

Self-declaration NEN-ISO 26000:2010**Corporate Social Responsibility of organizations**

Undersigned, Mr Cees 't Hart, CEO of Royal FrieslandCampina NV,

declares that Royal FrieslandCampina NV (the organization of Business Groups and Operating Companies, excluding the farmers' cooperation) applies NEN-ISO 26000:2010, Guidance on social responsibility for all activities including the company's sphere of influence and has assessed and reviewed this using the process described in NPR 9026:2011.

The organization declares that it applies the principles and guidance of NEN-ISO 26000:2010 and guarantees that this will be the case on a continuing basis. Within the framework of this self-declaration the application of NEN-ISO 26000 will be assessed and reviewed at least annually.

With this self-declaration the organization gives a justification and elaboration of the choices made with regard to its social responsibility in the following areas.

1. Subscribing to and applying the seven principles of social responsibility
2. Identifying and engaging stakeholders
3. The seven social responsibility core subjects and 37 social responsibility issues
4. Integration of social responsibility throughout the organization

The results of the assessment can be found on the website of FrieslandCampina (www.frieslandcampina.com).

Name of organization:

Royal FrieslandCampina NV

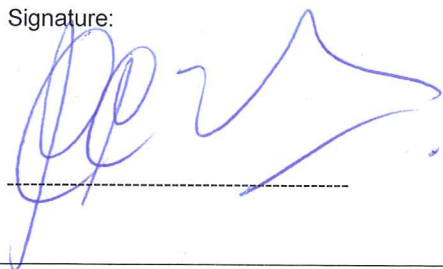
Location head office:

Amersfoort, the Netherlands

Address:

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3818 LE Amersfoort
the Netherlands

Signature:



Date and place:

Amersfoort,
16 Januari 2013