



FrieslandCampina nir

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Procurement policy



Compass

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This document has been prepared and authorised by Procurement of FrieslandCampina.

Only the intranet version is valid. For further information contact Procurement Business Services at procurement.pbs@frieslandcampina.com.

Introduction

This document is part of a set of two documents:

- this document; a summary of standards describing the 'Must Do's' and 'Must Not Do's' and approval levels for any person purchasing anything on behalf of FrieslandCampina (not only Procurement staff).
- D-2 Procurement Procedures Manual; describes standard Procurement processes as agreed in cooperation with Corporate Quality Affairs, the Business Groups (BGs) or the Operating Companies (OpCos) (i.e. who does what, when and, if necessary, how). This manual describes how any purchasing must take place in order to comply with the Procurement Policy for any person purchasing anything on behalf of FrieslandCampina (not only Procurement staff). The procedures have cross-references to the policy sections and vice versa. Please refer to the overview of the cross references on SharePoint ([reference 17](#)).

Purpose of this document

This document (hereafter called 'Procurement Policy') describes the rules to comply with for any person purchasing anything on behalf of FrieslandCampina. This includes all employees of FrieslandCampina and all people working for FrieslandCampina either on a temporary or on an outsourced basis.

Compliance with the Procurement Policy is mandatory. Any exceptions to the Procurement Policy other than exceptions expressly permitted in this document must be reviewed and approved in writing (e.g. by e-mail) in advance by the Chief Procurement Officer (CPO). The written approval must be filed in a repository system together with the related purchasing document. Non-compliance with this Procurement Policy will result in appropriate measures taken by FrieslandCampina.

For new or recent acquisitions there will be a transition period during which full compliance with the Procurement Policy will be gradually phased in. This transition period will end one year after the acquisition, unless with the approval of the Chief Procurement Officer. This transition will take place under the management of the responsible Business Procurement Director.

Scope

This Policy applies to the procurement of all products/services for FrieslandCampina with the exception of milk supplied by the member farmers contracted by Cooperative Affairs and dairy raw materials under contracts entered into with Dairy Sourcing and Trading.

1. Design principles

At FrieslandCampina we do business in accordance with the values set out in our Compass ([reference 3](#)), our guide for good business conduct. Due to its special function, Procurement partly adopts stricter rules than included in some of the FrieslandCampina policies described in Compass and the Corporate Manual ([reference 1](#)). Any person working for or on behalf of FrieslandCampina (including Procurement) should be familiar with these policies and adhere to them.

1.1 Doing honest business

For the protection of the unbiased position of the Procurement employees, no gifts, favours or any types of entertainment shall be accepted by any person doing any purchasing on behalf of FrieslandCampina worldwide. There are no exceptions to this rule. When receiving a gift, the receiver must return this gift to the giver and explicitly inform the giver that no gifts, favours or types of entertainment will be accepted by Procurement.

1.2 Avoid conflict of interest

In order to avoid conflict of interest situations, no business shall be done with related parties (e.g. family members and friends or with suppliers in which the buyer has a direct substantial interest). Whenever a potential situation as described above may arise, the CPO of FrieslandCampina must be informed about this and give his/her approval in writing before any interaction with the supplier concerned will take place.

1.3 Fair competition policy

FrieslandCampina always wants to ensure fair competition, also between potential and actual suppliers. Therefore all Procurement employees must successfully complete the individual on-line compliance training and sign the annual Antitrust Compliance Statement. Please refer to the Fair competition policy for more details ([reference 9](#)).

1.4 Policy on confidential information

Suppliers are not permitted to communicate about their relationships (e.g. services, materials, know-how, etc.) with respect to FrieslandCampina without the explicit written permission from FrieslandCampina - Corporate Communication and Procurement. Please refer to the policy on confidential information ([reference 10](#)).

1.5 Data protection policy

All agreements that involve the processing of personal data by our contracting party must include privacy clauses. Please refer to the privacy clauses decision tree to determine (i) if privacy clauses are needed and (ii) what template to use ([reference 16](#)).

1.6 FoQus supplier management

Specifications of critical products and services must be agreed upon and signed between the OpCo, Procurement and the supplier. A supplier of critical products or services must be approved and its performance must be monitored. Please refer to section 2.3.1 and FoQus Food Safety & Quality ([reference 13](#)).

