



**FrieslandCampina** nl  
nourishing by nature

# **FrieslandCampina Stakeholder Dialogue 2024**

## Stakeholders Dialogue 2024

FrieslandCampina is continuously in dialogue with a wide range of stakeholders with diverging interests. These discussions take place by employees at all levels within the organisation and often form part of their daily work. The table below provides an overview of the stakeholders with which FrieslandCampina maintained contact in 2024, the subjects of discussion and the actions that arose from this interaction.

Non-governmental organisations (NGOs) and interest groups		
Stakeholders	Topics of discussion	Actions and outcomes
Access to Nutrition Initiative	Evaluation and driving the food industry's efforts to address malnutrition, obesity and nutrition-related, chronic diseases worldwide and the responsible marketing of breast milk substitutes.	BMS and Global Index 2024 input delivered and ranking received. Analysis of results for continuous improvement of internal processes and results.
Agriterra	Deployment of FrieslandCampina employees and farm members to professionalise customers of Agriterra/(dairy) cooperatives in various parts of the world.	Contribution to 12 missions in the field of leadership training, cooperative merger, business evaluation
BoerenNatuur	Collaboration (via DZK) on a registration system for nature and landscape management by dairy farmers.	Securing nature and landscape criteria
Dierenbescherming (Animal Protection)	In the context of the goals of the Sustainable Dairy Chain (see DZK), discussion the continuous improvement of animal health and welfare of dairy cows and calves.	The implementation of the goals of the Sustainable Dairy Chain (see DZK).
Dutch Biorefinery Cluster	Collaboration with companies from the agri-food and paper industry that together process a large part of the Dutch biomass flows. Exchange of knowledge on the sustainable valorisation of biomass.	Analyses of legislation that affects reuse/upcycle waste streams.
Dutch Sustainable Growth Coalition	How do we create sustainable growth and how do we continue to be a frontrunner internationally?	CEO connects on sustainable economic development Cabinet consultations with CEOs.
Program Duurzame Zuivelketen (DZK) (Sustainable Dairy Chain)	Matters discussed with regard to the integral sustainability of dairy farming, including climate and energy, animal health and welfare, pasture grazing, biodiversity and environment. As part of discussions within DairyNL	Implementation of the Sustainable Dairy Chain goals for 2030. Among other things, implementation of the climate agreement, circular agriculture, continuous improvement of animal health and welfare, etc.
EU Pledge	Code of Conduct with agreements of European Food companies on responsible marketing aimed at children.	Contributed to discussions on EU Pledge strategy and EU Pledge update of nutritional criteria.

Global Dairy Platform (GDP)	Collaboration with other dairy companies, associations and science to demonstrate and communicate the role of dairy in nutrition and the role of the sector in sustainable agriculture in relation to the SDGs.	Shaping our ambition for net-climate-neutral dairy: P2DNZ Pathways to Dairy Net Zero. Communication platform to advocate dairy in dietary guidelines and patterns.
Markemodel	The Markemodel is an approach in which farmers and managing parties work together to arrive at a regional, integrated set of quality targets and the associated remuneration for future-proof agriculture.	Regional collaboration in which agreements have been made between farmers and (regional) parties about sustainability objectives and remuneration.
Friends of the Earth Netherlands	Integrity of FrieslandCampina's climate plan.	Detailed the Climate Plan with a roadmap for 2030 and 2050. Continuous meetings and discussions, amongst others top2top meetings.
Natuurmonumenten (Nature Reserves)	Development of earnings models for dairy farmers for agricultural nature and landscape management.	Round table with the cooperative and Natuurmonumenten about how agriculture and nature can reinforce each other.
One Planet Business for Biodiversity (OP2B)	Biodiversity and regenerative agriculture interests and communication.	Actions on European level on setting a standard for regenerative agriculture.  Development and establishment of an industry standard of regenerative agriculture.
Sustainable Agricultural Initiative (SAI) dairy working group	Regenerative agriculture.	Finding ways to achieve deforestation and conversion-free soy in the dairy chain.
	Deforestation-free soy in the dairy chain.	Sustainable Dairy Partnership (SDP) which is based on the Dairy Sustainability Framework (DSF).
	Promoting coordination in the international dairy chain across sustainability with the aim of acknowledging and strengthening each other.	Partnership with VKA with regard to making dairy farming more sustainable and future-proof.
Vruchtbare Kringloop Achterhoek en Liemers (VKA) (Achterhoek and Liemers region Fertile Circular Life Cycle)	Improvement of environmental quality, water management and soil fertility on dairy farms.	In a number of areas in the Netherlands, the biodiversity monitor is used as a basis for rewarding dairy farmers.
World Wide Fund for Nature (WWF)	Consultations within the Biodiversity Monitor Foundation and consultations on the Delta Plan for Biodiversity Restoration.	<ul style="list-style-type: none"> <li>- We have been successful in delaying mandatory regulation for EPR vs other countries in the region. Currently EPR is voluntary in Malaysia.</li> <li>- MAREA is now the selected consultative group for the government on EPR matters, and DLMI as founder pushes the inclusion of UBCs and flexibles in the upcoming Circular Economy Blueprint.</li> </ul> <p>With other private entities and government support, piloting trials for waste collection and bringing together the informal sector to the overall circular economy ecosystem.</p>

Malaysian Recycling Alliance (MAREA), Malaysia	Malaysian circular economy and extended producer responsibility (EPR), including: <ul style="list-style-type: none"> <li>- Advocating for the inclusion of Used Beverage Cartons (UBCs) and flexibles in government roadmaps and budgets.</li> <li>- Advocating for voluntary EPR, delay of post-consumption waste tax and regulation.</li> </ul>	<ul style="list-style-type: none"> <li>- 2024 is the last year of DLMI's existing partnership contract with GEC.</li> <li>- Risk management for DLMI through Penchala River monitoring and community engagement with surrounding community of PJ factory.</li> <li>- Education of DLMI staffs.</li> <li>- Engagements with government, local councils and communities uplifting perceived role of DLMI as responsible business in its area of locality.</li> </ul>
Global Environment Centre (GEC), Malaysia	Monitoring of river and water quality around DLMI's production plant.	-

## Trade and industrial associations

Stakeholders	Topics of discussion	Actions and outcomes
Dairy Sustainability Framework (DSF)	Collaboration with global players in the dairy industry for a universal approach to making the sector and dairy products more sustainable, including through the SAI platform.	Discussing the variety of sustainability standards with the aim of increasing unambiguity and clarity for customers and consumers through standardisation where possible.
European Dairy Association (EDA)	Discussions in Europe in areas such as trade matters, market management, labelling, claims, sustainability, hygiene, additives and contaminants.	Through the national membership of the NZO in the EDA, input was provided on the various topics.
Federatie Nederlandse Levensmiddelen Industrie (FNLI) (Dutch Food Industry Federation)	Developments in the Netherlands relevant to the food industry in areas such as labelling, cross-contamination allergens, advertising code, contaminants and sustainability.	Substantive input was provided with regard to the assessment of feasibility and applicability.
Imagine Food Collective	Implementation of future-proof milk production in Northwest Europe.	Putting the industry standard (see SAI) for regenerative agriculture into practice, in collaboration with a number of chain partners.
International Dairy Federation (IDF)	Discussions within Codex (CCFL / CCNFSU / CCFA) in the field of labelling, additives, nutrient profiles and front-of-pack labelling, among others. Protection of dairy terms and standards for making dairy more sustainable.	Through the national membership of the IDF, input has been provided on the various topics.
International Special Dietary Foods Industries (ISDI)	Developments regarding infant nutrition within WHO and Codex (CCNFSU / CCFL / CCFA, CAC). Among other topics,	Through the national membership of ISDI, input has been provided on the various topics.

