



ForFarmers N.V.

April 2025

**Implementation by ForFarmers N.V. of the Dutch
Corporate Governance Code**

Comply or explain - overview

Compliance with the code

The management board and the supervisory board are responsible for the corporate governance of the company and for compliance with this Code. Compliance with the Code is based on the 'comply or explain' principle. Unlike legislation, the Code offers flexibility in that it provides room to depart from the principles and best practice provisions. The management board and the supervisory board account for compliance with the Code in the general meeting, and provide a substantive and transparent explanation for any departures from the principles and best practice provisions.

The broad outline of the company's corporate governance is set out each year in a separate chapter of the management report or published on the company's website, partly on the basis of the principles stated in this Code. Here the company explicitly states the extent to which it complies with the principles and best practice provisions stipulated in this Code and, where it does not comply with them, why and to what extent it deviates from them.

Importantly, the explanation of any departures should in any event include the following elements:

- i. how the company departed from the principle or the best practice provision;
- ii. the reasons for the departure;
- iii. if the departure is of a temporary nature and continues for more than one financial year, an indication of when the company intends to comply with the principle or the best practice provision again; and
- iv. where applicable, a description of the alternative measure that was taken and either an explanation of how that measure attains the purpose of the principle or the best practice provision or a clarification of how the measure contributes to good corporate governance of the company.

Shareholders, businesses that specialise in rating the corporate governance of listed companies and persons who advise on the exercise of voting rights attaching to shares should carefully assess the reason for each and every departure from the Code's principles and best practice provisions. Shareholders as well as the management board and supervisory board should be prepared to engage with each other to discuss the reason why a principle or best practice provision was not applied. It is up to the shareholders to call the management board and the supervisory board to account for compliance with the Code. The guiding principle here is that corporate governance requires a tailor-made approach and departures may be justified. Companies and shareholders share responsibility for good self-regulation according to the 'comply or explain' principle so that it can serve as an effective alternative to legislation.

CHAPTER 1.

LONG-TERM VALUE CREATION

Principle 1.1 Long-term value creation

The management board is responsible for the continuity of the company and its affiliated enterprise and for sustainable long-term value creation by the company and its affiliated enterprise. The management board takes into account the impact the actions of the company and its affiliated enterprise have on people and the environment and to that end weighs the stakeholder interests that are relevant in this context. The supervisory board monitors the management board in this regard.

1.1.1 Long-term value creation strategy	Implementation by ForFarmers
The management board should develop a view on sustainable long-term value creation by the company and its affiliated enterprise and formulate a strategy in line with this. The management board should formulate specific objectives in this regard. Depending on market dynamics, it may be necessary to make short-term adjustments to the strategy. When developing the strategy, attention should in any event be paid to the following: i. the strategy's implementation and feasibility; ii. the business model applied by the company and the market in which the company and its affiliated enterprise operate; iii. opportunities and risks for the company; iv. the company's operational and financial goals and their impact on its future position in relevant markets; v. the interests of the stakeholders; vi. the impact of the company and its affiliated enterprise in the field of sustainability, including the effects on people and the environment; vii. paying a fair share of tax to the countries in which the company operates; and viii. the impact of new technologies and changing business models.	ForFarmers applies this provision.
1.1.2 Involvement of the supervisory board	Implementation by ForFarmers
The management board should engage the supervisory board early on in formulating the strategy for realising sustainable long-term value creation. The management board accounts to the supervisory board for the strategy and the explanatory notes to that strategy.	ForFarmers applies this provision.
1.1.3 Role of the supervisory board	Implementation by ForFarmers
The supervisory board should supervise the manner in which the management board implements the strategy for sustainable long-term value creation. The supervisory board should regularly discuss the strategy, the implementation of the strategy and the principal risks	ForFarmers applies this provision.

associated with it. In the report drawn up by the supervisory board, an account is given of its involvement in the establishment of the strategy, and the way in which it monitors its implementation.	
1.1.4 Accountability of the management board	Implementation by ForFarmers
In the management report, the management board should provide a more detailed explanation of its view on sustainable long-term value creation and the strategy to realise this and describe the contributions made to sustainable long-term value creation in the past financial year. In addition, it describes the formulated objectives, what effects the company's products, services and activities have had on people and the environment, how the interests of stakeholders have been considered, what action has been taken in that context and the extent to which the set objectives have been attained. The management board should report on both short- and the long-term developments.	ForFarmers applies this provision.
1.1.5 Dialogue with stakeholders	Implementation by ForFarmers
To ensure that the interests of the relevant stakeholders of the company are considered when the sustainability aspects of the strategy are determined, the company should draw up an outline policy for effective dialogue with those stakeholders. The relevant stakeholders and the company should be prepared to engage in a dialogue. The company should facilitate this dialogue unless, in the opinion of the management board, this is not in the interests of the company and its affiliated enterprise. The company should publish the policy on its website.	ForFarmers applies this provision.

