

Confirmation of Partnership between Royal FrieslandCampina N.V. and Candex

Royal FrieslandCampina N.V. (“FrieslandCampina”) **acting on behalf of itself and its affiliated legal entities**, confirms that **Candex Solutions Inc.** (“Candex”) **acting on behalf of itself and its affiliated legal entities (owner of <https://www.candex.com>)** is an approved partner supporting FrieslandCampina’s supplier management strategy and purchase-to-pay process.

FrieslandCampina has partnered with Candex to facilitate selected supplier transactions through dedicated Candex platform. Candex operates as a technology-enabled master vendor to FrieslandCampina that supports the purchase-to-pay process and helps streamline ordering, invoicing, and payment management between FrieslandCampina and its suppliers.

How the arrangement works

Under this arrangement:

- Suppliers provide goods or services to FrieslandCampina.
- **Purchase orders are issued by FrieslandCampina Business Requestors** on the Candex platform.
- On each purchase order, **FrieslandCampina is clearly indicated as the recipient of the goods or services.**
- Candex executes purchase orders through its platform as part of FrieslandCampina’s approved operating model and **in accordance with FrieslandCampina’s General Purchasing Terms, which form part of every purchase order.**
- Depending on the operating model per country, for these transactions **Candex either;**
 - **executes purchase orders as the contractual purchasing party and acts as invoice recipient** as stated on the purchase orders, or
 - **Candex is itself the contractual purchasing party as a reseller for FrieslandCampina.**
- Suppliers issue their invoices **directly to Candex in its platform**, not to FrieslandCampina.
- Candex invoices FrieslandCampina separately

- **Payment is funded by FrieslandCampina and executed through Candex once the goods or services have been received and accepted, and the supplier has submitted a valid invoice via the Candex platform (<https://www.candex.com>) in accordance with the purchase order.**

Confirmation to suppliers

FrieslandCampina hereby confirms that:

- **Candex is an authorized and approved partner** of FrieslandCampina.
- This setup represents an **officially authorized FrieslandCampina procurement process**.

This document serves as formal confirmation of the partnership and operating model between FrieslandCampina and Candex for suppliers participating in transactions through the Candex platform.

Should you require further information, please contact the FrieslandCampina procurement team through the contact details provided on the purchase order or visit the FrieslandCampina Supplier Portal:

<https://www.frieslandcampina.com/suppliers/partnership-tools/>

Sincerely,

Royal FrieslandCampina N.V.



Dieuwier van Staveren

Global Director Procurement

29 May 2026

FAQ - Frequently Asked Questions

Why is Candex used in the transaction?

FrieslandCampina uses Candex to support the management of tail suppliers and improve efficiency in the purchase-to-pay process for certain supplier transactions.

Who is the supplier's contractual partner?

For transactions processed through this model, the supplier's contractual counterparty is **Candex**, as specified in the purchase order terms.

Who should the supplier invoice?

Suppliers must invoice **Candex**, as indicated on the purchase order.

Which terms apply to the purchase order?

All purchase orders in Candex are governed by **FrieslandCampina's General Purchasing Terms (GPC)**, which are included with each PO and there is no option to deviate from them.

Is this arrangement authorized by FrieslandCampina?

Yes. The use of Candex for selected supplier transactions is an **official and authorized arrangement within FrieslandCampina's procurement process**.

Is there a fee for suppliers to use Candex?

No. The use of the Candex platform is **free of charge for suppliers** participating in transactions with FrieslandCampina.

How does the process work for suppliers?

The supplier experience is explained step-by-step in the **FrieslandCampina Vendor Guide for Candex**, available here:

<https://www.frieslandcampina.com/suppliers/partnership-tools/>

Which operating model applies in my country (Standard Model vs. Reseller / Commissioner Model)?

Depending on the country, Candex operates under one of the following models:

- **Standard Model** (Candex does not take a standalone purchase obligation; Candex acts as a limited agent for contracting purposes / agent acting in its own name for VAT purposes; primary contractual obligations remain between FrieslandCampina and the supplier): **China, Hong Kong, Singapore, United Kingdom, United States**.
- **Reseller / Commissioner Model** (Candex acts as a reseller; Candex concludes a purchase contract with the supplier in its own name, on the account of FrieslandCampina, to resell the goods or services back to FrieslandCampina): **Netherlands, Germany, Belgium, France, Italy, Spain, Hungary, Greece, Mexico**.

In summary, the process works as follows:

1. The supplier receives the purchase order via email from **support@candex.com**.
2. The supplier opens the purchase order via the link provided in the email.
3. If the supplier is using Candex for the first time, they create a registration on the Candex portal and provide their legal entity details.
4. The supplier accepts the purchase order and the applicable terms.
5. The supplier delivers the goods or services to FrieslandCampina as specified in the purchase order.
6. Once delivery to FrieslandCampina is completed, the supplier issues the invoice **in accordance with the purchase order to the indicated Candex entity**.
7. The supplier submits the invoice on the **Candex portal**, preferably on the same day the invoice is issued.
8. From the submission date of a correct invoice, **payment will be remitted to the supplier within a maximum of 30 days payment terms**, provided the goods or services have been received and accepted.

<https://www.frieslandcampina.com/frequently-asked-questions/suppliers/>