<p>Nederlandse Zuivel Organisatie (NZO) (Dutch Dairy Association)</p>	<p>digital marketing, revision of the Codex standard for follow-up formula, labelling, additives, reference intake (NRVs).</p> <p>FrieslandCampina is a member of the Board and its employees are active in various committees. The NZO is the trade association of the Dutch dairy industry and represents the interests of thirteen members. The NZO wants to strengthen the position of its members in the production and marketing of dairy products.</p> <p>The activities of the NZO can be divided into four themes: Sustainability, Food, Quality and Market. Within these themes, the NZO has common positions, which we propagate to various stakeholders. In addition, we manifest ourselves in The Hague and Brussels and get involved in the social debate.</p> <p>The NZO is involved in the promotion of dairy and the dairy sector in various areas. The best-known examples of this are Frau Antje and 'Beschermd Geografische Aanduiding' (BGA) ('Protected Geographical Indication') quality label for Gouda Holland and Edam Holland cheese.</p> <p>The NZO is also involved in providing information about the role of dairy in our diet.</p> <p>On behalf of the sector, NZO conducts the collective labour agreement negotiations. Within the dairy sector, the NZO collaborates with various partners at home and abroad.</p>	<p>NZO expressed the views of the sector on several occasions and worked on positions and feedback on government initiatives representing its members. FrieslandCampina has provided input on the topics involved.</p>
<p>Specialised Nutrition Europe (SNE)</p>	<p>Discussions regarding EU legislation for infant nutrition, including the legal situation regarding toddler milk, labelling in general, additives, trade, front of pack labelling, maximum levels of vitamins and minerals.</p>	<p>Through the national membership of the SNE provided input on the various topics.</p>
<p>Vereniging van Nederlandse Fabrikanten van Kinder- en Dieetvoedingsmiddelen (VNFKD) Association of Dutch Infant and Dietetic Foods Industries</p>	<p>Developments with regards to infant nutrition in the Netherlands, including self-regulation (code of conduct for advertising infant formula), digital marketing, Codex.</p>	<p>Substantive input was provided with regard to the assessment of feasibility and applicability.</p>
<p>World Federation of Advertisers (WFA)</p>	<p>Developments relevant to advertisers. Involved in topics such as marketing aimed at children and sustainability claims.</p>	<p>Input was provided with regard to the assessment of feasibility and applicability.</p>
<p>ZuivelNL</p>	<p>Chain organisation of the dairy sector. FrieslandCampina is represented on the Board through NZO.</p>	<p>Input on various topics related to dairy farming, including the agricultural agreement and covenant on dignified livestock farming. Cooperation with other members in the context of veterinary trade matters. Among other things, the origin of milk dossier.</p>

## Government and local authorities

Stakeholders	Topics of discussion	Actions and outcomes
Ministry of Agriculture, Nature and Food Quality (LNV)	The role of dairy in a healthy and sustainable diet.	Various discussions about the position of the dairy chain in dossiers.
Ministry of Health, Welfare and Sport (VWS)	The role of dairy in a healthy and sustainable diet.	Various discussions about the position of the dairy chain in dossiers.
Ministry of Foreign Affairs and Foreign Trade	The role of dairy in a healthy and sustainable diet.	Various discussions about the position of the dairy chain in dossiers.
Ministry of Industry of Indonesia, Coordinating Ministry of Economy, Ministry of Industry, Indonesia	Raw material sufficiency, Local content, import export, Commodity Balance, Industry 4.0.	Regular engagements to ensure dairy raw materials supply, improve dairy industry up-stream infrastructure to improve local fresh milk supply, and supporting action to get potential incentives (fiscal and non-fiscal) and the implementation of Industry 4.0. in manufacturing.
Indonesia FDA (BPOM), Local Health Expert, Indonesia Small Medium Enterprises (SMEs), Indonesia	Empowerment of women SMEs.	Frisian Flag Indonesia (FFI) collaborated with BPOM to support the National Government Initiative to empower SMEs in Indonesia. This programme aims to educate women SMEs on how to produce a good processed consumer food product. BPOM share the best practices and related licencing required, FFI share the industry best practices, and also invite a health expert to explain how to produce healthy and hygienic food. This FFI initiative is appreciated by the Indonesian government.
Ministry of Education, Ministry of Health, Regional Government and related agencies (Health), related school boards, Indonesia	Stunting Prevention & Eradication Programme: 'Nourishing Act' ('AksiBergizi') Movement, 'Animal Protein' ('Protein Hewani') consumption campaign, and 'Healthy School' ('Sekolah Sehat') movement.	To accelerate take-up and limit the stunting rate to (initial target of 14% in 2024), the MoH initiated the 'AksiBergizi' Movement in selected schools, and followed by 'Protein Hewani' campaign and together with Ministry of Education on 'Healthy School' movement, worked with related stakeholders and sought collaboration with industry players. Frisian Flag Indonesia took this opportunity and collaborated with the MoE in the available programmes modules. The programme is ongoing, and FFI plans to continue working with the MoE on the 'Sekolah Sehat' movement.
Ministry of Education, Ministry of Environment & Forestry, Academicians of University of Indonesia and other related school boards, Indonesia	School education programme via FFI's 'Gerakan Nusantara' programme: healthy, active and sustainable lifestyle campaign.	Using FFI's 'Gerakan Nusantara' school education programme, FFI collaborates with the Ministry of Education, Ministry of Environment & Forestry and Academicians of the University of Indonesia to instil health and nutrition messages, along with sustainability action, in elementary

		schools. The programme includes in-class and outdoor activities that promote a healthy active lifestyle. It also introduces a practical approach on waste management and tree planting within the school premises.
Ministry of Environment & Forestry, Ministry of Industry, Industry Associations, Academicians/Experts, Indonesia	Waste Packaging Roadmap (EPR Law)/ Indonesia Extended Production Responsibility Roadmap.	Direct and Collaborative engagement with policy makers to ensure the EPR Law implementation.
Ministry of Agriculture, Ministry of Industry, Coordinating Ministry of Economy, Dairy Industry Association, Academicians/Experts, Dairy Cooperatives, Indonesia	Local dairy farmers empowerment.	FFI directly and through Industry Association engage the stakeholder to Improve fresh milk productivity, post FMD repopulation, building knowledge, sharing best practices.
Halal Product Assurance Organizing Agency (BPJPH), Indonesia	Mandatory Halal certification of Food & Beverages and all the raw materials.	Engagement to make sure FFI have smooth transition on the mandatory implementation of Halal certification and for the related goods or services along the FFI supply chain, that are required Halal certification.
Malaysian Investment Development Authority (MIDA), Malaysia	Revised conditions for Investment Tax Allowance (ITA).	Engagements and round-table discussions throughout 2023 with MIDA to better understand the expectations of the revised condition of the ITA. Clarity on fulfilment on ITA conditions obtained.
	New Manufacturing Licence for DLMI@Enstek plant.	Discussions on obtaining the Manufacturing Licence for DLMI@Enstek plant took place throughout 2023 with MIDA. Manufacturing Licence obtained in Q4, 2023.
Ministry of Education (MOE), Malaysia	School Milk Programme 2023/2024 by the MOE.	As the appointed supplier by the MOE, several engagements and round-table discussions were conducted with the MOE to ensure an effective supply of milk products to schools in three states (Selangor, Kuala Lumpur and Putrajaya) that were allocated to Dutch Lady Milk Industries Berhad (DLMI). In addition the CSR activation requirements stipulated under the School Milk Programme 2023/24 contract had to be met. DLMI partnered with the MOE to ensure timely delivery of milk to more than 800 primary schools from July 2023 onwards. The CSR activations were co-organised in conjunction with the World School Milk Day celebration, which took place in November 2023 that involved more than 500 participants from schools and key MOE officials across three states.

Ministry of Agriculture and Food Security (MAFS), Malaysia & Department of Veterinary Services (DVS), Malaysia

Develop sustainable local dairy farming through partnership and the dairy development programme.

Engagements and presentation to MAFS and DVS positioned Dutch Lady Milk Industries Berhad as the key partner in developing sustainable dairy farming practices in the country towards realising the goal of achieving a Self-Sufficiency Level of 67 million litres by 2025.

Partnered with DVS to further assist farmers under DLMI's Farmer2Farmer programme.

Create impact on food security, socioeconomic stability and environmental sustainability.