Principle 1.2 Risk management

The company should have adequate internal risk management and control systems in place. The management board is responsible for identifying and managing the risks associated with the company's strategy and activities.

1.2.1 Risk assessment	Implementation by ForFarmers
The management board should identify and analyse the risks associated with the strategy and activities of the company and its affiliated enterprise. The identification and analysis should cover in any case the strategic, operational, compliance and reporting risks. The management board is responsible for establishing the risk appetite, and also the measures that are put in place in order to counter the risks being taken.	ForFarmers applies this provision.
1.2.2 Implementation	Implementation by ForFarmers
Based on the risk assessment, as referred to in best practice provision 1.2.1, the management board should design, implement and maintain adequate internal risk management and control systems. To the extent relevant, these systems should be integrated into the work processes within the company and its affiliated enterprise, and should be familiar to those whose work they are relevant to.	ForFarmers applies this provision.
1.2.3 Monitoring of design and operation	Implementation by ForFarmers

The management board should monitor the design and operation of the internal risk management and control systems and should carry out a systematic assessment of their design and operation at least once a year. Attention should be paid to observed weaknesses, instances of misconduct and irregularities, indications from whistleblowers, lessons learned and findings from the internal audit function and the external auditor. Where necessary, improvements should be made to internal risk management and control systems.	ForFarmers applies this provision.
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Principle 1.3 Internal audit function

The task of the internal audit function is to assess the design and the operation of the internal risk management and control systems. The management board is responsible for the internal audit function. The supervisory board oversees the internal audit function and maintains regular contact with the person fulfilling this function.

1.3.1 Appointment and dismissal	Implementation by ForFarmers
The management board both appoints and dismisses the senior internal auditor. Both the appointment and the dismissal of the senior internal auditor should be submitted to the supervisory board for approval, along with the recommendation of the audit committee.	ForFarmers applies this provision.
1.3.2 Assessment of the internal audit function	Implementation by ForFarmers
The management board should assess annually the way in which the internal audit function fulfils its responsibility, after consultation with the audit committee. An independent third party should assess the performance of the internal audit function at least every five years.	ForFarmers applies this provision. ForFarmers intends to further develop the independent assessment of the internal audit function in 2025.
1.3.3 Internal audit plan	Implementation by ForFarmers
The internal audit function should draw up an audit plan after consultation with the management board, the audit committee and the external auditor. The audit plan should be submitted to the management board and then to the supervisory board for approval. In the internal audit plan, attention should be paid to interaction with the external auditor.	ForFarmers applies this provision.
1.3.4 Performance of work	Implementation by ForFarmers
The internal audit function should have sufficient resources to execute the internal audit plan and have access to information that is important for the performance of its work. The internal audit function should have direct access to the audit committee and the external auditor. Records should be kept of how the audit committee is informed by the internal audit function.	ForFarmers applies this provision.
1.3.5 Reports of findings	Implementation by ForFarmers
The internal audit function should report the audit results to the management board and the audit committee, and inform the external auditor. The findings of the internal audit function should, at least, include the following:	ForFarmers applies this provision.

i. any flaws in the effectiveness of the internal risk management and control systems; ii. any findings and observations with a material impact on the risk profile of the company and its affiliated enterprise; and iii. any failings in the follow-up of recommendations made by the internal audit function. The internal audit function should report hierarchically to a member of the management board, preferably to the CEO.	
1.3.6 Absence of an internal audit department	Implementation by ForFarmers
If there is no separate department for the internal audit function, the supervisory board will assess annually whether adequate alternative measures have been taken, partly on the basis of a recommendation issued by the audit committee, and will consider whether it is necessary to establish an internal audit department. The supervisory board should include the conclusions, along with any resulting recommendations and alternative measures, in the report of the supervisory board.	ForFarmers has an internal auditor who fulfils the internal audit function.

Principle 1.4 Risk management accountability

The management board should render account of the effectiveness of the design and the operation of the internal risk management and control systems.

