

Modern Slavery Statement 2024

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As Royal FrieslandCampina N.V. (hereinafter “FrieslandCampina”), we aim to provide good nutrition in balance with people and the planet. We are committed to respecting internationally recognised human rights, which covers combating modern slavery.

This statement sets out how we, together with our subsidiaries, addressed modern slavery risks in our operations and supply chain in the period of 12 months ending on 31 December 2024.

This statement is published in accordance with the California Transparency in Supply Chains Act 2010, the United Kingdom Modern Slavery Act 2015 and the Australian Modern Slavery Act 2018.

When preparing this statement, all our subsidiaries were informed and had the opportunity to contribute to. Our subsidiaries in Americas, the United Kingdom, Nigeria and Pakistan were further consulted as for relevant acts or disclosures.

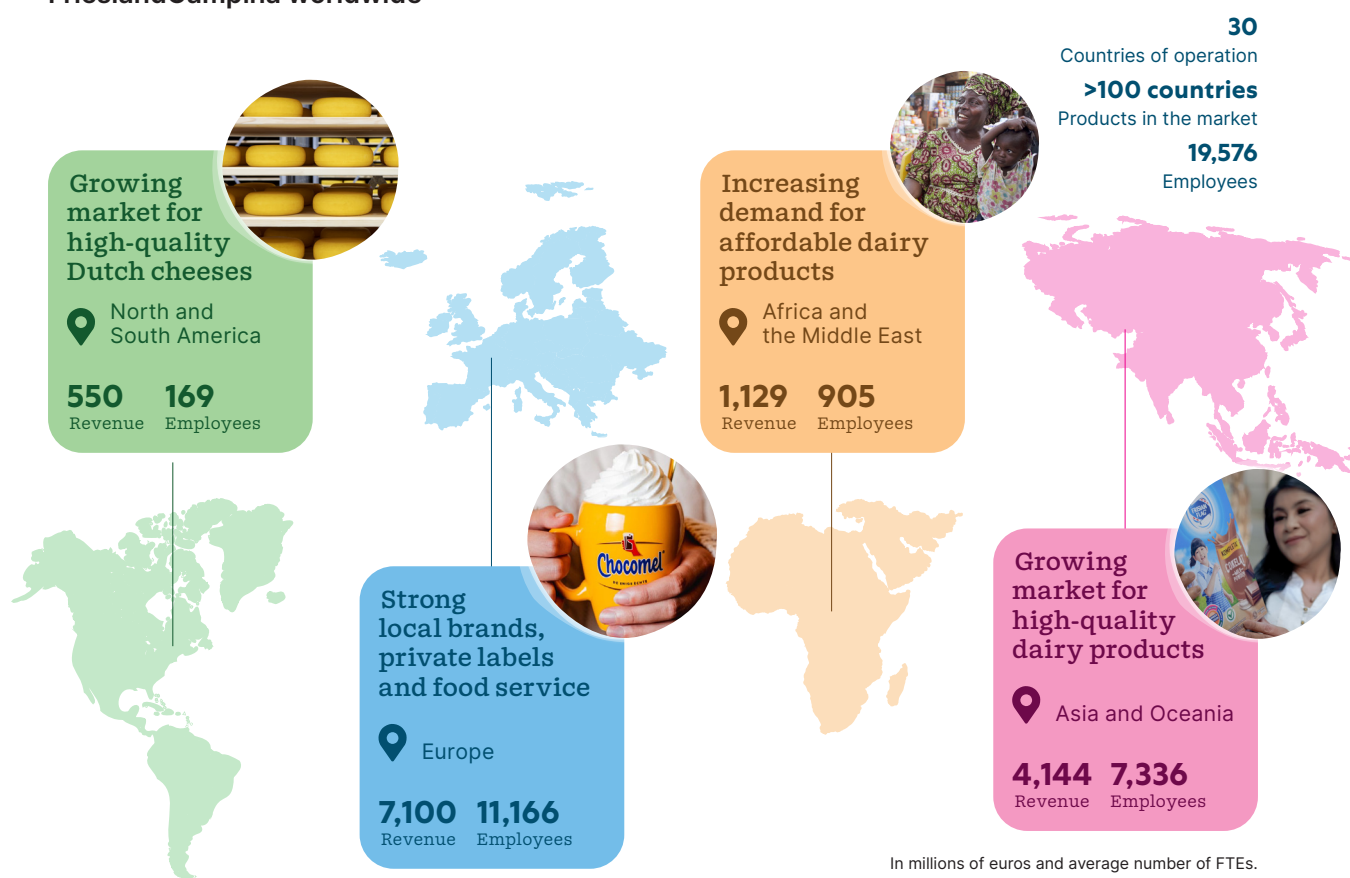
Our structure, operations and supply chain