Ministry of Finance, Malaysia & Royal Malaysian Customs Department (RMCD), Malaysia

Fiscal policies such as Sales and Services Tax (SST) and Sugar Sweetened Beverage (SSB) Premix.

Engagements and round-table discussions with the MOF and RMCD enabled the views of Dutch Lady Milk Industries Berhad to be included in the formulation of fiscal policies that impact the business, such as SSB Premix excise. Multiple discussions throughout 2023 with the MOF and RMCD enabled alignment in tax treatments to ensure milk products continue to enjoy zero/minimal excise tax because of their nutritional benefit to Malaysian citizens. These engagement sessions have resulted in DLMI's powder products are 100% exempted from SSB excise on pre-mix.

Update on policies such as Sales and Services Tax (SST) and Sugar Sweetened Beverage (SSB) in 2025.

Engagements with MOF and RMCD in 2024 to shape the landscape on SST and SSB to ensure that we will not be imposed with higher tax or even the sugar tax beyond the requirement stated before. We also engage to ensure that there will not be any changes in terms of the SSB level of sugar beyond 7ml per 100ml that is applied for most of our product. As a result, Sales and Service Tax (SST) is still maintained, but with revisions to streamline and improve compliance. There is a push towards expanding the scope of services covered under the tax, particularly in digital services and e-commerce, to capture a broader tax base. Businesses are expected to face stricter enforcement and penalties for non-compliance.

For Sugar Sweetened Beverage (SSB) Premix Tax: A new tax is being imposed on sugar-sweetened beverage premixes, aimed at curbing rising health concerns related to excessive sugar consumption. Expect higher prices for products containing sugar-sweetened beverage mixes, as the tax is passed on to consumers. However, our product is still not affected as most of our product still comply to the sugar level threshold.

<p>Department of Community Progress (KEMAS), Malaysia &amp; Department of National Unity and Integration (JPNIN), Malaysia</p>	<p>Proposal to grow access to nutrition in preschools by supplying milk products in pre-school establishments.</p>	<p>Engagements and round-table discussions with KEMAS and JPNIN to share Dutch Lady Milk Industries Berhad’s intention to partner them in increasing the awareness of goodness of milk among pre-schools children as part of a nutritious and balanced diet.</p>
		<p>DLMI partnered with KEMAS to conduct one activation with KEMAS for their national pre-school Potential Day, involving 1000 pre-school students.</p> <p>For JPNIN, several engagement sessions have taken to place to establish a partnership with DLMI to supply powdered milk (Growing Up Milk) to all pre-school institutions in Malaysia.</p> <p>Engagements with JPNIN is still on-going as we are pursuing the approach of getting JPNIN to purchase our GUM product for all their preschools.</p>
<p>Ministry of Natural Resources, Environment and Climate Change</p>	<p>Ensuring smooth energy transition for private entities, thus minimising cascade of increase product cost and inflation in the marketplace.</p>	<p>Requesting government consideration to ease fluctuations in the energy prices as the country looks to impose punitive charges on coal based electricity and while the supply for renewable energy catches up to the demand.</p>
<p>Securities Commission and Bursa Malaysia</p>	<p>Engagement to keep updated on government requirements and provide feedback on upcoming regulatory changes.</p>	<p>Engagement with SC and Bursa PICs on NSRF reporting for companies in Malaysia.</p>

Malaysian Green Technology and Climate Change Corporation (MGTC), Malaysia	Dutch Lady Milk Industries Berhad's (DLMI) carbon and climate-aligned roadmap.	<p>Completion of DLMI's carbon assessment with MGTC as below contributing to the creation of DLMI's Better Climate roadmap and KPIs.</p> <p>Overview of Scopes 1,2,3 (4 categories out of 15).</p> <p>In depth assessment of scopes 1,2.</p> <p>Discussions were also held to explore MGTC's Low Carbon Operating System (LCOS) to manage Dutch Lady Milk Industries Berhad's carbon reporting. However, it is decided that it would be more efficient and compliant with data protection to utilise Power BI instead.</p>
Ministry of Health (MoH) NATIONAL CENTRE FOR FOOD SAFETY (NCFS) Division, Malaysia	MOH NCFS engagement with Dutch Lady Milk Industries Berhad's on introductory Partnering the Government to support the nation building agenda will continue to be our priority as we build our world class, Halal dairy hub at Bandar Enstek.	Engagements and presentation sessions to the MoH, affirming Dutch Lady Milk Industries Berhad's commitment to nation building and investing in the nation. Explored partnership with MoH NCFS division in areas of the national agenda to address nutrition and food security including Sustainability, Food Safety and Quality and Dairy Development.
Ministry of Health (MoH), Deputy Director General - Public Health's Office (DDG/MoH), Malaysia	Meeting between the Federation of Malaysian Manufacturer's Infant Formula Ethics Committee (FIFEC) and the Ministry of Health (MoH) on MoH vetting guidelines, Sugar-Sweetened Beverage (SSB) Tax and industry consultation.	Engagement for introductory meeting to the new DG and MoH following the publication on the nutritional status of Malaysian children from the National Health and Morbidity Survey (NHMS report) to seek collaboration as part of the Ministry of Health's 2022-2030 Strategic Plan to combat non-communicable diseases (NCDs) in Malaysia.
Ministry of Health (MoH), Deputy Director of Nutrition Division, Malaysia	Meeting between the Federation of Malaysian Manufacturer's Infant Formula Ethics Committee (FIFEC) roundtable discussion as part of Digital marketing engagement	Meeting to discuss on WHO's Digital Marketing Guidance, M2K, code compliance of industry to Local Code of Ethics, vetting guideline and to seek collaboration as part of the MoH's Strategic Plan on National Health White Paper Public private partnership (PPP) Malaysia.
	Meeting between Federation of Malaysian Manufacturers (FMM), MAA, and broadcasters on on HFSS +M2K advertising restrictions, MoH initiatives on MyIklan guideline	Meeting to discuss HFSS restriction on M2K advertising including age definition, time belt of implementation, digital and Nutrient Profile 1.0
	Meeting between FMM Food Manufacturing Group with MoH on Nurigrade MY proposal	Discussions include criteria on Sugar following HCL threshold and exclusion of Saturated Fat (national policy on palm oil) and implementation
	Meeting between MOH Nutrition Division on HCL logo misleading information on SocMed and CoE code expiry IFFO stocks	Discussion include misleading/misinformation on SocMed for products with HCL logo that is claimed to be high in sugar and MoH code expiry stocks in trade depletion efforts.
	Problem of Non-communicable Diseases (NCD).	

Meeting with the Malaysian Medical Association (MMA)	Meeting between the Federation of Malaysian Manufacturer's Infant Formula Ethics Committee (FIFEC) and MMA on Healthcare Professional (HCP) Engagement), WHO digital marketing, M2K	Introductory and discussion on HCP engagement in industry sponsorship for educational conferences WHO's Digital Marketing Guidance: Guidance On Regulatory Measures Aimed At Restricting Digital Marketing Of Breast-Milk Substitutes
Negeri Sembilan Islamic Religion Department (JHEAINS), Malaysia	Building partnership with the new state Halal authority.	In 2024, DLMI had various engagements via round-table discussions with JHEAINS, enabled DLMI to comply with JHEAINS requirements with respect to Halal applications and audit.
Halal Development Corporation Berhad (HDC), Malaysia	Development of DLMI Halal Hub roadmap.	HDC committed to delivering the DLMI's Halal Roadmap Enhancement consulting project to its successful completion. The forthcoming deliverables will serve as a comprehensive guide for DLMI, paving the way for excellence in the dynamic Halal industry.
Department of Islamic Development Malaysia (JAKIM), Malaysia	Courtesy Visit to Sekretariat Majlis Halal Malaysia, JAKIM	Building partnership with the new Director.  Among the topics discussed during the meeting were the current development of the halal industry, the role of JAKIM and the potential collaboration between JAKIM and DLMI.
Special Investment Facilitation Council (SIFC), Government of Pakistan	Investment in dairy sector, taxation disparity between formal and informal sectors, and regulatory facilitation	FrieslandCampina Engro Pakistan (FCEPL) delegate visited SIFC officials to advocate for investment-friendly policies in the formal dairy sector. A key focus was addressing the tax burden on formal dairy compared to the informal sector, highlighting the economic potential of an undocumented dairy industry.
Pakistan Standards and Quality Control Authority (PSQCA), Federal Food Authority, Pakistan	Regulatory harmonization, product registration, dairy standards	Participated in technical committees and national standardization efforts to align industry regulations with international food safety benchmarks. Engaged PSQCA to simplify dairy product certification processes. FCEPL is member of various Technical Committees (TCs) and actively participating in TCs and NSC meetings.
Punjab Food Authority (PFA), Provincial Food Authority, Pakistan	Product registration, capacity building, awareness program, school nutrition program	Maintained continuous engagement at various levels with PFA leadership, technical and operational teams, to ensure compliance, plant licensing, and product registrations. Strengthened collaboration on the School Nutrition Program, contributing to scientific evidence and advocacy for dairy's role in school going children nutrition. Additionally, FrieslandCampina actively participated in the Food Expo organized by PFA, reinforcing its commitment to health,