1.4.1 Accountability to the supervisory board	Implementation by ForFarmers
The management board should discuss the effectiveness of the design and operation of the internal risk management and control systems referred to in best practice provisions 1.2.1 to 1.2.3 inclusive with the audit committee, and render account of this to the supervisory board.	ForFarmers applies this provision.
1.4.2 Reporting in risk management	Implementation by ForFarmers
In the management report, the management board should render account of: i. the execution of the risk assessment, with a description of the principal risks facing the company in relation to its risk appetite, as referred to in best practice provision 1.2.1; ii. the design and operation of the internal risk management and control systems in the areas of operational, compliance and reporting risks over the past financial year, and the frameworks used for this purpose iii. its assessment of the effectiveness of internal risk management and control systems concerning operational, compliance and reporting risks during the past financial year; iv. any major failings in the internal risk management and control systems which have been observed in	ForFarmers applies this provision.

the financial year, any significant changes made to these systems and any major improvements planned, along with a confirmation that these issues have been discussed with the audit committee and the supervisory board; and v. the sensitivity of the results of the company to material changes in external factors.	
1.4.3 Statement by the management board	Implementation by ForFarmers
The management board should state in the management report, with clear substantiation, that: i. the report provides sufficient insights into any failings in the effectiveness of the internal risk management and control systems; ii. the aforementioned systems provide reasonable assurance that the financial reporting does not contain any material inaccuracies; iii. that these systems provide at least limited assurance that the sustainability reporting does not iv. contain material inaccuracies; the level of assurance these systems provide in effectively managing operational and compliance risks; v. that based on the current state of affairs, it is justified that the financial reporting is prepared on a going concern basis; and vi. the report states the material risks, as referred to in best practice provision 1.2.1, and the uncertainties, to the extent that they are relevant to the expectation of the company's continuity for the period of twelve months after the preparation of the report.	ForFarmers applies this provision.

Principle 1.5 Role of the supervisory board

The supervisory board should supervise the policies carried out by the management board and the general affairs of the company and its affiliated enterprise. In so doing, the supervisory board should also focus on the effectiveness of the company's internal risk management and control systems and the integrity and quality of the financial and sustainability reporting.

1.5.1 Duties and responsibilities of the audit committee	Implementation by ForFarmers
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The audit committee undertakes preparatory work for the supervisory board's decision-making regarding the supervision of the integrity and quality of the company's financial and sustainability reporting and the effectiveness of the company's internal risk management and control systems, as referred to in best practice provisions 1.2.1 to 1.2.3 inclusive. It focuses among other things on the supervision of the management board with regard to: i. relations with, and compliance with, recommendations and follow-up of comments by the internal and external auditors and any other external party involved in auditing the sustainability reporting; ii. the funding of the company; and iii. the company's tax policy.	ForFarmers applies this provision. The responsibilities and tasks of the Audit committee are laid down in the Regulations of the Audit committee which can be found on the website of ForFarmers (www.forfarmersgroup.eu).
1.5.2 Attendance of the management board, internal auditor and external auditor at audit committee Consultations	Implementation by ForFarmers
The chief financial officer, the internal auditor and the external auditor should attend the audit committee meetings, unless the audit committee determines otherwise. The audit committee should decide whether and, if so, when the chairman of the management board should attend its meetings.	ForFarmers applies this provision. This competence is laid down in the Regulations of the Audit committee which can be found on the website of ForFarmers (www.forfarmersgroup.eu).
1.5.3 Audit committee report	Implementation by ForFarmers
The audit committee should report to the supervisory board on its deliberations and findings. This report must, at least, include the following information: i. the methods used to assess the effectiveness of the design and operation of the internal risk management and control systems referred to in best practice provisions 1.2.1 to 1.2.3 inclusive; ii. the methods used to assess the effectiveness of the internal and external audit processes; iii. material considerations concerning financial and sustainability reporting; and iv. the way in which the material risks and uncertainties, referred to in best practice provisions 1.4.2 and 1.4.3, have been analysed and discussed, along with a description of the most important findings of the audit committee and how the statement referred to in provision 1.4.3 has been substantiated	ForFarmers applies this provision.
1.5.4 Supervisory board	Implementation by ForFarmers
The supervisory board should discuss the items reported on by the audit committee on the basis of best practice provision 1.5.3.	ForFarmers applies this provision.

Principle 1.6 Appointment and assessment of the functioning of the external auditor

The supervisory board should submit the nomination for the appointment of the external auditor to the

general meeting, and should supervise the external auditor's functioning.