1.7 Safety policy

All FrieslandCampina suppliers, their subsidiaries, affiliates and subcontractors must train all their employees and workers who have access to the FrieslandCampina premises with respect to the '7 Life-Saving Rules' and sign the Safety Compliance Statement. The Safety Compliance Statement must be stored in the contract management tool Orca. Please refer to the Safety policy ([reference 15](#)).

1.8 Sustainability

The purchasing of products and services must support FrieslandCampina's sustainability strategy and CSR objectives. Where price, performance, quality, suitability and other evaluation criteria of suppliers are equal, the supplier being most compliant with the FrieslandCampina CSR objectives

will be preferred. Please refer to FrieslandCampina CSR policy for more details ([reference 2](#)).

1.9 Value for money

Products and services of FrieslandCampina should be purchased at the lowest 'total cost of ownership' (TCO) in accordance with the stated requirements for the specified levels of quality, including food safety, service level and health & safety.

1.10 Segregation of duties

Segregation of duties is a basic control concept that applies to all purchases. Procurement activities such as selecting and contracting suppliers must be kept segregated from:

- Approval of a supplier
- Material/service requisition
- Masterdata
- Accounting
- Goods/service receipt
- Invoice approvals (except to resolve cases of deviation of prices and payment terms)
- Material planning
- Inventory and invoice/payment processes

Any further diversification in the segregation of duties (when applicable) has to be verified accordingly by the respective departments (e.g. Accounts Payable for invoicing). Job responsibilities must be defined and performed such, that one individual can never be in the position to control all aspects of a transaction or an in-compliant combination of activities or business process as mentioned above.

2. Procurement Policy sections

The effective and efficient procurement of products and services has a significant impact on the success of the business operations. The quality, quantity, timeliness and costs largely depend on the correct performance of these procurement tasks.

2.1 Demand and specifications

Purchasing must be conducted based on a request for purchase (requirement, specification or volumes) originating from sources independent of Procurement (also see section 1.10 Segregation of duties). For this reason Procurement can never be the creator of specifications nor volumes. Procurement employees must not directly or indirectly engage in commodity hedging practices or enter into derivative instruments (i.e. with a supplier) without prior written approval from the Procurement Controller. Business representatives (e.g. R&D in case of direct materials) define and maintain specifications for the products and services to be purchased. All purchases must be documented (e.g. ERP, Budgets, etc.).

2.2 Supplier selection

The objective is to select reliable and trustworthy suppliers who are able to meet all the requirements of FrieslandCampina, including with respect to food safety and quality, in order to obtain the right products and services maximising the value and minimising the risk for FrieslandCampina. See section 2.3 for more details.

The amount of the total contracted value triggers various mandatory actions one should take in order to comply with the Procurement Policy. More details will follow in this section and sections 2.3. to 2.7 inclusive.

Total contracted value	Three bids (section 2.2)	CAF (section 2.5.3)	Orca (section 2.7)
< € 10,000	Not required	Not required	Not required
€ 10,000 - € 99,999	Not required	Required	Required
>= € 100,000	Required	Required	Required

For the procurement of products/services with a total value (over the total contract period) exceeding (an equivalent of) €100,000, a minimum of three quotations from three independent potential suppliers is required. Buyers must always document and file quotes and rationales for supplier selection. This is to ensure the ability to provide proof of taking decisions in the best interest of FrieslandCampina.

Documents required:

- 1 Tender documentation (RFP/RFQ/RFI etc.), including specifications/URS (for tenders conducted through an E-Sourcing tool, the actual registration of the tender in the E-Sourcing tool is sufficient)
- 2 Original documents of quotes from suppliers
- 3 Contract Approval Form (CAF) fully completed and approved according to the respective signature levels

When the lowest quote is not selected and/or three independent quotes cannot be provided, the rationale for this must be clearly explained and documented in the corresponding Contract Approval Form (CAF) and approved by means of signatures according to the CAF Approval Matrix (see section 2.5.3).

2.3 Supplier ability qualification

2.3.1 Approval status of suppliers

It is the responsibility of FrieslandCampina to ensure food safety and quality of our products. Our process, and therefore our responsibility, starts with the purchasing of raw materials and services.

All suppliers critical to the food safety or quality of Friesland Campina products are mandatory subject to the Supplier Quality Management (SQM) process, which is a joint responsibility between the Quality Assurance department (QA) and Procurement. This makes sure that purchasing is done in compliance with the FrieslandCampina quality requirements following a consistent global standard and process.

The suppliers involved need to be approved prior to starting the actual delivery of products or services and are subject to a set of monitoring measurements during their relations with FrieslandCampina.