		nutrition awareness, and food safety through industry representation and consumer education.
Sindh Food Authority (SFA), Provincial Food Authority, Pakistan	Product registration, compliance, and food safety initiatives	Facilitated new product registrations and engaged with SFA officials to strengthen dairy regulations. Continued advocacy for harmonized food safety policies.
Pakistan Council of Scientific and Industrial Research (PCSIR), Pakistan	PCSIR is a government-owned science and industrialisation research organisation. Endorsement, research, testing.	Continued research partnership under the MoU with PCSIR, supporting product testing, validation of dairy nutrition claims, system certifications, and laboratory calibrations.
Baluchistan Food Authority (Provincial Food Authority), Pakistan	Capacity building on food safety & formal dairy sector training	Hosted BFA officials at the FCEPL Sahiwal Plant, providing on-ground training in formal dairy supply chain management and food safety best practices. This initiative is part of our commitment to ensuring the highest standards of food safety and regulatory compliance.
Ministry of Finance & Ministry of Commerce (Tax authorities), Pakistan	Dairy taxation, affordability, and economic impact. Reduce GST from 18%	Government introduced 18% GST by removing zero-rated tax regime. Engaged finance ministry officials at different levels including ministers, secretaries, etc. Discussions centered around restoring zero-rated taxation for dairy, advocating for fair tax treatment to support affordability and formalization of the sector.
Federal Board of Revenue (FBR), Pakistan: - Large Taxpayer Unit (LTU) - Regional Tax Office (RTO)	Taxation impact on dairy affordability, refund adjustments, and compliance	Continuous engagement with relevant tax commissioners and officials to ensure smooth tax adjustments and compliance, as well as closely monitor changes in tax policies and proactively address emerging issues.
Sindh Revenue Board (SRB), Pakistan	Service tax structure, compliance, and tax adjustments	Regular engagement with SRB Commissioners to address sector-specific taxation challenges, ensure timely resolution of tax disputes, and streamline service tax procedures affecting dairy supply chains.
Prime Minister Youth Program	Financial inclusion for dairy farmers, value chain integration	Signed a Letter of Intent (LoI) under the Prime Minister's Youth Business & Agriculture Loan Scheme to support financial inclusion of dairy farmers in Sindh and Punjab. The initiative enables smallholder farmers to access credit and technical training for sustainable dairy production.
Explosive Department, Pakistan	Annual licensing & safety compliance for fuel storage	Maintained regular dialogue with the Director of Explosives to facilitate annual inspections and secure necessary licenses. FCEPL ensured full compliance with safety standards, reflecting its commitment to regulatory adherence and operational security.

Antinarcotics Division Islamabad, Pakistan	Licensing of regulated chemicals for dairy processing	Continuous engagement with the Ministry of Narcotics Control to ensure timely issuance of licenses for regulated chemicals used in dairy processing. FCEPL emphasized its commitment to full regulatory compliance and responsible handling of controlled substances.
Secretary, Ministry of Interior, Government of Pakistan	Work permits, visa documentation, and compliance for foreign employees	Provided ongoing support to the HR Department for managing the documentation process related to issuance and cancellation of work permits for foreign employees. Engagements ensured a smooth transition and compliance with visa regulations.
Pakistan Customs Department	Import/export facilitation, trade regulations	Collaborated closely with customs authorities and port collectors to ensure seamless import/export activities for dairy products. Focused on expediting clearance processes and minimizing trade barriers to enhance supply chain efficiency.
Trade Development Authority of Pakistan (TDAP)	Dairy export market expansion and international trade facilitation	Engaged with TDAP Director General to participate in global trade exhibitions. Strengthened ties with trade bodies to expand Pakistan's dairy export footprint.
Pakistan Foreign Office & Diplomatic Missions (UAE, Malaysia, Netherlands, Qatar, Uzbekistan, Turkmenistan)	Bilateral trade facilitation, dairy product exports	Engaged trade attachés and foreign delegations to enhance dairy product export opportunities. Strengthened relationships through trade dialogues, visa facilitation, and diplomatic-level engagements.
UNDP – ITC GRASP	Livestock development, dairy sustainability, and women empowerment	Continued collaboration with UNDP and ITC GRASP to advance livestock sector policies and promote women's economic participation in dairy farming. Policy discussions included capacity building for smallholder farmers.
Provincial and District Police Authorities – Pakistan	Crisis management, security coordination for business continuity	Maintained regular communication with law enforcement agencies to ensure smooth business operations and crisis response planning. Strengthened security coordination for supply chain logistics.
Ministry of Livestock & Dairy Development – Sindh (Provincial Government), Pakistan	Dairy sector policy development, farmer training, and industry support	Continued engagement with provincial authorities to refine the Sindh Dairy Sector Development Strategy and enhance farmer training programs.
Federal Ministry of Science & Technology, Pakistan	Food standardization, regulatory framework improvements	Actively participated in regulatory harmonization initiatives to facilitate ease of doing business in the dairy sector.
Minister, National Food Security & Research, Pakistan	Reduced Taxation on Formal Supply Chain	FCEPL along with PDA delegate had meeting on taxation related issues, which is creating hurdles in progress of formal dairy supply chain

Federal Parliamentary Task Force on SDGs, Pakistan	Sustainable Development Goals.	FrieslandCampina Engro Pakistan proudly partners with the Federal Government, working on strategic projects designed to achieve key development goals. This collaboration underscores our commitment to national progress and sustainable development.
Pakistan Business Council (PBC)	Harmonization of regulatory framework	Continued policy advocacy for formal dairy sector growth, ensuring harmonized standards and tax incentives. Moreover, representing the Pakistan Business Council (PBC) and the Pakistan Dairy Association (PDA), we actively participate in Technical Committees, National Standards Committees, and National Standard Setting Committees.
Pakistan Dairy Association (PDA)	Dairy industry advocacy, taxation & regulatory reforms, dairy nutrition promotion, School Milk Program collaboration	FCEPL, as a longstanding chair of PDA, has led industry-wide advocacy on taxation relief, regulatory reforms, and dairy sector development at the highest policy levels. Collaborated with PDA to promote milk as a nutritious diet through World Milk Day, World Food Safety Day, and industry seminars. Strengthened partnerships for the School Milk Program, reinforcing dairy's role in nutrition and public health initiatives.
Board of Investment (BoI), Pakistan	Ease of doing business, one stop shop, integrated licencing and registration portal	We are collaborating closely with the Board of Investment (BOI) / PRMI initiative, representing the Pakistan Business Council (PBC), OICCI, and the Pakistan Dairy Association (PDA). FCEPL has been instrumental in aligning the entire industry and relevant associations to establish a 'one-stop shop' prototype to promote the harmonized regulatory framework. Presently, BOI working towards integrating the registration process, which is currently handled separately by provincial food authorities.
Key Parliamentarians / legislators, Bureaucrats & Media Persons, Pakistan	Safe milk law, category development (packaged milk endorsement), dairy development programme, women empowerment.	Expanded Seeing is Believing campaign, engaging policymakers and media personnel through field visits to processing plants and dairy collection centers. 'Seeing is Believing' is our star campaign in which we organise the visits of legislators to processing plants and the milk collection centres. <ul style="list-style-type: none"> <li>• The initiative provides first-hand knowledge about the stringent quality standards we maintain, from grass to glass. This helps break the myth about packaged milk, which is a big challenge in Pakistan.</li> <li>• This is also an opportunity to showcase how the capacity building of livestock farmers (male and female) is embedded into the business DNA of FCEPL.</li> <li>• They get to witness the on-the-ground success stories of successful female livestock entrepreneurs, who are</li> </ul>

