



# Co-operations between corporates & startups

A few considerations

# 150 years of dairy expertise



**1879**  
Establishment of  
Arnhemse  
Melkinrichting



**1913**  
Establishment of  
CCF in Leeuwarden



**1965**  
Merger of  
Coberco in  
Zutphen



**1997**  
Merger of Coberco,  
Friesland Dairy  
Foods, De Zuid-  
Oost-Hoek en De  
twee Provinciën



**2004**  
Friesland Foods  
receives Royal  
designation on its  
125th anniversary



**2012**  
Acquisition of  
Alaska Milk  
Corporation in  
the Philippines



**2016**  
Acquisition of  
majority stake  
(51%) Engro Foods  
in Pakistan



**1871**  
Establishment of  
'Vereeniging tot  
Ontwikkeling van  
den Landbouw  
in Hollands  
Noorderkwartier'



**1880**  
Establishment of  
the first dairy  
cooperatives



**1926**  
Establishment of  
De Meijerij  
Veghel / De  
Melkindustrie  
Veghel



**1989**  
Establishment of  
Campina Melkunie



**2001**  
Establishment of  
Campina



**2008**  
Merger of  
Friesland Foods  
and Campina



**2014**  
Acquisition of  
Olam Ivory Coast  
and DEK in Italy



**2018**  
Acquisition of  
Friesland Huishan  
Dairy in China

# FrieslandCampina at a glance



**11.5 billion**  
euros revenue



Facilities in  
**32** countries



**22,961**  
employees



**15,703**  
member dairy  
farmers



Export to over  
**100** countries



Every day  
**millions**  
of consumers

# Organised in four business groups



## Food & Beverage

- Dairy products, such as milk, yogurt, condensed milk, dairy-based beverages, cheese, butter and cream
- Focuses on consumer (B2C) and professional (B2B) channels



## Specialised Nutrition

- Dairy nutrition to specific groups of consumers
- Varying from infants to adults with specific requirements during various life stages



## Ingredients

- Ingredients for infant nutrition
- Innovations and solutions for adults in the areas of medical, active and performance nutrition



## Trading

- Basic dairy products for internal as well as business-to-business customers
- Cheese, butter, milk powder and liquid products such as raw milk, cream, skimmed milk or milk concentrate

# Our Plan on a Can

## Action plans

### WIN-WIN: unleash your nature

- Purpose driven
- Commercially obsessed
- Owners' mindset

### Nourishing by nature

- Better nutrition for the world
- A good living for our farmers
- Now and for generations to come



## Personal objectives

### Our Purpose, Our Plan

- Win with nutrition
- Serve the 24/7 consumer and customer
- Nourishing a better planet
- Elevate our essentials

### FrieslandCampina: a nourishing company

FrieslandCampina is a leading, future-proof nutrition company with a strong core in dairy, that nourishes our planet and pays a stable farmer income

**Compass, Safety, Quality, Cybersecurity**

## Question Halbe:

# What are the biggest challenges for your company to work strategically with companies like startups up an down the value chain

- **Historically there were only few start-ups that matched well enough** with our specific activities as a dairy company (the sector may be too traditional) so the number of startups we work with is limited.
- The current change in direction of the company stimulates the co-operation with startups because we need access to **“new non dairy raw materials”** in which start-ups are very active.
- A key challenge is to determine the best opportunities for FrieslandCampina (Work in progress).

The typical processes of a start-up and corporate are out of sync....so mutual adaptation is key  
( stolen with pride from Mc Kinsey).

- Key success factors
  - Commitment on both sides to make the co-operation work and accept different working “styles”.
  - Clear goal of the co-operation & turn into a clear plan = adaptation on both sides.
  - Appropriate joint team with sufficient decision making power in place.
- But
  - Probably everything starts with the conviction on both sides that the co-operation can really make a difference and is (equally) important for both parties.





## Table (example)

<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>	<b>X</b>
X	X	X	X	X
X	X	X	X	X
X	X	X	X	X
X	X	X	X	X
X	X	X	X	X
X	X	X	X	X
X	X	X	X	X

X	X	X	X
X	X	X	X
X	X	X	X
X	X	X	X
X	X	X	X
X	X	X	X
X	X	X	X
X	X	X	X