Approval is obtained through;

1. Mandatory information requested from the supplier in the RFI/RFP phase of the purchasing process by Procurement.
2. Review of this information and the conduct of a risk assessment to be followed by a due diligence investigation (which may include an audit) by the respective Quality Assurance (QA) representatives of the business group concerned which results in a Supplier Material Risk Profile.
3. Based on the outcome of this assessment, QA gives an approval status (approved OR disapproved) to the supplier for specific materials or services and a scope (IFT, food, feed) with an expiry date and an action plan, if necessary.
4. Management and monitoring of the performance of the supplier is done through predefined sets of measurements, depending of the Supplier Material Risk Profile.

Approval statuses have to be maintained in the supplier approval list on SharePoint by the QA department of the respective business groups.

No supply shall take place by suppliers without the approval of the QA department. However, suppliers can participate in a tender prior to

approval. In case of being potential 'winner' of a tender, QA approval must be obtained before the supply can actually take place. Please refer to the Supplier Qualification Status List ([reference 4](#)).

2.3.2 Check the financial backgrounds of suppliers

For all tenders involving a total contracted value of € 1 million or higher the supplier's financial background check must be performed and documented (in order to protect FrieslandCampina's assets and ensure continuity of supply). This is done by means of a Dun & Bradstreet report to be obtained through the Procurement Business Services (PBS) department. After receipt of the Dun & Bradstreet report, the following diagram applies:

D&B risk factor	Consequence
1 Minimum risk	OK to proceed
2 Low risk	OK to proceed
3 Above average risk	Approval from the Procurement Controller is required to proceed
4 High risk	Do not proceed

When a financial report of Duns & Bradstreet is not available, business with this supplier can only be done if the supplier has been in business for more than three years.

In the exceptional case of any advance payments by FrieslandCampina, a bank guarantee must be obtained from the supplier for prepayments until the threshold value of 20% of the total contract amount is reached and until a part of the assets has arrived at the FrieslandCampina premises.

→ E.g. in case of a contractual agreement with a CAPEX supplier to have three prepayments of 10%, 10%, 30% and a payment of 50% of the total CAPEX at delivery, FrieslandCampina needs to have a bank guarantee for the first and second prepayments, assuming that (a part of) the assets will have arrived at the FrieslandCampina premises before the third prepayment. If more prepayment is needed, a guarantee for a minimum of 20% is required.

For prepayments related to a supplier contracted spend below € 100,000 per year, no bank guarantee is required.

Advance payment/prepayment should be described in the contract/CAF. In the exceptional case that a prepayment is not mentioned in the contract/CAF or this contract/CAF has not yet been signed and filed in the contract management tool, Orca, written approval from the Procurement Controller is required.

2.4 Purchasing document

All the following steps¹ need to be taken before the first delivery of goods or services can take place:



2.4.1 Draw up a purchasing document

A purchasing document has to be drawn up and signed for all purchases with a total contract value of €10,000 or more. Depending on the total contract value, the number of deliveries and the number of Friesland-Campina locations to be supplied, the buyer should choose a purchasing document set-up according to picture below:

	A*	B	C	D	
Total contract value p.a. (total K €)	<100	>100	>100	>100	Definitions: GTC: General Terms & Conditions PO: Purchasing Order CSA: Contract Stand Alone FWA: Framework Agreement CLF: Contract Linked to FWA
# of deliveries	≥1	1	>1	>1	
# of FC locations to be supplied	≥1	1	1	>1	
Documentation required	GTC +	GTC +	GTC +	GTC +	
	PO	CSA	CSA	FWA +	CLF
Delivery schedule					
			Call off	Call off	

A* Please note that for purchases with a total contract value below €100,000 but which meet any of the below criteria, a PO is not sufficient.

¹ [Electronical filing of the signed PD in Orca is sufficient before first delivery is done.](#)

These purchases should be treated as if they have a contract value above €100,000. The criteria are (in case of doubt, consult your manager):

- the purchase concerns a critical product/service, according to section 2.3.1;
- repetitive purchasing from this supplier with POs would add to a total contract value > € 100,000/year;
- investments from either FrieslandCampina or the supplier are involved;
- the purchase includes exclusivity, rebates, bonus growth, discounts, advanced payment, intellectual property rights; or
- there is a need to make arrangements with the supplier about quality, logistics, confidentiality, a contingency plan or any other appendix.