		<p>financially stable and have earned their livelihood with the technical support of FCEPL, hence addressing poverty alleviation.</p> <ul style="list-style-type: none"> <li>• Convincing/advocacy for effective legislation to promote packaged milk and accountability for food adulteration.</li> </ul>
Media & Journalists (Print, TV, Digital), Parliamentarians / legislators, and Bureaucrats, Pakistan	Category development, need for school milk programme.	Strengthened media partnerships under Friends of FCEPL initiative, securing positive coverage for dairy safety awareness and regulatory reforms. 'Friends of FCEPL' with the objective of creating a positive buzz among stakeholders. This involved dairy sector promotion; effective legislation to promote safe milk; showcasing our high-quality standards, from grass to glass; among others. We have addressed many important issues under this campaign, resulting in positive media space in both the print and electronic media, and legislator-initiated debates in assemblies. Submitted resolutions about the safe milk act and the ban on the sale of raw milk.
Secretary Women Development (Punjab Government), Pakistan	Women empowerment in dairy, rural poverty alleviation through livestock interventions	Multiple engagement of Corporate Affairs team on 'Women in Dairy Value Chain & Rural Poverty Alleviation' to highlight the role of women in livestock-based livelihoods. This led to the Punjab Government's commitment to collaborate on initiatives promoting women's financial empowerment in the dairy sector.
Minister of Education (Punjab Government), Pakistan	Introduction of School Milk Program Pilot in Punjab Province	School Milk Program journey began with a well-researched initiative in collaboration with the University of Education and UVAS. The team developed a compelling case for the program and successfully communicated this narrative to key stakeholders, including government officials, media, regulators, and development partners. Post elections, engaged with Minister Education and key stakeholders to highlight the need for the School Milk Program.
Minister of Health (Punjab Government), Pakistan	Healthcare professionals' capacity building, dairy nutrition in public health	FCEPL became part of the Punjab Nutrition Board, strengthening public-private dialogue on nutrition policies.
Prime Minister's Climate Change Coordinator, Pakistan	Sustainable dairy practices, environmental impact reduction	Engaged in discussions to showcase FCEPL's sustainability initiatives, highlighting the dairy industry's role in climate adaptation and SDG commitments. Explored opportunities for collaboration on carbon footprint reduction and resource-efficient dairy production.
Department of Trade and Industry (DTI), the Philippines	The Department of Trade and Industry serves as the primary coordinative, promotive, facilitative and regulatory arm of the government for the country's trade and industry and investment activities.	AMC regularly attend meetings hosted by DTI for manufacturers. We also continue to have dialogues with key DTI offices such as the Consumer protection group (CPG) and

	<p>Alaska Milk Corporation (AMC) actively participates in dialogues hosted by the DTI on topics such as:</p> <ul style="list-style-type: none"> <li>- Suggested Retail Price and Price Monitoring</li> <li>- Ease of Doing Business</li> </ul>	<p>Consumer Policy and Advocacy Bureau (CPAP) when it comes to their implementation of the Price Act and Consumer Act.</p>
<p>Department of Education (DepEd), the Philippines</p>	<p>AMC's goal of providing accessible nutrition to children is very much aligned with DepEd's vision of eradicating malnutrition in schools. Since 2015, AMC has been an active partner of DepEd in supplying milk to over 100,000 students. Today, we maintain an excellent relationship with DepEd as we continue to adopt more schools to be part of the Alaskalusugan (School-based feeding programme) which is a programme aligned to RA 11037 or the Masustansyang Pagkain Para sa Batang Pilipino Act.</p> <p>The Marketing team also conducts school activations alongside the milk feeding programme. In school activations, AMC promotes the importance of milk in a well and balanced diet.</p>	<p>We have regular consultation and drumbeat meetings with DepEd relative to School-based feeding programme. We work closely with the Bureau of Learner Support and Services (BLSS). For specific programmes, we sign a Memorandum of Agreement (MoA) to seal the partnership. We also conduct regular meetings to provide updates on the progress of the programmes and discuss their sustainability.</p>
<p>Anti Red Tape Authority (ARTA), the Philippines</p>	<p>Anti-Red Tape Authority or ARTA, is the government agency mandated to monitor and ensure that other government agencies comply with the national policy on anti-red tape and ease of doing business.</p> <p>AMC attends to meetings organized by various trade and associations with ARTA.</p> <p>These meetings are a venue for companies to raise concerns on:</p> <ol style="list-style-type: none"> <li>1. Power play by key government officials</li> <li>2. Fraudulent acts made by government officers</li> <li>1. 3. Erroneous processes</li> </ol>	<p>AMC is set to meet ARTA Secretary Ernesto Perez to discuss the challenges faced by Alaska when it comes to dealing with other government agencies.</p> <p>It is also an opportunity for ALC to share thoughts and recommendations to improve Ease of Doing Business in the country.</p>
<p>Department of Agriculture (DA) the National Dairy Authority (NDA), and University of the Philippines Los Baños Dairy Development Training and Research Institute, the Philippines</p>	<p>AMC works closely with the Department of Agriculture and the National Dairy Authority (NDA) on our dairy development programme. With their support, we were able to train more than 350 local dairy farmers, 50 of which are local dairy cooperative members. Among the areas in which we work closely with the DA and NDA is how local dairy development can contribute to overall food security as part of the eight-point Agenda of the current administration.</p>	<p>Since our meeting with Usec. Panganiban last 2022 we have been keeping them in the loop in our dairy development programme. The NDA has been one of the co-founders of this programme since it started in 2020. In November 2022, to emulate the best practices of other FrieslandCampina OpCo's and to institutionalise our dairy development, we established the Philippine-Netherlands Dairy Excellence Centre (PNDEC), with NDA as one of its co-founders.</p> <p>In 2023, the Embassy of Netherlands in the Philippines granted AMC more than 10,000 Euros to facilitate Training of Dairy farmers in partnership with the University of the Philippines- Dairy Development, Training and Research Institute.</p>

<p>Sugar Regulatory Authority (SRA),</p>	<p>AMC maintains a close working relationship with the SRA as sugar is one of the major raw materials used to produce our products.</p>	<p>Our Regulatory Affairs, Procurement teams and Import-Export teams have been having regular meetings and engagements with them to make sure that we have a steady supply of sugar.</p>
<p>Department of Health (DoH), the Philippines</p>	<p>As a strong partner of government in nation-building, AMC works closely with the DoH to advocate for the importance of nurturing Filipinos through our healthy and nutritious products. We also interact with the DoH for the implementation and expansion of our Alaskalusugan CSR programmes.</p>	<p>We are exploring new ways of partnership with the DoH in order to help AMC measure the impact of the Alaskalusugan Programme. By school year 2024-2025, AMC intends to partner with Barangay Health Workers and the local DoH offices to closely monitor the development of school children enrolled in the School-based feeding programme.</p>
<p>Food and Drug Administration (FDA), the Philippines</p>	<p>Administration (FDA) is the regulatory authority under the DoH that implements the FDA Law. Consumer product quality and standards are primarily governed by the Consumer Act, which is a general law on consumer products. In addition, the FDA Act of 2009 (RA No. 9711), which amends the Foods, Drugs and Devices and Cosmetics Act (RA No. 3720, FDA Act), specifically regulates 'health products', which include food and other consumer products that may influence health. To ensure that product quality standards are complied with, the FDA, among other things, requires entities that manufacture, import, export, sell and distribute food products, to have a License to Operate (LTO) issued by the FDA for their intended activities. Because of this, our Regulatory Affairs Team works closely and collaboratively with the FDA to obtain a Certificate of Product Registration (CPR) for each of the products that we manufacture, import, export and market in the Philippines.</p>	<p>Our Regulatory Affairs team has a close working relationship with the FDA. Consultation meetings have also been conducted to harmonise issues related to food classification, which impacts how it will be taxed.</p>
<p>Department of Science and Technology – Food Nutrition and Research Institute (DOST-FNRI), the Philippines</p>	<p>The main mission of the DOST-FNRI is to fight malnutrition through accurate data, correct information and innovative technologies. It is mandated by the Philippine government to undertake research related to addressing malnutrition problems, recommend solutions to address this and diffuse knowledge and technologies in food and nutrition. We anchor our Alaskalusugan CSR Programme on the flagship programme of the agency, which is called 'Pinggang Pinoy or healthy food plate for Filipino adults. Pinggang Pinoy is a new, easy to understand food guide that uses familiar food plate models to convey the right food group proportions on a per-meal basis, to meet the body's energy and nutrient needs of Filipino adults. According to this guide, each meal needs to have a glass of milk. Our Alaskabusuhayan (a wordplay on Alaska and Kabuhayan or livelihood) livelihood and nutrition CSR programme also uses this guide to</p>	<p>AMC has regular engagements and consultation meetings with the DOST-FNRI as we use the Pinggang Pinoy Food Guide and the National Nutrition Survey to promote and improve our products.</p>

