

Appendix D to the Supervisory Board Rules:

Rules of the ESG Committee of the Supervisory Board Koninklijke FrieslandCampina N.V.

Article 1

Composition and chairman

- 1.1 The Supervisory Board appoints a ESG Committee ('ESG Committee') from among its members. The ESG Committee consists of at least three members.
- 1.2 The chairman of the ESG Committee shall be appointed by the Supervisory Board. The chairman is responsible for the proper operation of the ESG Committee, acts as the spokesperson of the ESG Committee and shall be the main point of contact for the Supervisory Board.

Article 2

Responsibilities of the ESG Committee

- 2.1 Without prejudice to article 4.1 of the Supervisory Board Rules, the ESG Committee advises the Supervisory Board and prepares the Supervisory Board's decision making in relation to any of the responsibilities as referred to in article 2.2.
- 2.2 The responsibilities of the ESG Committee shall include:
 - a) discussing and advising on the Company's environmental and social sustainability long-term vision, strategy and target-setting and periodic reviewing and evaluating the execution of this strategy;
 - b) reviewing and advising on the Company's impact, risks and opportunities in relation to environmental and social sustainability matters;
 - c) reviewing the Company's capabilities and leadership in the field of environmental and social sustainability; and
 - d) advising on the Company's stakeholders management on environmental and social sustainability matters.
- 2.3 The ESG Committee is entitled to investigate any matters, belonging to the domain entrusted to the ESG Committee and seek external advice or assistance from one or more experts appointed by the ESG Committee.
- 2.4 The ESG Committee shall assist the Supervisory Board in fulfilling its oversight responsibilities for the Company's environmental and social sustainability strategy and the Company's impact, risks and opportunities related to environmental and social sustainability matters.
- 2.5 While the ESG Committee has the responsibilities and powers set forth in these Rules, it is not the duty of the ESG Committee to determine that the reporting on environmental and social sustainability in the Company's annual accounts is approved, which is a duty of the Supervisory Board as a whole. The Audit and Risk Committee supports the Supervisory Board in relation to the reporting on environmental and social sustainability and the Chairman of the ESG Committee ensures alignment on the environmental and social sustainability target-setting and assessment of the sustainability targets with the Audit and Risk Committee.

Article 3

Meetings

- 3.1 The ESG Committee shall meet at least four times a year and in addition as often as one or more of its members deem necessary. In principle, the meetings shall be held at the offices of the Company, but may be held elsewhere. Meetings can also take place by means of telephone, videoconference or electronic communications, provided all participants can participate in the meeting.
- 3.2 Unless the ESG Committee decides otherwise, the meetings of the ESG Committee shall be attended by the CEO, the CFO, the CSO and the Company Secretary. The ESG Committee may also request that other officers of the Company shall attend its meetings in whole or in part.
- 3.3 Meetings shall be convened by or on behalf of the chairman of the ESG Committee. Insofar as practicable, the notice and the agenda items shall be provided to the members of the ESG Committee seven days before the start of the meeting.
- 3.4 The meetings shall be minuted. Generally, they shall be adopted at the next meeting. As proof of adoption, the minutes shall be signed by the chairman and the Company Secretary.

Article 4

Reporting

- 4.1 The ESG Committee shall report its deliberations and findings to the Supervisory Board after each meeting.
- 4.2 At least once a year, the ESG Committee will report to the Supervisory Board on how the duties of the ESG Committee were carried out in the financial year. In this report, the composition of the ESG Committee, the number of meetings of the ESG Committee and the main items discussed at the meetings should be mentioned.