1.6.1 Functioning and appointment	Implementation by ForFarmers
The audit committee should report annually to the supervisory board on the functioning of, and the developments in, the relationship with the external auditor. The audit committee should advise the supervisory board regarding the external auditor's nomination for appointment/reappointment or dismissal and should prepare the selection of the external auditor. The audit committee should give due consideration to the management board's observations during the aforementioned work. Also on this basis, the supervisory board should determine its nomination for the appointment of the external auditor to the general meeting.	ForFarmers applies this provision.
1.6.2 Informing the external auditor about its functioning	Implementation by ForFarmers
The supervisory board should give the external auditor a general idea of the content of the reports relating to its functioning.	ForFarmers applies this provision.
1.6.3 Engagement	Implementation by ForFarmers
The audit committee should submit a proposal to the supervisory board for the external auditor's engagement to audit the annual accounts. The management board should play a facilitating role in this process. In formulating the terms of engagement, attention should be paid to the scope of the audit, the materiality to be applied and remuneration for the audit. The supervisory board should resolve on the engagement.	ForFarmers applies this provision.
1.6.4 Accountability	Implementation by ForFarmers
The main conclusions of the supervisory board regarding the external auditor's nomination and the outcomes of the external auditor selection process should be communicated to the general meeting.	ForFarmers applies this provision.
1.6.5 Departure of the external auditor	Implementation by ForFarmers
The company should publish a press release in the event of the early termination of the relationship with the external audit firm. The press release should explain the reasons for this early termination.	As the occasion arises, ForFarmers shall apply this provision.

Principle 1.7 Performance of the external auditor's work

The audit committee and the external auditor should discuss the audit plan and the findings of the external auditor based on the work the external auditor has undertaken. The management board and the supervisory board should maintain regular contact with the external auditor.

1.7.1 Provision. of information to the external auditor	Implementation by ForFarmers
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The management board should ensure that the external auditor will receive all information that is necessary for the performance of his work in a timely fashion. The management board should give the external auditor the opportunity to respond to the information that has been provided.	ForFarmers applies this provision.
1.7.2 Audit plan and external auditor's findings	Implementation by ForFarmers
The external auditor should discuss the draft audit plan with the management board before presenting it to the audit committee. The audit committee should discuss annually with the external auditor: i. the scope and materiality of the audit plan and the principal risks of the annual reporting identified by the external auditor in the audit plan; and ii. based also on the documents from which the audit plan was developed, the findings and outcomes of the audit work on the annual accounts and the management letter.	ForFarmers applies this provision.
1.7.3 Publication of financial reports	Implementation by ForFarmers
The audit committee should determine whether and, if so, how the external auditor should be involved in the content and publication of financial reports other than the annual accounts.	ForFarmers applies this provision.
1.7.4 Consultations with the external auditor outside the management board's presence	Implementation by ForFarmers
The audit committee should meet with the external auditor as often as it considers necessary, but at least once per year, without the presence of the management board.	ForFarmers applies this provision.
1.7.5 Examination of discussion points arising between the external auditor and the management board	Implementation by ForFarmers
The supervisory board should be permitted to examine the most important points of discussion arising between the external auditor and the management board based on the draft management letter or the draft audit report.	ForFarmers applies this provision.
1.7.6 External auditor's attendance of supervisory board meetings	Implementation by ForFarmers
The external auditor should in any event attend the meeting of the supervisory board at which the report of the external auditor on the audit of the annual accounts is discussed.	ForFarmers applies this provision.

CHAPTER 2.

EFFECTIVE MANAGEMENT AND SUPERVISION

Principle 2.1 Composition and size

The management board, the supervisory board and the executive committee (if any) should be composed in such a way as to ensure a degree of diversity appropriate to the company with regard to expertise, experience, competencies, other personal qualities, sex or gender identity, age, nationality and cultural or other background.

2.1.1 Profile	Implementation by ForFarmers
The supervisory board should prepare a profile, taking account of the nature and the activities of the enterprise affiliated with the company. The profile should address: - the desired expertise and background of the supervisory board members; - the desired diverse composition of the supervisory board, referred to in best practice provision 2.1.5; - the size of the supervisory board; and - the independence of the supervisory board members. The profile should be posted on the company's website	ForFarmers applies this provision. Reference is made to the "Profile Supervisory Board ForFarmers N.V.".
2.1.2 Personal information	Implementation by ForFarmers
The following information about each supervisory board member should be included in the report of the supervisory board: - sex or, if desired by the person concerned, gender identity; - age; - nationality; - principal position (if appropriate); - other positions, insofar as they are relevant to the performance of the duties of the supervisory board member; - date of initial appointment; and - current term of office.	ForFarmers applies this provision with the understanding that the said information may be included elsewhere in the report of the Executive Board of Directors; as the occasion arises the report of the Supervisory Board shall refer to the same.
2.1.3 Executive committee	Implementation by ForFarmers
If the management board works with an executive committee, the management board should take account of the checks and balances that are part of the two-tier system. This means, among other things, that the management board's expertise and responsibilities are safeguarded and the supervisory board is informed adequately. The supervisory board should supervise this while paying specific attention to the dynamics and the relationship between the management board and the executive committee. In the management report, account should be rendered of:	ForFarmers applies this provision. At ForFarmers, the Executive Committee is referred to as the 'Executive Team'.