	<p>promote healthy eating habits. We also use the National Nutrition Survey (NNS), a comprehensive survey conducted every five years since 1978, as a basis for improving our products.</p>	
National Nutrition Council (NNC), the Philippines	<p>The NNC is the country’s highest policymaking and coordinating body on nutrition. It is mainly tasked to formulate national food and nutrition policies and strategies. We regularly seek NNC’s guidance to improve our products.</p>	<p>We have regular consultations and meetings with the NNC with the aim of improving our products.</p>
Senate and House Committee on Ways and Means, the Philippines House Committees on Trade & Industry and Ecology, the Philippines	<p>As the committees responsible for legislating tax laws, regulatory policies, we regularly monitor and engage with these committees in both houses. We work closely with these committees through trade and business associations.</p>	<p>In 2023, AMC, through various business associations, has actively interacted with the Senate Committee on ways and means to advocate for our position on laws relevant to the business. In 2023, we have actively engaged these committees, particularly on the single-use plastics ban, the Extended Producer’s Responsibility Act, Sugar Sweetened Beverages Tax Proposals from the DOF.</p>
<p>Business Chambers, the Philippines:</p> <ol style="list-style-type: none"> <li>1. European Chamber of Commerce in the Philippines (ECCP)</li> <li>2. Dutch Chamber of Commerce in the Philippines (DCCP)</li> <li>3. American Chamber of Commerce in the Philippines (AmCham)</li> <li>4. Philippine Chamber of Food Manufacturers Inc. (PCMFI)</li> <li>5. San Pedro Chamber of Commerce and Industry, Inc (SPCCII)</li> <li>6. Philippine Business for Social Progress (PBSP)</li> </ol>	<p>AMC has been an active member and contributor of the different chambers mentioned. Through these chambers we get support and advocate for the interest of our business. Is also through these chambers that we promote and get partners for our CSR Programmes.</p>	<p>We have regular engagements and attend regular meetings called for by the business chambers. In 2023, our memberships in these chambers have helped us advocate for our position on:</p> <ol style="list-style-type: none"> <li>a. Single-use plastics ban;</li> <li>b. Extended producers’ responsibility act;</li> <li>c. Sugar sweetened beverages tax hike;</li> <li>d. Nutrition and Labelling</li> </ol>
Environmental Protection Department (EPD), HKSAR, Hong Kong	<p>Producer responsibility scheme on plastic beverage containers (“PPRS”).</p>	<p>FrieslandCampina Hong Kong, as one of the members of the Hong Kong Beverage Association (“HKBA”), participated in a dialogue with EPD to build an effective producer responsibility scheme for plastic beverage containers and used beverage cartons that minimises the impact on the commercial segment and system costs, while maximising environmental outcomes. The Authority expects to have the PRS framework approved in 2024 2H, with implementation in 2025 (timeline TBC in view of latest development).</p>

Ministry of Climate Change and Environment (MOCCA), UAE	FrieslandCampina to support the UAE achieve its sustainability plan.	We managed to get MOCCA endorsement of our consumer sustainability awareness campaign, and support in closing the loop on the tin can recycling initiative and campaign.
Netherlands Business Council, UAE and KSA	A group of Dutch companies with Sustainability at the core of their business, including Unilever, KLM, ING Bank, shell etc., joined to form the Dutch Sustainability Group. The objective of this group is to promote Dutch businesses and transfer Dutch sustainability knowledge to the Middle East.	Signed MoU with MOCCA to support the UAE sustainability agenda.  Conducting a series of webinars to transfer Dutch sustainability knowledge to UAE.
Ministry of Health & Prevention, UAE	In the UAE, NCDs consume 7-11% of healthcare spending.  Lack of exercise and poor eating habits of the younger generation are key factors in the region.	Our role is to support the education of the new generation on health and nutrition, using World Milk Day as a platform for a yearly awareness campaign. As we shift our focus towards sustainability, the plan is to maintain our relationship with MoH based on needs. RA is collaborating with MoH in drafting the UAE National Nutrition Strategy 2020-2030.
UAE Ministry of Economy – Consumer Protection Department, Middle East	Strict price control by governments, mainly in UAE, Qatar, Bahrain, and Oman, Kuwait, where we are leaders with a high market share on EVAP for Rainbow and Omela.	Always in close contact with CPD to strengthen our relationship to better respond to business requirements, when needed.
Dubai Municipality, UAE	DM has a key role in providing community services and awareness programmes on health-related challenges, food waste, waste management, etc.	We strengthen our relationship with DM by supporting several of its main initiatives, such as: <ul style="list-style-type: none"> <li>- Community health awareness programmes</li> <li>- Tin recycling programme</li> </ul>
Dubai Chamber of Commerce and Industry, UAE	It represents the link between private and public sector. Addressing challenges, lobbying new regulations, etc.	Through our membership in the Food and Beverage Group, we are constantly working to communicate from the Dubai Chamber to convey the voice of companies operating in the food and beverage sector, which guarantee smooth business operation.
Saudi Foods and Drugs Authority (SFDA), Saudi Arabia	<ul style="list-style-type: none"> <li>- Foods standards and guidelines</li> <li>- Halal legislation, accreditation, and certifications</li> <li>- Customs inspection and auditing</li> <li>- Nutritional studies and strategies, nutrition pledges</li> </ul>	SAFCME lobbying with SFDA to advocate F&B sector's position against the 'SFDA Traffic Light' project and succeeded in stopping the implementation mandate.
Oman Tax Authority	VAT, food tax and classification excise tax.	RA succeeded in exempting our 'Rainbow Coffee Creamer' from the excise tax imposed on us by the Omani Tax Authority.
Ministry of economy, consumer protection, Oman	In control of price increases, consumers' complaints.	We build strong relation to address price control challenges.
ISEG Halal Egypt	Halal audit and certification.	RA, in collaboration with QANA, succeeded in registering most of Egypt's cheese and milk factories under ISEG: Leerdam, Wolvega, Leeuwarden (Netherlands).