Our structure

FrieslandCampina is a public limited liability company fully owned by the cooperative Zuivelcoöperatie FrieslandCampina U.A., with 14,183 dairy farmers in the Netherlands, Belgium, and Germany as members. Through the cooperative, these member dairy farmers collectively own the company.¹

Our registered office is in Amersfoort, the Netherlands. In 2024, we had a revenue of 12.9 billion euros, with 30 countries of operation² and 19,576 employees (FTEs).

FrieslandCampina worldwide



Our operations

With our purpose, nourishing by nature, we collect, process and produce:

- consumer products, such as milk, yogurt, cheese, infant nutrition and desserts,
- products for the professional market, such as cream and butter products, and
- ingredients and semi-finished products for the infant nutrition producers, the food industry and the pharmaceutical sector.

Our products are present in the markets of more than 100 countries, including Australia.³

¹ About our governance structure as at 31 December 2024, see our [Annual Report 2024](#), page 112.

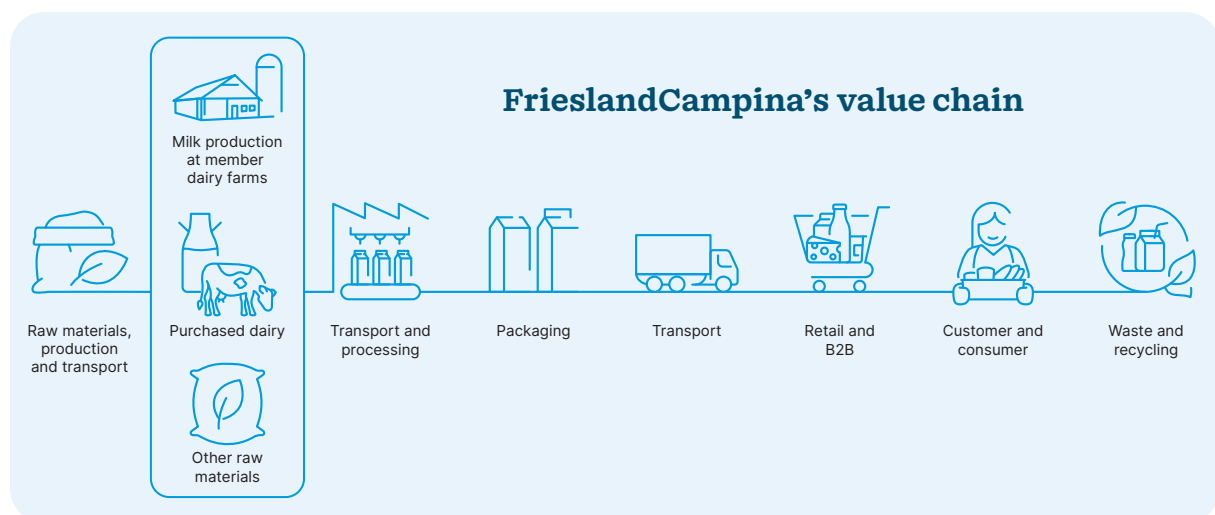
² Details see [Contact us - FrieslandCampina Global - FrieslandCampina](#).

³ Details see [Brands - FrieslandCampina Global - FrieslandCampina](#).



Our supply chain

Most of the raw dairy we use is sourced from our member dairy farms. We source non-dairy raw materials such as cocoa, edible oil, fruit, peas and materials for packaging. In addition, we source services such as catering, cleaning, and training.