i. the choice to work with an executive committee; ii. the role, duty and composition of the executive committee; and iii. how the contacts between the supervisory board and the executive committee have been given shape.	
2.1.4 Expertise	Implementation by ForFarmers
Each supervisory board member and each management board member should have the specific expertise required for the fulfillment of his duties. Each supervisory board member should be capable of assessing the broad outline of the overall management.	ForFarmers applies this provision.
2.1.5 Policy on Diversity and Inclusion (D&I policy)	Implementation by ForFarmers
The company should have a D&I policy for the enterprise. The D&I policy should in any case set specific, appropriate and ambitious targets in order to achieve a good balance in gender diversity and the other D&I aspects of relevance to the company with regard to the composition of the management board, the supervisory board, the executive committee (if any) and a category of employees in managerial positions ("senior management") to be determined by the management board. The supervisory board adopt the D&I policy for the composition of the management board and the supervisory board. The management board should adopt the D&I policy for the executive committee (if applicable), the senior management and for the rest of the workforce with the prior approval of the supervisory board.	The Board has adopted and published a Diversity & Inclusion Policy for the Executive Board and the Supervisory Board. The board has set targets for the executive team. The Diversity & Inclusion Policy for the executive team and other employees related to this is still under development and is expected to be adopted by the Board in 2025 after prior approval by the Board
2.1.6 Reporting on the D&I policy	Implementation by ForFarmers
The corporate governance statement should explain the D&I policy and the way in which it is implemented in practice. This includes the following information: i. the goals of the D&I policy; ii. the plan to achieve the goals of the D&I policy; iii. the results of the D&I policy in the past financial year and – where relevant and applicable – insight into the inflow, progression and retention of employees; and iv. the gender composition of the management board, the supervisory board, the executive committee (if any) and senior management at the end of the past financial year. If one or more goals for the composition of the management board, the supervisory board, the executive committee (if any) and/or senior management are not achieved, an explanation of the reasons should be included in the corporate governance statement, along with an explanation as to which measures are being taken to attain the goals, and by when this is likely to be achieved.	ForFarmers shall apply this provision.

2.1.7 Independence of the supervisory board The composition of the supervisory board is such that the members are able to operate independently and critically vis-à-vis one another, the management board and any particular interests involved. In order to safeguard its independence, the supervisory board is composed in accordance with the following criteria: i. any one of the criteria referred to in best practice provision 2.1.8, sections i to v inclusive, should be applicable to at most one supervisory board member; ii. the total number of supervisory board members to whom the criteria referred to in best practice provision 2.1.8 are applicable should account for less than half of the total number of supervisory board members; and iii. for each shareholder or group of affiliated shareholders directly or indirectly holding more than 10 per cent of the shares in the company, there is at most one supervisory board member who can be considered to be affiliated with or representing them as stipulated in best practice provision 2.1.8, sections vi and vii.	Implementation by ForFarmers ForFarmers deviates from this provision to the extent that it regards members of the Supervisory Board who are also board member of Coöperatie FromFarmers U.A. The relationship between the Company and Coöperatie FromFarmers U.A. is also determined by historical reasons. Also in consideration of the present organisation of the Company, it was included in article 4.4 f. of the Supervisory Board Regulations that for each shareholder or group of affiliated shareholders, who directly or indirectly hold more than 10% of the shares in the Company, a maximum of two supervisory board members can be qualified as affiliated with or representing the same as intended in article 4.5 under f. and g. of the Regulations. The priority share which gives right – amongst others - to recommend a number of supervisory board members, is held by Coöperatie FromFarmers U.A.
2.1.8 Independence of supervisory board members Supervisory board members are not independent if they or their spouse, registered partner or life companion, foster child or relative by blood or marriage up to the second degree: i. has been an employee or member of the management board of the company or an issuing institution associated with the company as referred to in Section 5:48 of the Financial Supervision Act (Wet op het financieel toezicht, Wf) in the five years prior to the appointment; ii. receives personal financial compensation from the company, or an entity associated with it, other than the compensation received for the work performed as a supervisory board member and insofar as this is not in keeping with the normal course of business; iii. has had an important business relationship with the company or an entity associated with it in the year prior to the appointment. This includes in any event the case where the supervisory board member, or the firm of which he is a shareholder, partner, associate or advisor, has acted as advisor to the company (consultant, external auditor, civil notary or lawyer) and the case where the supervisory board member has been a management board member or an employee of a	Implementation by ForFarmers ForFarmers deviates from this provision (see 2.1.7). This is explained in the report of the Supervisory Board.