2.4.2 Payment terms

When arranging the payment term with suppliers, buyers should choose from following predefined standard payment terms, being 75 days EOM for EMEA suppliers or 105 days EOM for Asian suppliers. Exceptions are Dutch suppliers from small and medium-sized enterprises (SME), which have a standard payment term of 30 day EOM. Dutch SMEs are defined as having an annual global turnover with FrieslandCampina below € 50,000 according to last year's PRIMA spend overview and a total turnover below € 50 million and a maximum of 250 employees. The Procurement Controller is the owner of this standard set of payment terms. Any non-standard payment terms should explicitly be stated in the corresponding CAF. The buyer must communicate the payment terms agreed with suppliers to the PBS department. The payment terms will be registered centrally in the Payment Term Base List. Payment terms cannot be overruled by the Accounts Payables team and/or by business stakeholders without written approval from the respective category manager ([reference 6](#)).

2.4.3 Foreign currency

For all purchasing documents with a value exceeding (an equivalent of) € 5 million per year and the invoice currency of which differs from the local/functional currency (e.g. purchasing documents to be paid in the

foreign currency of the country paying the material/service), Corporate Treasury and the Indirect Tax Advisor shall be informed to respectively avoid unfavourable volatility in profit due to foreign exchange or currency risks from currency fluctuations and to evaluate if there is a possible risk of losing indirect tax. This exchange and resulting instruction must be documented and filed together with the purchasing document.

2.4.4 Letters of intent

Letters of intent (LOIs) and any other documents with a similar preliminary nature (such as memoranda of understanding) can be legally binding documents. Therefore these shall be handled as purchasing documents. This means that the buyer must use the FrieslandCampina LOI template, obtain the required approvals via the CAF procedure (section 2.5.3 CAF and CAM) and follow the appropriate signing process (section 2.6.). LOIs should only be used in certain situations. Therefore the buyer always needs to consult the Corporate Legal department as soon as possible, but in any case before the buyer can start the CAF procedure.

2.4.5 Legal templates

All purchasing documents should be drawn up using the FrieslandCampina legal templates. The templates can be found on SharePoint ([reference 22](#)). In case of any deviation from the legal template, the buyer must first obtain written approval (confirmed through e-mail) from his direct line manager. Upon this approval, the buyer involves the Corporate Legal department at that specific moment in the negotiation process related to the deviation. If the Corporate Legal department then approves this deviation, this approval must be explicitly confirmed through the CAF.

2.5 Approval of purchasing documents – internal FrieslandCampina and external

Certain purchasing documents need extra approval before the buyer can start the CAF procedure (section 2.5.3. CAF and CAM).

2.5.1 Approval from the entire Executive Board

All purchasing documents with a total contract value exceeding € 25 million and with a minimum contract term of three years require approval from the entire Executive Board before the buyer can start the CAF procedure. A request for approval from the Executive Board should be submitted by making use of the Executive Board approval cover sheet. Please contact the Corporate Legal department for this approval process. Please note that if a purchasing document needs to be signed by the Executive Board (section 2.6 Signing of a purchasing document), this is not the same as (and does not imply) approval from the entire Executive Board. Approval and signing are two separate steps to take.

2.5.2 Approval from the Corporate Director Strategy

All strategy consultant purchasing documents require the approval from the Corporate Director Strategy.

2.5.3 Contract Approval Form (CAF) and CAF Approval Matrix (CAM)

The CAF is a FrieslandCampina internal approval form which contains the most important information about the purchasing document and supports correct FrieslandCampina internal approval of any external agreement. The CAF needs to be completed by the responsible buyer and must be approved by all hierarchical levels, starting from the buyer and ending with the approver mentioned in the CAM. If the purchasing document deviates from any of the predefined standards mentioned in this Policy with respect to the legal template or payment term, the purchase document needs to be approved by one level higher in the hierarchy as referred to in the CAM. Approval can be granted in writing or electronically. The CAM prescribes all required internal FrieslandCampina approvals to be obtained based on the total contract value of the purchasing document.

