

SAFETY COMPLIANCE STATEMENT

FrieslandCampina wants all its employees, suppliers and visitors to return home safely and unharmed. It is our belief that all accidents can be prevented. We expect that every employee, supplier and visitor takes the responsibility and accountability for his own safety and the safety of others.

This Safety Compliance Statement applies to all FrieslandCampina suppliers and their subsidiaries, affiliates, and subcontractors (each a "Supplier") that will be present at a FrieslandCampina location when delivering goods or services to FrieslandCampina.

7 LIFE-SAVING RULES

At a minimum, we require that all suppliers of FrieslandCampina meet the 7 Life-Saving Rules:

I am Safe:



- **I do not put myself and others in danger.**
- I know the hazards and related risks of my work, the applicable safety procedures and work accordingly.
- I work together with my colleagues on creating a safe working environment.
- I confront others about unsafe conduct.
- I appreciate feedback if there are doubts about whether I am working safely or not.
- I report unsafe situations.

LOTOTO



- **Verify isolation before work begins and use specified life protecting equipment.**
- Identify and understand the potential risks from all energy sources.
- Isolate all energy sources.
- Release & secure all stored energy.
- Lock Out / Tag Out all energy isolation devices.
- Ensure the owner of the installation places a lock, then all persons executing the job place their personal lock.
- Try Out all circuits & equipment.

Work Permit & LMRA:



- **All work that is not part of the normal production process is subject to a mandatory Work Permit.**
- Ensure the issuer & executor jointly inspected the location before starting work, and agreed how to define end of the work.
- Was formal authorization obtained from the owner before starting the work?
- Was the LMRA used?
- Restricted work areas must be clearly indicated and secured.
- Check with owner whether it is safe to "start up" again.
- Work permits have to be re-issued every 24 hours.

Internal Transport



- **Apply full separation of pedestrians and transportation vehicles.**
- Define and implement a traffic plan on site.
- Use internal transport vehicles only if you are authorized to do so.
- Wear visibility (reflecting) jackets or vests when you have to be outside the walkways.
- Use the transport vehicle only for what it is intended for.
- Always use the seatbelt.

Working at Heights



- **Use a suitable fixed or mobile platform, railing or fall arrest when fall height is above 1.8 m / 6 ft. or a fall risk within 1.8 m/6 ft.**
- Obtain formal authorization for using fall arrest.
- Inspect fall arrest equipment before using it.
- Prepare and discuss a rescue plan before starting (how to act in case of a fall).
- When climbing a ladder, always maintain three points of contact. Working on ladders is not allowed.
- Restrict access to the danger zone below the work in progress.

Confined Spaces



- **Identify and highlight confined spaces that require a permit to enter.**
- Only enter a confined space with a work permit.
- Determine if the atmosphere is safe, before and during the entry.
- Obtain authorization before entering a confined space.
- Prepare and authorize a rescue plan.
- Apply lock out, tag out and try out on all energy sources including chemicals.
- For every confined space entry an instructed "stand by person" is mandatory.

Road Safety



- **Everyone shall show exemplary Road Safety behavior: drive responsibly.**
- Avoid using your mobile phone as much as possible whilst driving. No conference calls whilst driving.
- Always use hands free.
- Do not send or read text messages, apps, emails, etc.
- Do not use medicine, alcohol or drugs before and whilst operating a vehicle.
- Do not exceed speed limits or breach traffic legislation.
- Always wear your seatbelt.

COMPLIANCE

The Supplier must train all its employees and workers about the 7 Life-Saving Rules so that employees understand the content and are able to follow the rules on our locations.

The Supplier shall also comply with all applicable laws and regulations with respect to safety as well as any safety policies or procedures set by a FrieslandCampina site or any safety directions given by the location manager of FrieslandCampina.

REPORTING

The Supplier shall report all accidents in relation to the work provided to FrieslandCampina that results in Lost Time Accident ("**LTA**"), Restricted Work Case ("**RWC**"), Medical Treatment Accident ("**MTA**") and First Aid Case ("**FAC**") directly to the contact person of the FrieslandCampina location. This must be done as soon as possible and no later than 12 hours after the accident. Fatal accidents, accidents resulting in permanent injury and high potential near misses that could have caused severe personal injury must be reported promptly to the location manager of FrieslandCampina.

After an accident FrieslandCampina may request an investigation. The investigation will be led by FrieslandCampina and the Supplier will be part of the investigation team. The Supplier must fully participate in the accident investigation.

NON COMPLIANCE

FrieslandCampina will assess the Suppliers' compliance with this Safety Compliance Statement, and any violations of this Safety Compliance Statement may jeopardize the Supplier's business relationship with FrieslandCampina, up to and including termination.

In the event of an unsafe situation, Supplier shall immediately (i) stop the performance of the work or execution of the services that may be exposed to risk and (ii) submit to the contact person, upon request, a completed risk assessment form. Supplier shall also take such action as is required by applicable laws and the FrieslandCampina management.

If the location manager notifies that the Supplier is not complying with this Safety Compliance Statement, including the 7 Life-Saving Rules, or in any other way works in such a way that it may endanger the safety of FrieslandCampina's employees or the Supplier's employees, the Supplier shall promptly remedy that breach.

The location manager may direct the Supplier to suspend the work until such time as the Supplier satisfies the location manager that the work will be resumed in conformity with this Safety Compliance Statement and in a safe manner. During this suspension, FrieslandCampina may also suspend its obligation to pay the Supplier.

If the Supplier fails to rectify any breach of this Safety Compliance Statement for which the work has been suspended, or if the Supplier performance has involved in recurring breaches of this Safety Compliance Statement, this will qualify as a serious breach and FrieslandCampina has the right to terminate any or all agreements with the Supplier forthwith. In case of termination, FrieslandCampina's liability shall be limited to payment for the work performed and costs incurred by the Supplier up to the time of termination.