

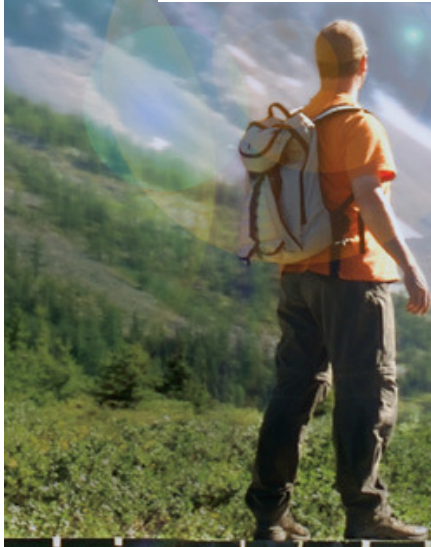


FrieslandCampina 

Strategy

route2020

16 March 2011



Our strategy

Aspiration



To help people move forward in life with natural dairy nutrition



To be the most attractive dairy company for member farmers

Value-drivers

Dairy-based beverages



Infant & toddler nutrition (B2B, B2C)



Branded cheese



Strongholds & geographic expansion



Foodservice in Europe



Basic products



Benefit platforms

Growth & development



Daily nutrition



Health & wellness



Functionality



Growth and value-creation

Capabilities

Talent management



Milk valorisation



Innovation



Business model & cost focus



Foundation

Goodness of dairy



Chain advantages



Sustainability



The way we work