bank with which the company has a lasting and significant relationship; iv. is a member of the management board of a company in which a member of the management board of the company which he supervises is a supervisory board member; v. has temporarily performed management duties during the previous twelve months in the absence or incapacity of management board members; vi. has a shareholding in the company of at least 10 per cent, taking into account the shareholding of natural persons or legal entities collaborating with him on the basis of an express or tacit verbal or written agreement; vii. is a member of the management board or supervisory board – or is a representative in some other way – of a legal entity which directly or indirectly holds at least 10 per cent of the shares in the company, unless the entity is a group company.	
2.1.9 Independence of the chairman of the supervisory board	Implementation by ForFarmers
The chairman of the supervisory board should not be a former member of the management board of the company and should be independent within the meaning of best practice provision 2.1.8.	ForFarmers applies this provision.
2.1.10 Accountability regarding supervisory board member independence	Implementation by ForFarmers
The report of the supervisory board should state that, in the opinion of the supervisory board, the independence requirements referred to in best practice provisions 2.1.7 to 2.1.9 inclusive have been fulfilled and, if applicable, should also state which supervisory board member (or members), if any, it does not consider to be independent.	The deviation from best practice provisions 2.1.7 and 2.1.8 is explained in the report of the Supervisory Board.

Principle 2.2 Appointment, succession and evaluation

The supervisory board should ensure that a formal and transparent procedure is in place for the appointment and reappointment of management board and supervisory board members, as well as a sound plan for the succession of management board and supervisory board members, in accordance with the D&I policy. The functioning of the management board and the supervisory board as a collective and the functioning of individual members should be evaluated on a regular basis.

2.2.1 Appointment and reappointment periods – management board members	Implementation by ForFarmers
A management board member is appointed for a maximum period of four years. A member may be reappointed for a term of not more than four years at a time, which reappointment should be prepared in a timely fashion. The D&I objectives from best practice provision 2.1.5 should be considered in the preparation of the appointment or reappointment.	ForFarmers applies this provision

2.2.2 Appointment and reappointment periods – supervisory board members	Implementation by ForFarmers
A supervisory board member is appointed for a period of four years and may then be reappointed once for another four-year period. The supervisory board member may then be reappointed again for a period of two years, which appointment may be extended by at most two years. In the event of reappointment after an eight-year period, reasons should be given in the report of the supervisory board. At any appointment or reappointment, the profile referred to in best practice provision 2.1.1 should be observed.	ForFarmers deviates from this provision in terms of the persons who were part of the Supervisory Board on 1 January 2017; for such persons ForFarmers applies the principle that they can be reappointed for a third term of four years. This provision shall in principle be applied to persons who were or are appointed after the said date.
2.2.3 Early retirement	Implementation by ForFarmers
A member of the supervisory board or the management board should retire early in the event of inadequate performance, structural incompatibility of interests, and in other instances in which this is deemed necessary by the supervisory board. In the event of the early retirement of a member of the management board or the supervisory board, the company should issue a press release mentioning the reasons for the departure.	As the occasion arises, ForFarmers shall apply this provision.
2.2.4 Succession	Implementation by ForFarmers
The supervisory board should ensure that the company has a sound plan in place for the succession of management board and supervisory board members that is aimed at retaining the balance in the requisite expertise, experience and diversity. Due regard should be given to the profile referred to in best practice provision 2.1.1 in drawing up the plan for supervisory board members. The supervisory board should also draw up a retirement schedule in order to avoid, as much as possible, supervisory board members retiring simultaneously. The retirement schedule should be published on the company's website.	ForFarmers applies this provision.
2.2.5 Duties of the selection and appointment committee	Implementation by ForFarmers
The selection and appointment committee should prepare the supervisory board's decision-making and report to the supervisory board on its deliberations and findings. The selection and appointment committee should in any event focus on: i. drawing up selection criteria and appointment procedures for management board members and supervisory board members; ii. periodically assessing the size and composition of the management board and the supervisory board, and making a proposal for a composition profile of the supervisory board; iii. periodically assessing the functioning of individual management board members and supervisory board members, and reporting on this to the supervisory board;	ForFarmers applies this provision. See the Regulations of the Selection and Appointment Committee for this, which are available on the website of ForFarmers (www.forfarmersgroup.eu).