Ministry of Natural Resources & Environment (MONRE), Vietnam	Key stakeholder for our initiatives: <ul style="list-style-type: none"> <li>- Better Planet agenda</li> <li>- Better Packaging</li> <li>- EPR.</li> </ul>	Directly and closely worked with MONRE on EPR regulations, together with other businesses and NGOs to minimise the negative impacts of the new law on our operation and profitability.
Ministry of Health (MoH), Vietnam	Relevant for key FCV matters pertaining to: <ul style="list-style-type: none"> <li>- Nutrition</li> <li>- Food Safety</li> <li>- SEANUTS II</li> <li>- Sugar excise duty</li> </ul>	Collaborated with NIN (National Institute of Nutrition) under MOH to conduct and promote SEANUTS results for furthering our leading position in nutrition  Direct dialogue and engagement where required for product registration, and other relevant nutrition requirements.
Ministry of Education and Training (MOET), Vietnam	In charge of the overall education system in Vietnam, including the physical development of school children and nutrition and physical improvement for primary school students.	FCV has entered into a long-term strategic partnership with MOET (five years) to provide education on nutrition to all elementary schools in Vietnam. Currently co-developing an online curriculum on nutrition (to support our Morning Nutrition agenda with the Dutch Lady brand).
Ministry of Agriculture and Rural Development (MARD) and its department (DARD), Vietnam	Relevant to our: <ul style="list-style-type: none"> <li>- Dairy Development activities</li> <li>- better livelihood for farmers</li> <li>- China export licensing (animal health and quarantine, product quality and safety)</li> </ul>	Closely work with MARD to promote our leading role in DDP and our positive impact on the lives of local farmers. Direct contact and engagement for our export license to China.
Ministry of Finance (MOF), Vietnam	Key stakeholder on: <ul style="list-style-type: none"> <li>- general tax issues</li> <li>- excise duty on sugar</li> </ul>	Direct and indirect (via Euro Cham and other chambers of commerce) engagement and dialogue on changes in regulations relating to tax and other financial topics.
Office of the Government (GO), Vietnam	Key stakeholder for high impact issues due to unsuitable changes in laws and regulations that require top intervention.	Direct and indirect engagement and dialogue via Dutch Embassy, Euro Cham and other institutions to generate desired results.
Other Stakeholders, Vietnam: VBCSD/VDA/AmCham and Euro Cham	Key partners for all business-related topics that we want to raise with relevant government agencies as key industry issues, rather than our individual issue, for greater collective impact.	Direct and constant dialogue and engagement via meetings, seminars, white papers, joint petitions as an active member of these organisations.
Ministry of Commerce, Department of Internal Trade (DIT), Thailand	Price freezing.	Engage and lobby all levels to get price increase approval against price freezing policy. Achieved price as target for all key products.
Commissioner for Economic Development, Thailand	Price control – remove flavoured milk and other milk products from control list.	Engage and share information to the Commissioner for Economic Development to amend the law that controls the price of goods.

		The Commissioner for Economic Development agreed to our proposal. However, need to continue to make our case with the Commissioner.
Ministry of Commerce, Department of Trade Negotiation (DTN), Thailand	FTA 2025. (TAFTA & TZZCEP). MFN Tariff reduction. TH-EU FTA.	Engage to ensure trade liberalisation in 2025. Drive to get tariff reduction to gain level playing field. Engage to ensure dairy ingredient and product are included in TH-EU FTA and competitive tax term.
Agriculture and Cooperative, Department of Lives stock development (DLD), Thailand	SMP & Cream quota.	Engage to ensure getting quota as demand.
Agriculture and Cooperative, Cooperatives Promotion Department (CPD), Thailand	Raw milk supply.	Ensure FCT sign appropriate raw milk MOU.
Milk Board, Thailand	Raw milk price.	Lobby for appropriate milk price. Try to drive productivity and efficiency of dairy farming.
Ministry of Public Health, Department of Health (DoH), Thailand	Marketing to kids Bill. Marketing for young children Act.	Engage to ensure FCT product is out of control/less impact. Engage to ensure FCT product is out of control/define course to actions to avoid risk.
Ministry of Public Health, Food and Drug Administration (FDA), Thailand	FDA process.	FCT engages FTI (RA), the new director of the FDA's Food Control division, in discussions about how to minimise the lead time of the FDA process and how to expand the Health claims approval list, which the FDA director will support and facilitate for the business sector.
Ministry of Natural resources and Environment, Pollution Control Department (PCD), Thailand	EPR.  Clean air.	Engage to involve all parties to share responsibility, fare to producer and practical. To solve the issue based on root cause.
Thailand Institute of Packaging and Recycling Management for Sustainable Environment (TIPMSE), Thailand	Sustainable packaging.	FCT engages with TIPMSE as working group to drive the EPR system for packaging waste management and advocacy on the packaging tax in order to avoid/delay the packaging tax.
7-11 and Conwood, Thailand	Package recycling.	Collaboration and find effective platform for recycling packaging.
Ministry of Labour, Thailand	Labour issues. Labour Commissioner.	Engage Ministry of Labour and the Labour Commissioner to provide information in order to help solve the labour issue.
Federation of Thai Industry (FTI)	Sugar tax.	FCT engages FTI (Foods) as a working group to ensure milk will not be within the scope of the sugar tax in the future.
Thai Chamber of Commerce (TCC)	TH-EU FTA.	Engage Chairman of TCC (International Trade Agreement Negotiation Sub-Committee) on behalf of DFIA. FCT be

		appointed to be committee on behalf of DFIA, this can help to drive the signing of the-TH-EU FTA.
Thai Dairy Industry Association (TDIA)	Milk importation.	FCT takes on the role of association secretary and leads agendas which are beneficial to FCT and improve business opportunities:
Dairy and Food Industry Association (DFIA)	Milk Board Committee.  Promoting milk consumption.	Convince the Milk Board to approve the import of milk in accordance with the FTA  FCT received nominations from TDIA and DFIA to be part of the Milk Board Committee. This can help us have more voices on the Board Collaborate with the dairy industry to stimulate the milk market. Create a milk campaign to increase milk consumption
Academics Nutritionists Paediatricians FDA Department of Health, Thailand	Current nutritional status of Thai children and how to improve the situation.	FCT to leverage the result of SEANUTS II by providing the initial result to target stakeholders to find a practical solution to reduce malnutrition among Thai children. At the same time, this project allows FCT to promote the FC Institute as another trustworthy organisation for knowledge and innovation related to nutrition.
Strategic media focusing on CSR-Quality of life and health sections, Thailand	Announcement of SEANUTS II results and Media group interview (in-depth information and interview with spokesperson).	FCT to engage with strategic media to cover the results of SEANUTS II and continue to do an in-depth promotion of SEANUTS II to showcase our organisation as a true industry leader in terms of better nutrition and innovation.  These activities also help create and maintain a good relationship with strategic media and enhances public perception.
Mirror foundation, Thailand	One million smiles milk donation.	Continue fourth years to donate to undernutrition children and provide access to nutrition.

## Science

### Stakeholders

### Topics of discussion

### Actions and outcomes

Cincinnati Children's Hospital, USA	Human milk sugars for infant nutrition.	Data collection is ongoing and results are being published in a scientific journal.
Harokopio University, Greece	Innovations in infant nutrition and research into the effect on healthy growth of children.	Conducted nutritional research, the results of which are published in a scientific journal.
Knowledge institutes, government and companies in the Top Sector Agri & Food, Netherlands	Exploration of innovations to reduce the CO2 footprint on the farm and further sustainability of the dairy farming sector.	Driving the innovation agenda to reduce the CO2 footprint and make the dairy farming sector more sustainable.
	Obtaining international alignment on carbon sequestration calculations.	Project C-Sequ: Partnerships with other international multinationals are ongoing and steps have been taken to agree on a single method.
Louis Bolk Institute (LBI), Netherlands	Via DZK, PPP about the impact of herb-rich grassland on biodiversity on and around the dairy farm.	Among other things, implementation of PPP project herb-rich grassland.
Mahidol University, Thailand	SEANUTS II study on the nutritional status and lifestyle habits of children in Southeast Asia.	Manuscript submitted for publication.
National Institute of Nutrition, Vietnam	SEANUTS II study on the nutritional status and lifestyle habits of children in Southeast Asia.	Manuscript submitted for publication.
University of Applied Sciences (HBO) and University Education (WO), Netherlands	Deployment of students in projects and research.	Internship and graduation assignments.
Societe Ivoirienne de Nutrition, Ivory Coast	Research into the food intake and nutritional status of school children and women in Ivory Coast.	Conducted nutritional research, the results of which are published in a scientific journal.
University Kebangsaan Malaysia, Malaysia	SEANUTS II study on the nutritional status and lifestyle habits of children in Southeast Asia.	Data collection completed and results shared. Gained insight into how to improve the nutritional status and lifestyle habits of children.
University Medical Center Amsterdam, Netherlands	Treatment of intestinal complaints among young children using prebiotics.	Data collection is ongoing.
University of Ibadan, Nigeria	Role of dairy in improving the nutritional status of school children.	Nutrition research is in preparation, starting Q1 2024.
University of Indonesia, Indonesia	SEANUTS II study on the nutritional status and lifestyle habits of children in Southeast Asia.	Manuscript submitted for publication.
Wageningen University & Research, Netherlands	Continuously improving the reliability of sustainability data, including in the KringloopWijzer.	Improved calculations around the KringloopWijzer, which allows dairy farmers to better manage the mineral recycling loop.
	Through the DZK (Sustainable Dairy Chain), various PPPs.	Driving the innovation agenda for making the dairy chain more sustainable. Among other things, reducing the CO2 footprint, improving animal health and welfare.  Project Horizon; Exploration of future scenarios for dairy farming towards 2035.