CAF Approval Matrix (CAM) for Internal Approval

Total Contract Value	BoM			Non BoM			Strategy Consultancy			
	Proc. I	Proc. II	Legal	Bus.	Proc.	Legal	Bus.	Proc.	Legal	Strategy
↑ above € 25,0 mio	EB	EB	L	EB	EB	L	EB	EB	L	S
below € 25,0 mio	Ap	Bp	L	A	Ap	L	EB	EB	L	S
below € 17,5 mio	Ap	Bp	L	A	Ap	L	EB	EB	L	S
below € 7,5 mio	Bp	Cp*		B	Ap	L	EB	EB	L	S
below € 2,5 mio	Bp	Cp*		C	Bp		EB	EB	L	S
below € 1,5 mio	Cp	Cp*		C	CP		A	Ap	L	S
below € 0,5 mio**	Cp	Cp*		D	Cp		A	Ap	L	S

*) authority may be delegated by Procurement ("Cp") to Stakeholder ("B")

**) Single signature allowed for CPAsia PO's with value below € 10 K

Abreviation	Definition of FC employee
Ap	- Chief Procurement Officer (CPO)
Bp	- Category Procurement Director (CPD) - Business Procurement Director (BPD)
Cp	- Category Procurement Manager (CPM) - Location / OpCo Procurement Manager (LPM/ OPM)
A	- Corporate Directors - Business Group MT Members - FrieslandCampina Company Managing Directors
B	- Other FrieslandCampina Company MT members
C	- FrieslandCampina Business Unit Directors - Corporate Managers or Directors with similar responsibility
D	- Plant Managers - Senior Sales Managers
L	- Local Legal Representatives
S	- Corporate Director Strategy

2.5.4 Calculation of the contract value

The total contract value of purchasing documents with an indefinite term is equal to the value calculated over one year multiplied by five.

Agreements without a contract value (e.g. certain framework agreements and LOIs) must be handled in accordance with the expected spend during the term of the framework agreement. Non-disclosure agreements (NDAs) without a contract value must be handled like the final agreement.

2.5.5 SAP automated release

A SAP automated release strategy can be in place and will only be accepted as an equivalent of the CAF when:

- The contract concerned falls under category A of the diagram shown in section 2.4.1
- The contract concerned is a standalone PO
- The standalone PO is initiated in SAP
- The obtained approval levels are registered in SAP
- The approval levels indicated in the CAM have been applied

2.5.6 Changes to a purchasing document

Any change(s) to an already approved purchasing document (e.g. payment terms, extension, price changes, etc.) must be explained, approved and filed in correspondence with the respective approval levels of the total contract in which the changes are made (including the changes). E.g. an extension of a two-year contract by one year is to be approved according to the levels of a three-year contract. A separate CAF explaining the change must be drawn up, signed and filed.

2.6 Signing of the purchasing document (external approval)

2.6.1 Dutch legal entities

For the signing of the physical purchasing documents entered into by Dutch legal entities, buyers should follow a two-step process:

- 1 Check what approval level is authorised to sign the contract (amounts refer to total contract value). Please refer to the Legal Signing Matrix (reference 18).

Legal Signing Matrix (external approval)	< €1.5 million	< €7.5 million	< €25 million	> €25 million
Bill of Material + Non - Bill of Material²	Cp + Cp	Bp + Cp	Ap + Bp	EB + EB

Legal Signing Matrix (external approval)	< €2.5 million	> €2.5 million
Consultancy³	A + Ap	EB + EB

- 2 In order to find out which person is registered at the Chamber of Commerce for the legal entity that enters into the contract as proxy holder for the required approval level, please refer to reference 23.

2.6.2 Non-Dutch legal entities

For signing the original purchasing documents entered into by non-Dutch legal entities, always check with the local Legal Counsel who is authorised to sign on behalf of the legal entity concerned.

2.7 File a purchasing document and related documents

All purchasing documents with a total contracted value exceeding (an equivalent of) €10,000 and other types of agreements (section 2.5.4) must be filed in digital format and on paper (original).

The purchasing document and all related documents must be filed in the digital contract management system (Orca) according to the instructions provided by Procurement Business Services. The original paper copy of the purchasing document must be sent to and archived in the predefined archives in Orca. Tracking of the original paper copy of the purchasing document to the archive location is captured in Orca: the contract owner

2 Reference is made to the Investment Manual & the Formal Approval Procedure (section 7.8 in the Corporate Manual) for the approval of CAPEX projects.

3 Prior approval from the Corporate Director Strategy is required for all Strategy Consultancy Agreements

confirms in Orca the predefined local archive the purchasing document is sent to and the archivist of the selected local archive checks the purchasing document on, among other things, accuracy and completeness and confirms receipt in Orca.

QA files all QA-related documents in the digital supplier quality management system. Please refer to the Orca manual for more details and instructions ([reference 5](#)).