iv. drawing up a plan for the succession of management board members and supervisory board members; v. making proposals for appointments and reappointments; and vi. supervising the policy of the management board regarding the selection criteria and appointment procedures for senior management.	
2.2.6 Evaluation by the supervisory board	Implementation by ForFarmers
At least once per year, outside the presence of the management board, the supervisory board should evaluate its own functioning, the functioning of the various committees of the supervisory board and of the individual supervisory board members, and discuss the conclusions of this evaluation. In doing so, attention should be paid to: i. substantive aspects, conduct and culture, the mutual interaction and collaboration, and the interaction with the management board; ii. events that occurred in practice from which lessons may be learned; and iii. the desired profile, composition, competencies and expertise of the supervisory board. The evaluation should take place periodically under the supervision of an external expert.	ForFarmers applies this provision.
2.2.7 Evaluation of the management board	Implementation by ForFarmers
At least once per year, outside the presence of the management board, the supervisory board should evaluate both the functioning of the management board as a whole and that of the individual management board members, and should discuss the conclusions that must be attached to the evaluation, such also in light of the succession of management board members. At least once annually, the management board, too, should evaluate its own functioning as a whole and that of the individual management board members.	ForFarmers applies this provision.
2.2.8 Evaluation accountability	Implementation by ForFarmers
The supervisory board's report should state: i. how the evaluation of the supervisory board, the various committees and the individual supervisory board members has been carried out; ii. how the evaluation of the management board and the individual management board members has been carried out; iii. the main findings and conclusions of the evaluations; and iv. what has been or will be done with the conclusions from the evaluations.	ForFarmers applies this provision.

Principle 2.3 Organisation of the supervisory board and reports

The supervisory board should ensure that it functions effectively. The supervisory board should establish committees to prepare the supervisory board's decision-making. The foregoing does not affect the responsibility of the supervisory board as an organ and of the individual members of the supervisory board for obtaining information and forming an independent opinion.

2.3.1 Supervisory board's terms of reference	Implementation by ForFarmers
The division of duties within the supervisory board and the procedures of the supervisory board should be laid down in terms of reference. The supervisory board's terms of reference should include a paragraph dealing with its relations with the management board, the general meeting, the employee participation body (if any) and the executive committee (if any). The terms of reference should be posted on the company's website.	ForFarmers applies this provision. The Regulations of the Supervisory Board were posted on the website (www.forfarmersgroup.eu).
2.3.2 Establishment of committees	Implementation by ForFarmers
If the supervisory board consists of more than four members, it should appoint from among its members an audit committee, a remuneration committee and a selection and appointment committee. Without prejudice to the collegiate responsibility of the supervisory board, the duty of these committees is to prepare the decision-making of the supervisory board. If the supervisory board decides not to establish an audit committee, a remuneration committee or a selection and appointment committee, the best practice provisions applicable to such committees should apply to the entire supervisory board.	ForFarmers applies this provision.
2.3.3 Committees' terms of reference	Implementation by ForFarmers
The supervisory board should draw up terms of reference for the audit committee, the remuneration committee and the selection and appointment committee. The terms of reference should indicate the role and responsibility of the committee concerned, its composition and the manner in which it discharges its duties. The terms of reference should be posted on the company's website.	ForFarmers applies this provision. The composition and the regulations of the committees are available on the website of ForFarmers (www.forfarmersgroup.eu).
2.3.4 Composition of the committees	Implementation by ForFarmers
The audit committee or the remuneration committee should not be chaired by the chairman of the supervisory board or by a former member of the management board of the company. More than half of the members of the committees should be independent within the meaning of best practice provision 2.1.8.	ForFarmers keeps the possibility open to deviate from this provision for practical reasons. It was included in the regulations of the relevant committees that at least half of the members of the committees is independent within the meaning of best practice provision 2.1.8. The composition of the committees is yearly explained the report of the Supervisory Board.
2.3.5 Committee reports	Implementation by ForFarmers
The supervisory board should receive from each of the committees a report of their deliberations and findings. In the report of the supervisory board it should comment on how the duties of the committees were carried out in the financial year. In this report, the composition of the committees, the number of committee meetings and the	ForFarmers applies this provision. After a committee meeting, the Supervisory Board is given account (verbally) of the deliberations and findings. The minutes of committee meetings are made available to all members of the Supervisory Board and, if desired, the Executive Board with the understanding that

