

Manual Management Systems

Subject: **Mission, Vision, Strategy, Values, Culture, Competences**

Code: **KHA.001**

Revision date: **18/08/'09**

Number of pages: **6**

Revision index: **14**

Scope: **FrieslandCampina Professional**

FrieslandCampina Professional has the ambition to be a trend-setting authority in strategically selected niches of the European Food Service market and to have a leading role in the supply of retail spray can concepts.

Mission

The identity of **FrieslandCampina Professional** is reflected in the mission:

- *FrieslandCampina Professional* supplies professional markets with dairy based branded products
- *FrieslandCampina Professional* develops, produces and distributes whipped cream in spray cans for consumers
- *FrieslandCampina Professional* focuses on client-oriented solutions
- *FrieslandCampina Professional* creates added value
- *FrieslandCampina Professional* symbolises high quality
- *FrieslandCampina Professional* always wishes to improve and innovate
- *FrieslandCampina Professional* wishes to give the necessary product and background information so that customers can integrate their preparations into well balanced menu suggestions.

Vision

Its ambition to belong to the trend-setting Food Service companies in Europe is clearly exposed in the vision:

FrieslandCampina Professional wants to be considered as:

- The professional partner par excellence in specific niches of the food service market
- The standard for quality
- A pro-active innovator
- An attractive employer
- A company creating added value
- a company that offers a broad range of food products that can fit in a well balanced lifestyle

Strategy

FrieslandCampina Professional's strategy as well as its values are based on the vision stated above. The strategy of Friesland Foods Professional is set down in a three-yearly reviewed MLTP-plan (Mid-Long-Term-Plan). The MLTP of the subsidiary Friesland Foods Professional fits in completely with the Friesland Foods MLTP. Rejection and approval are given by the Friesland Foods Board of Management.

Values

Proceeding from its integral quality philosophy (TQM), the management has chosen to encompass general values together with specific values of **Friesland Foods Professional** in the field of food safety, quality, (labour) safety & well-being and environmental protection in one integral policy statement. Quality- and care systems (certified in case of added values) guarantee the realization (see list in attachment). The values are set down in the triple bottom line approach from *FrieslandCampina*: a evenly attention for people, the environment and the productivity (3 P's: People, Planet, Profit).

General values

1. Continuity and Profitability

FrieslandCampina Professional is striving for continuity in the long term. To be able to guarantee this continuity to everyone involved, the company must be profitable. It is only if **FrieslandCampina Professional** achieves a big enough profit that it can invest sufficiently in the strengthening of brands and market positions, in the continuous modernisation of installations and the development of new techniques and technologies. **FrieslandCampina Professional** therefore re-invests a substantial share of its profits each year.

2. Continuous Improvement and Innovation

FrieslandCampina Professional and its employees are ambitious and commit themselves to the continuous improvement of all processes: "Total Quality Management (TQM)". Objectives are formulated clearly. A comprehensive set of Key Performance Indicators (KPIs) according to the Business Balanced Score Card model represents the basis for a modern and responsible management.

Variations from the objectives envisaged are identified in time. Preventative and corrective measures are taken. The efficiency and effectiveness of the policy pursued is assessed by means of a comprehensive system of internal and external audits. Wherever possible, the company performance will be measured against that of others (Best Practice, Benchmarking).

3. Quality & Client Satisfaction

FrieslandCampina Professional strives for its products to be considered as the standard for quality in their category. The consumer trends and the needs of the end-user/professional form the starting point of the commercial policy .

FrieslandCampina Professional aims at a maximum knowledge of its clients' needs in the use of its products. The existing products are improved and new product concepts developed on the basis of these needs and know-how.

Transparent agreements, to the mutual advantage of all parties, are made with buyers of its products. These agreements are unequivocally translated into specifications and certificates. The relationship with the suppliers is also based on the same principles.

Thanks to the philosophy of continuous improvement, a permanent effort is made to increase total performance. The best products and the highest professionalism form the basis for constantly increasing client satisfaction. In this way, **FrieslandCampina Professional** has the ambition to become the 'preferred business partner'.

4. Transparency and Communication

FrieslandCampina Professional strives for the greatest clarity and transparency in communication.

Employees are extensively informed about the policy, the objectives and the results achieved. This includes meetings between the management and the employees, team briefings, newsletters and internal memos.

Dialogue between those carrying out the work and the managerial staff is ensured by discussions on work progress, project teams and info-sessions. An open dialogue with the outside world is a crucial element of the policy, both in terms of communication with business partners in the entire chain, and of social environment.

5. Responsibility

FrieslandCampina Professional and its employees are aware of their responsibility and discharge it.

- No concessions are made in the field of food quality for the sake of financial results.
- No concessions are made in the field of environment and well-being at work for the sake of financial results.

6. Commitment of Management and Staff

The management of **FrieslandCampina Professional** commits itself to respect and actively spread the values and principles described in this policy statement and quality reference book.

The employees of **FrieslandCampina Professional** are kept informed of the QA systems in the field of food safety, quality, work safety and environmental care. They are aware that each individual worker makes an essential contribution, in his own way, to the 'Total Quality'.

7. **FrieslandCampina Professional** products, a conscious choice for a balanced lifestyle.

FrieslandCampina Professional is convinced that a balanced eating pattern can contribute to a healthier lifestyle and is a main factor in the prevention of health problems.

FrieslandCampina Professional is aware of its social responsibility as leading manufacturer of dairy-based food products and considers it its duty to sensitize operators and consumers to the importance of healthy eating habits. Dairy products are a fundamental part of a balanced and varied diet. They supply the necessary nutrition to keep the body healthy.