Additionally, when data in the ERP systems must be changed according to the purchasing document, the buyer must always make sure that the people maintaining this data are notified. Please refer to the Material & Vendor Master Data site for more details ([reference 7](#)).

In SAP generated standalone POs that meet the conditions described in section 2.5.5 do not need to be uploaded in the digital contract management system, since the registration in SAP meets all of the above-mentioned filing requirements.

2.8 Vendor rating

Vendor rating has to be performed to track and evaluate supplier performance.

Reasons for executing vendor rating are:

- To assess the relationship between stakeholders and suppliers
- To monitor the performance of suppliers
- To identify bad performing suppliers
- To optimise the working relationship with suppliers and improve their performance where applicable

The process of vendor rating has to be performed by following the steps given below:

- Procurement (both category managers and location procurement managers) selects strategic vendors

- Stakeholder can add critical vendors where required
- Stakeholder performs the actual vendor rating
- Procurement must determine SMART actions and follow-up actions
- A progress report will be developed in order to track and trace the progress of actions with respect to BAD suppliers. At the end of each vendor rating cycle, the outcome will be communicated to the stakeholders.

A detailed approach and steps of the vendor rating process can be found on the SharePoint Vendor Rating site ([reference 8](#)).

Definitions

Terms:

Business Conduct Compass	Document prescribing the code of behaviour for all people working at FrieslandCampina.
Contract	Any legally binding written agreement between FrieslandCampina and an external party.
Critical	All materials (ingredients, raw materials, processing aids, packaging materials, outsourced products, promotional items) and/or services that may have a direct influence on the food safety and quality of the end product (finished and semi-finished) of FrieslandCampina (until the end of its shelf-life).
E-Sourcing tool	FrieslandCampina Procurement uses an E-Sourcing tool for requests for and receiving tenders and quotations.
Foreign currency	Any currency other than the functional currency used in the legal entity for which goods/services are contracted (relevant also for one contract covering multiple legal entities).
NDA One-sided	General Non-Disclosure Agreement that protects confidential information of only FrieslandCampina.
NDA mutual	General Non-Disclosure Agreement between FrieslandCampina and any other company to protect the confidential information of both parties.
Orca	Digital contract database located on SharePoint.
Policy	A principle or protocol to guide decisions and achieve rational outcomes.
Procurement employees	All people (permanent or temporary) on the Procurement Budget (both corporate budget and local OpCo budget).
Purchasing	The activity of purchasing products/services on behalf of FrieslandCampina.
Purchasing Document	Relevant documents required to purchase goods and services, such as General Terms & Conditions, Purchasing Order, Contract Standalone Agreement, Framework Agreement, Contract Linked to a FWA.
Purchasing requisition	A formal request from a business stakeholder, indicating the need to purchase a specific good/or service.

Abbreviations used in CAM and Legal Signing matrix:

Ap	Chief Procurement Officer (CPO)
Bp	Category Procurement Director (CPD) or Business Procurement Director (BPD)
Cp	Category Procurement Manager (CPM) or Location/OpCo Procurement Manager (LPM/OPM)
A	Corporate Directors, Business Group MT members or FrieslandCampina Company Managing Directors
B	Other FrieslandCampina company MT members
C	FrieslandCampina Business Unit Directors or Corporate Managers or directors with similar responsibilities
D	Plant managers or senior sales managers
L	Local legal representatives

Abbreviations:

BoM	Bill of Material
CAF	Contract Approval Form
CAM	Contract Approval Matrix
CLF	Contract Linked to Framework Agreement
CPM	Category Procurement Manager
CPO	Chief Procurement Officer
CSA	Contract Standalone Agreement
ERP	Enterprise Resource Planning system
FWA	Framework Agreement
GTC	General Terms and Conditions
LOI	Letter of Intent
NDA	Non-Disclosure Agreement
PO	Purchase Order
RFP/RFI/RFQ	Request For Proposal/Information/Quotation
SME	Dutch Small and Medium-sized Enterprises acting as suppliers
URS	User Requirement Specifications

Mandatory signing by Procurement employee

Every Procurement employee needs to annually confirm that she/he has individually read and understood this Procurement Policy and will comply with it. Therefore, annual acknowledgement and compliance confirmation by every Procurement employee (globally) is mandatory.

I, *INSERT NAME*, have read and understood the Procurement Policy and hereby confirm to comply with the rules herein.

Date:

Name:

Signature:

References

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