Policies and governance

Human Rights policy

Our [Human Rights policy](#) was adopted by the Executive Board in 2019.⁴ It is part of our code of conduct, [Compass](#). When developing the policy, a range of internal personnel and external stakeholders (such as non-governmental organisations) were involved. Based on that, we specified where we focus on, including child labour and forced labour.

In the policy we publicly state our commitment to respecting internationally recognised human rights in our operations and value chain, in line with the [UN Guiding Principles on Business and Human Rights](#) and the [OECD Guidelines for Multinational Enterprises](#).

We also expect our business partners to respect human rights. The policy details our human rights expectations in the [Business Practices for Business Partners](#) (which all business partners, including suppliers, are required to sign) and [Responsible Supplier Policy](#) (see more details below).

For access to remedy, the policy refers to our Speak Up procedure which enables our employees, business partners and all third parties to raise concerns about misconduct, improper behaviour or possible violations of law or of Compass. Our [Speak Up webservice](#) is operated by an independent third party, available 24/7. It accepts anonymous reports in multiple languages.⁵

Internally, our human rights guidelines specified the definition of child labour, the indicators of forced labour (e.g. retention of identity documents), and the need of particular attention to more vulnerable groups (e.g. children, women and migrants).

Responsible Supplier policy

Our [Responsible Supplier policy](#) was adopted by the Executive Board in 2023. Accordingly, we expect our suppliers to:

- where applicable, adhere to our sustainability policies, such as our [Human Rights policy](#) and [Zero Deforestation and Conversion policy](#) (updated in 2024),
- upon request of FrieslandCampina, provide sustainability data and information,
- implement human rights and environmental due diligence as appropriate to the size of their business and value chain, including a grievance mechanism.

In 2024, the policy was included in the onboarding of new suppliers. Existing suppliers are expected to gradually sign the policy, starting with high-risk suppliers.

Governance

In 2024, we built one comprehensive sustainability framework around three pillars – Nutrition, People and Planet. Respecting human rights is addressed under the People pillar.⁶

Our human rights agenda is overseen by the Executive Board (including a seat for the Chief Sustainability Officer) and the Chief People Officer at the most senior level.

The social sustainability team, a multidisciplinary team existing of Human Resources, Ethics & Compliance, Procurement, Supply Chain and Corporate Affairs, designs and executes our global human rights programme. With the team's support, leadership embeds the human rights respect into functional- and business operations.

⁴ In February 2025, our Global Human Rights policy is updated.

⁵ Also see our [Annual Report 2024](#), pages 93-94.

⁶ About our general ESG governance, see our [Annual Report 2024](#), pages 89-91; about our corporate governance, see [Annual Report 2024](#), pages 109-116.

Taking action in our operations and supply chain

From 2021 onwards, an e-learning about human rights is provided for our employees. It guides on how to identify and report (potential) negative human rights impacts, including case studies on child labour and excessive overtime.

For our Speak Up procedure we take continuous efforts to communicate it to all employees and stakeholders. This includes information on our [corporate website](#), [Business Practices for Business Partners](#), local intranets, and via Compass trainings.

Conducting human rights due diligence in our operations

At FrieslandCampina, we identify human rights risks (including modern slavery risks) by first looking into the nature and context of our operations. Based on the outcomes, some subsidiaries are prioritised for a human rights risk assessment.

Since 2020, the assessment has reached fifteen countries⁷ in which we operate. In addition, some of our production locations have undertaken a [Sedex Members Ethical Trade Audit](#) (SMETA) to address human rights risks.

We have identified that the non-desk workers, particularly those agency workers, are more vulnerable to negative human rights impacts. For further investigation and gradual mitigation:

- In 2024, we performed a preliminary gap analysis between the remuneration provided by us and the internationally recognised living wage benchmarks provided by Fair Wage Network. As a next step, we will solidify the analysis by covering all employees and further looking into local requirements.
- In Pakistan, we continue making efforts towards workers wellbeing and human rights. On the site in Sahiwal (Pakistan), on-site daycare facility is provided.