FrieslandCampina Professional is of the opinion that there are no unhealthy foods, only unhealthy eating habits. Every product has its place in a well-balanced lifestyle, in certain quantities and according to a certain frequency of intake.

FrieslandCampina Professional recognizes and respects the specific role and the specialist character of the medical profession with respect to the diagnosis and treatment of diseases. **FrieslandCampina Professional** will never enter the medical world and/or the pharmaceutical industry.

FrieslandCampina Professional considers it its mission to provide transparent and honest information about the nutritional aspects of its products, transmit it correctly to its customers and collaborate with the authorized and official bodies with regard to "food and health".

By providing clear information, *FrieslandCampina Professional* wants to allow its customers to choose in function of the balanced eating patterns of their consumers.

FrieslandCampina Professional bases that strategic choice on:

- the development of a product range for the professional food service market in order to offer the operator alternatives that allow a conscious choice within the framework of a balanced lifestyle
- the correct and precise description of the nutritional value and the ingredients of the products on different carriers
- informing the professional or the operator in the food service market on the possibilities to compile a balanced menu
- active support of government initiatives
- give support to initiatives and projects such as university-projects, etc.
- the research projects of the *FrieslandCampina* Research Center in Deventer (the Netherlands) which collaborates with different university centres
- an internal program making employees aware of the necessity of a healthy lifestyle
- specific training for all employees in direct contact with the operators in order to allow for practical support
- applying the deontological code with respect to publicity and promotion for food and health, as prescribed by the European organisation of the food industry (CIAA)
- the integration of this strategic choice in the mission and the vision of the company.

This vision complies with the directives and values of *FrieslandCampina* as described in the publication "*FrieslandCampina* en Maatschappelijk Verantwoord Ondernemen".

Specific values

1. Food Security and Good Manufacturing Practices (GMP)

Both the management and the workforce of ***FrieslandCampina Professional*** bear the final responsibility vis-à-vis their clients and the end consumer for manufacturing safe food products in a controlled way.

In order to give maximum meaning to this responsibility, every aspect of the production process which is decisive for food safety has been submitted to a risk analysis. Appropriate food safety procedures have been set up and are continuously adapted and updated.

2. (Work) Safety, Well-being & Personnel Satisfaction

FrieslandCampina Professional invests in its employees.

An integrated policy has been defined in the field of (work) safety. An important point in the implementation of this policy is the RI&A (Risk Inventory & Assessment) carried out at regular intervals, to which a binding action plan is linked. Future legislation is anticipated as far as possible. The Business Management is tested against the 'Best Available Technics at No Exceeding Costs' principle (BATNEC).

FrieslandCampina Professional's employees are kept informed of their responsibility concerning their own safety and that of their colleagues.

An integrated personnel policy, which focuses on clear job descriptions, an objective assessment system, instruction and training and clear communication, is at the root of the efforts towards the continuous increase of personnel satisfaction. The employees' satisfaction is measured periodically and is also part of the personnel policy. The required instruction plans are elaborated in consultation with each individual collaborator.

In this way **FrieslandCampina Professional** wishes to give content to its efforts to be considered as an 'attractive employer'.

3. Environmental Care & Social Responsibility

FrieslandCampina Professional is aware of its responsibility towards the environment and the society.

An integrated policy has been defined as regards the environment. The environmental policy statement of **FrieslandCampina Professional** corresponds to the environmental policy statement at the group level.

The performance of periodic risk analyses leading to an environmental aspects register, linked to an action plan, is important in carrying out this policy.

All these aspects are treated with the same care. The aspect registry is updated annually. Activities must be thought out well – efficient. Simply complying with legal requirements is not sufficient. We anticipate future legislation as far as possible.

The business management is tested against the 'Best Available Techniques at no Exceeding Costs' principle (BATNEC).

Concrete environmental objectives are determined each year. The efficiency of the policy applied is subject to a regular follow-up. An environmental report is drawn up annually.

Organisation - Competences

The organisation needs to dispose of following competences in order to realize the interpretation of the strategy within the prevailing values and culture of the company:

- Vision
- Cooperation
- Flexibility
- Customer-oriented
- Creativity
- Result-oriented
- Initiative

By selecting employees with the right competences within a job-profile, these organizational competences are being guaranteed.

Appendix:

Overview of the certificate management systems obtained. Each certificate is published on the website www.debic.com.

Description of "MANAGEMENT REPRESENTATIVE" tasks and responsibilities in the context of quality control systems

Management system	Plant Lummen	Plant Nuenen	Plant Oud-Gastel	Plant Saint-Paul en Jarez	SBU Foodservice - Belgium	SBU Consumer	SBU Food Service International & International Chains	SBU Food Service - The Netherlands	SBU Industry	SBU Food Service - France	SBU Food Service - Germany	SBU Food Service - Italy	BU Polderland	Management Representative Directeur Operations	
														Delegated Representative OPERATIONAL SECTION	Delegated Representative MANAGEMENT SYSTEM SECTION
Verification by a certification body	BRC (British Retail Consortium)	x	x	x	x	x	x	x	x					Lummen: QSHE-manager Nuenen: Plant Manager Oud Gastel: Plant Manager Saint-Paul en Jarez: Plant Manager	QA-manager
	International Food Standard	x	x	x	x	x	x	x	x						
	ISO 22000	x	x			x	x	x	x						
	HACCP			x											
	ISO9001	x	x	x	x	x	x	x	x				x		
	Zuivelgids	x													
	GMP	x		x											
	ISO14001	x	x	x											
OHSAS 18001	x	x													
Internal verification	Food Safety System	x	x											Lummen: QSHE-manager Nuenen: Plant Manager Oud Gastel: Plant Manager Saint-Paul en Jarez: Plant Manager	QA-manager
	Q ²			x	x										

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