed and health

Milking

Transport

Processing

Packaging

Distribution

‘From grass to glass’
The renewed Foqus planet programme has a clear design

Foqus planet

Basic requirements

Outdoor grazing

Sustainable development
Basic requirements consist of

- essential requirements
- standard requirements

The basic requirements relate to the hygiene, quality and safety of milk, feed and water as well as animal health and welfare.
Outdoor grazing cow is part of the Dutch culture landscape and is valued greatly by society and consumers.

Target outdoor grazing: 81 per cent, level of 2012

Outdoor grazing is important because valued by society and the market.

Towards 81% outdoor grazing:

- Enshrined in Covenant Grazing and Sustainable Dairy Chain
- Retention for all members: 0.35 euro per 100 kg milk
- Outdoor grazing supplement: 1.00 euro per 100 kg milk
- Partial outdoor grazing supplement: 0.46 euro per 100 kg milk
Sustainable development: working systematically towards 2020 sectoral objectives

Approach
- Reward results with Foqus planet supplement
- Six indicators with measurable results

Three themes
- Animal health and welfare
- Biodiversity and the environment
- Climate and energy

Sustainable development
Continuous improvement of results
Performance is measured for each indicator.

<table>
<thead>
<tr>
<th>Points</th>
<th>Life span</th>
<th>IBR</th>
<th>BVD</th>
<th>Cell count x 1,000 c/ml</th>
<th>Energy kJ/kg of milk</th>
<th>Nature &amp; Landscape % of the total area</th>
</tr>
</thead>
<tbody>
<tr>
<td>40</td>
<td>&gt; 6 yrs 8 mths</td>
<td>-</td>
<td>-</td>
<td>&lt; 150</td>
<td>&lt; 700</td>
<td>-</td>
</tr>
<tr>
<td>30</td>
<td>6 yrs 1 mths - 6 yrs 8 mths</td>
<td>free</td>
<td>free</td>
<td>150 - 199</td>
<td>700 - 899</td>
<td>&gt; 5%</td>
</tr>
<tr>
<td>20</td>
<td>5 yrs 4 mths - 6 yrs</td>
<td>non-suspect</td>
<td>non-suspect</td>
<td>200 - 249</td>
<td>900 - 1,099</td>
<td>1 - 5%</td>
</tr>
<tr>
<td>10</td>
<td>4 yrs 8 mths - 5 yrs 3 mths</td>
<td>participant</td>
<td>participant</td>
<td>250 - 300</td>
<td>1,100 - 1,300</td>
<td>&lt; 1% no declaration</td>
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<tr>
<td>0</td>
<td>&lt; 4 yrs 8 mths</td>
<td>unknown</td>
<td>unknown</td>
<td>&gt; 300</td>
<td>&gt; 1,300</td>
<td>no management</td>
</tr>
</tbody>
</table>

Total

Results on the farm determine the points scored.
Thank you!