By the end of 2025, we will expand the application of human rights due diligence to all operating countries.

Managing human rights risk in our supply chain

Since 2023, our procurement personnel are provided with a training, to build the capability to endorse the relevance of our Responsible Supplier Policy towards suppliers.

Dairy sourcing

We are a member of the [Dairy Sustainability Framework](#), which aims at a universal approach to make the sector and dairy products more sustainable (including modern slavery-related aspects).

We recognise particular risks in sourcing from non-member dairy farmers. With [Dairy Development](#) initiatives, we work together with dairy farmers in Greece, Hungary, Indonesia, Côte d'Ivoire, Malaysia, Nigeria, Pakistan, the Philippines, Romania, Thailand, and Vietnam. That contributes to food security, more sustainable milk production, and improved living standards for the dairy farmers who supply us.

In Nigeria, the [Fund against Child Labour](#) (Fonds Bestrijding Kinderarbeid) project continues with interventions to mitigate risks to children, awareness campaigns in communities and access to formal education. This project is expected to conclude in 2026.

⁷ Belgium, Egypt, Germany, Greece, Indonesia, Malaysia, Morocco, the Netherlands, Nigeria, Pakistan, the Philippines, Romania, Saudi Arabia, Thailand and the United Arab Emirates.

Non-dairy agricultural raw material sourcing

We strive to source all our non-dairy raw materials from sustainable sources. We have conducted an initial human rights and environmental risk assessment of sourced raw materials. That includes references to public statistics and benchmarks on modern slavery, such as child labour statistics from the United Nations International Children's Emergency Fund (UNICEF). As a result, raw materials such as palm oil and cocoa were scoped for human rights focus.

We adhere to the guidelines of the following institutes:⁸

Raw material	Institute
Palm oil	Roundtable on Sustainable Palm Oil (RSPO)
Cocoa	Rainforest Alliance
Soy	Roundtable of Sustainable Soy credits (RTRS)
Cane sugar	Bonsucro or VIVE
Cardboard	FSC / PEFC

To increase our leverage, we have entered into partnerships:

- In 2024, we started a partnership with EcoVadis to engage suppliers and better manage sustainability risks in sourcing.
- Over the past three years, FrieslandCampina as part of the "Coconut Alliance for the Sustainable Coconut Production in the Philippines" together with GiZ, Barry Callebaut, Cargill, JDE Peet's, Nestlé, Procter & Gamble and Unilever have collaborated on sustainable coconut production (including contribution to the living income of smallholder coconut farmers) and the improved traceability of coconuts from the Philippines.
- In 2024, we started a partnership with Earthworm Foundation, to improve the transparency in our palm oil supply chain and address risks on deforestation and modern slavery.
- We are a member of the [Dutch Initiative on Sustainable Cocoa](#) (DISCO), an initiative actively working on reducing human rights risks in the cocoa industry, such as working towards a living income.

In 2025, we will maintain 100 percent sustainable sourcing and for selected raw materials the target is 95 percent traceable to source.

Effectiveness

In 2024, to track and understand the effectiveness of our human rights actions in general, we applied the two key quantitative indicators:

- 91 percent of the assigned employees completed the e-learning about human rights (2023: 89 percent).
- No Speak Up cases related to human rights were reported (2023: 3 cases).

In addition, we track the number of local dairy farmers trained in Dairy Development countries.⁹ For non-dairy agricultural raw material sourcing, our sustainable sourcing and traceability activities are audited annually and reported in our Annual Report.¹⁰

⁸ More information see on our [corporate website](#).

⁹ See our [Annual Report 2024](#), page 86.

¹⁰ See our [Annual Report 2024](#), page 64.

Signed by:

Jan Derck (J.D.) van Karnebeek

Chief Executive Officer
Royal FrieslandCampina N.V.

Hans (J.G.) Janssen

Chief Financial Officer
Royal FrieslandCampina N.V.

This statement was approved by the Executive Board of Royal FrieslandCampina N.V. on 21 May 2025.