## Zuivelcoöperatie FrieslandCampina U.A.

### Stakeholders

### Topics of discussion

### Actions and outcomes

Sharpened business strategy Expedition 2030.

In the autumn of 2023, the sharpened Expedition 2030 business strategy was introduced to the Members' Council, after which further discussions were held with members about the strategy and how it follows from the cooperative's Towards 2030 strategy.

Member involvement in the company.

Various initiatives have taken place to increase the involvement between member dairy farmers and the company and vice versa. For example, in the spring of 2023, both Open Factory Days and Enterprise Meetings were organised.

In addition, the initiative has been taken with member dairy farmers from the 'Ambassadeurs van het Platteland' (Ambassadors of the Countryside) network to actively promote exchange between FrieslandCampina employees and member dairy farmers. To this end, a meeting was organised in July 2023 to exchange experiences about sustainability efforts being made on the farm. This has been positively received by employees and member dairy farmers and the initiative will be continued in 2024.

Opportunities for company visits, working days and the like have also been actively brought to the attention of employees. For example, there was an exchange between FrieslandCampina Youth (the cooperative's youth work) and Young FrieslandCampina (the network of young employees in the company).

Evaluation of the quality and sustainability programme.

In various meetings, the members, district council members, the Members' Council and the Members' Council cluster Zorg voor Dier en Natuur (Care for Animals and Nature) have been in dialogue about the evaluation and amendment of the Praktijkreglement (Practice Regulations), and the sustainability programme Foqus planet Sustainable development as part of it. Six meetings have been held with the Members' Council cluster Zorg voor Dier en Natuur about

	<p>the proposed changes to the Praktijkreglement incl. Foqus planet Sustainable development. This was discussed with the members in theme and member meetings. In December 2023, the Board decided to implement the proposed changes.</p>
<p>Development of special milk streams.</p>	<p>Various consultations have taken place with district councillors and member dairy farmers to discuss the outcome of the lawsuit between a number of member dairy farmers in the On the Way to PlanetProof milk stream.</p> <p>In Germany, meetings were organised with the German district council to discuss the effects of the sale of part of the German consumer business to the Theo Müller Group. This included changes in milk flows from Pro Weideland to VLOG and milk logistics in Germany.</p>
<p>Implementation of sustainability strategy.</p>	<p>There have been many contacts and meetings with chain parties in the dairy sector to inform them about FrieslandCampina's sustainability policy, in particular about the new Foqus planet table for sustainable development, which will allow our members to receive a higher additional reward on sustainability results from 2023 onwards. Reducing the carbon footprint per kilogram of milk is an important part of this and is being taken up in the FrieslandCampina programme 'Accelerating on Climate'. Various chain parties can make a major contribution to this with their products and advice. That is why there have been discussions and meetings with feed companies, consultancy firms, accountants, banks and also educational institutions. Discussions were held at management level as well as with advisors who visit the farmer (so-called 'farm trespassers').</p> <p>This programme has also organised many workshops and (online) meetings for our member dairy farmers on how to reduce the carbon footprint. These included greenhouse gas reductions through feed, manure fermentation, green gas certificates and recording greenhouse gas savings with carbon certificates. In all these activities, we always keep an eye on improving integral sustainability on the farm.</p>

## Employees

### Stakeholders

All employees

### Topics of discussion

Employee satisfaction.

Business strategy and business results.

Organisational changes.

Good Business Conduct (Compass), Safety, Quality, Cybersecurity, Diversity & Inclusion, Human Rights, Wellbeing, Nutrition and Sustainability.

Personal development.

Performance and remuneration.

Employer Value Proposition.

### Actions and outcomes

Twice a year, employee satisfaction is measured by means of a survey (Over2You). Based on the results, an action plan is drawn up to further increase employee satisfaction.

We organise a digital meeting for all employees at least 4 times a year in which they are informed about the company's strategy and results. In addition, a weekly newsletter is sent out containing news items about the company.

Employees are informed in a timely and relevant manner about (intended) changes in the organisation. If relevant, this will be discussed with the works council and trade union.

Various programmes, campaigns and information platforms are available to inform and activate employees on these themes that form the basis of a successful organisation and business operations.

A large number of online and offline training courses and information platforms are available for personal development. Through campaigns, employees are informed about the training options.

During the year, employees (Hay 13+) are informed about their performance and personal goals are set. At least four times a year, employees have a meeting with their manager (*continuous dialogue*) to discuss their personal development and performance.

Through online and offline information tools and campaigns, current and future employees are informed about the added value of working for the company. Topics covered include compensation, terms of employment, career prospects, work environment and culture.

## Suppliers

Stakeholders	Topics of discussion	Actions and outcomes
	Responsible sourcing	FrieslandCampina is working with its suppliers on the further development of sustainability plans for the purchase of agricultural raw materials.
	Greenhouse gas reduction	FrieslandCampina is developing plans with its main suppliers to reduce greenhouse gas emissions.
	Green gas and electricity	FrieslandCampina's member dairy farmers are the main source of our green energy and/or green energy certificates.
	Recyclable packaging and scope 3 greenhouse gas reduction	FrieslandCampina is actively working with packaging suppliers on more sustainable solutions for various types of packaging. In addition, FrieslandCampina is involving its suppliers to support its scope 3 SBTi reduction targets.

## Nutrition and health experts

Stakeholders	Topics of discussion	Actions and outcomes
Pediatric Association of Indonesia (IDAI), Indonesia	SEANUTS and the role of protein in children's growth.	Sponsored symposia and booth at the IDAI Annual Conference.
Medical doctor association of Indonesia (IDI), Indonesia	Role of DHA in neurodevelopment.	Accreditation of a webinar.
Singapore Nutrition and Dietetics Association, Singapore	Gut health and immunity.	Co-hosting a webinar.
Vietnam Pediatric Association, Vietnam	Gut health and immunity.	Co-hosting a webinar.
China Nutrition Society, China	Dairy for adults and children.	Co-hosting of two webinars.
Nutrition Society of Nigeria (NSN), Nigeria	<ol style="list-style-type: none"> <li>Review of the Role of Dairy in Nigerian Diet</li> <li>Children's growth and development.</li> </ol>	<ol style="list-style-type: none"> <li>Co-hosting a webinar on World Milk Day 2023 for Nigerian Healthcare professionals.</li> <li>Co-hosting a hybrid student seminar.</li> </ol>
Department of Human Nutrition and Dietetics, University of Ibadan, Nigeria	Children's growth and development.	Co-hosting a hybrid student seminar.

Union Professionnelle des Diététiciens de  
Langue Française (UPDLF), Belgium

Role of dairy in a healthy diet.

Using an expert speaker for a webinar

FrieslandCampina Institute Independent  
External Expert Board, Netherlands

This group of multidisciplinary experts review  
FrieslandCampina Institute's way of working and strategy on  
topics such as (under)nutrition, nutrition policy, health,  
access to nutrition, nutrient security and (lifestyle)  
education.

In 2023, members met virtually for two days in March and  
live for two days in July. As a result, work is being done on a  
viewpoint document on the protein transition containing the  
opinion of the experts from different regions and professions.