main items discussed at the meetings should be mentioned.	deviation from the latter may be possible in respect of the minutes of the meetings of the Selection and Appointment Committee and the Remuneration Committee on account of considerations regarding privacy protection.
2.3.6 Chairman of the supervisory board	Implementation by ForFarmers
The chairman of the supervisory board should in any case ensure that: i. the supervisory board has proper contact with the management board, the employee participation body (if any) and the general meeting; ii. the supervisory board elects a vice-chairman; iii. there is sufficient time for deliberation and decision-making by the supervisory board; iv. the supervisory board members receive all information that is necessary for the proper performance of their duties in a timely fashion; v. the supervisory board and its committees function properly; vi. the functioning of individual management board members and supervisory board members is assessed at least annually; vii. the supervisory board members and management board members follow their induction programme; viii. the supervisory board members and management board members follow their education or training programme; ix. the management board performs activities in respect of culture; x. the supervisory board recognises signs from the enterprise affiliated with the company and ensures that any actual or suspected material misconduct and irregularities are reported to the supervisory board without delay; xi. the general meeting proceeds in an orderly and efficient manner; xii. effective communication with shareholders is assured; and xiii. the supervisory board is involved closely, and at an early stage, in any merger or acquisition processes. The chairman of the supervisory board should consult regularly with the chairman of the management board.	ForFarmers applies this provision.
2.3.7 Vice-chairman of the supervisory board	Implementation by ForFarmers
The vice-chairman of the supervisory board should deputise for the chairman when the occasion arises.	ForFarmers applies this provision.
2.3.8 Delegated supervisory board member	Implementation by ForFarmers
A delegated supervisory board member is a supervisory board member who has a special duty. The delegation	ForFarmers applies this provision.

must not extend beyond the duties of the supervisory board itself and must not include the management of the company. Its purpose is more intensive supervision and advice and more regular consultation with the management board. The delegation should only be of a temporary nature. The delegation must not detract from the duties and powers of the supervisory board. The delegated supervisory board member continues to be a member of the supervisory board and should report regularly on the execution of his special duty to the plenary supervisory board.	
2.3.9 Temporary management board function of a supervisory board member	Implementation by ForFarmers
A supervisory board member who temporarily takes on the management of the company, where the management board members are absent or unable to fulfill their duties, should resign from the supervisory board.	ForFarmers applies this provision.
2.3.10 Company secretary	Implementation by ForFarmers
The supervisory board should be supported by the company secretary. The secretary: i. should ensure that the proper procedures are followed and that the statutory obligations and obligations under the articles of association are complied with; ii. should facilitate the provision of information of the management board and the supervisory board; and iii. should support the chairman of the supervisory board in the organisation of the affairs of the supervisory board, including the provision of information, meeting agendas, evaluations and training programmes. The company secretary should, either on the initiative of the supervisory board or otherwise, be appointed and dismissed by the management board, after the approval of the supervisory board has been obtained. If the secretary also undertakes work for the management board and notes that the interests of the management board and the supervisory board diverge, as a result of which it is unclear which interests the secretary should represent, the secretary should report this to the chairman of the supervisory board.	ForFarmers applies this provision.
2.3.11 Report of the supervisory board	Implementation by ForFarmers
The annual statements of the company include a report by the supervisory board. In this report, the supervisory board should render account of the supervision conducted in the past financial year, reporting in any event on the items referred to in best practice provisions 1.1.3, 2.1.2, 2.1.10, 2.2.8, 2.3.5 and 2.4.4 and, if applicable, the items referred to in best practice provisions 1.3.6 and 2.2.2.	ForFarmers applies this provision.

Principe 2.4 Decision-making and functioning

The management board and the supervisory board should ensure that decisions are made in a balanced and effective manner while taking account of the interests of stakeholders. The management board should ensure

that information is provided in a timely and sound manner. The management board and the supervisory board should keep their knowledge and skills up to date and devote sufficient time to their duties and responsibilities. They should ensure that, in performing their duties, they have the information that is required for effective decision-making.

2.4.1 Stimulating openness and accountability	Implementation by ForFarmers
The management board and the supervisory board are each responsible for stimulating openness and accountability within the body of which they form part, and between the different bodies within the company.	ForFarmers applies this provision.
2.4.2 Other positions	Implementation by ForFarmers
Management board members and supervisory board members should report any other positions they may hold to the supervisory board in advance and, at least annually, the other positions should be discussed at the supervisory board meeting. The acceptance of membership of a supervisory board by a management board member requires the approval of the supervisory board.	ForFarmers applies this provision.
2.4.3 Point of contact for the functioning of supervisory board and management board members	Implementation by ForFarmers
The chairman of the supervisory board should act on behalf of the supervisory board as the main contact for the management board, supervisory board members and shareholders regarding the functioning of management board members and supervisory board members. The vice-chairman should act as a contact for individual supervisory board members and management board members regarding the functioning of the chairman.	ForFarmers applies this provision.
2.4.4 Attendance at supervisory board meetings	Implementation by ForFarmers
Supervisory board members should attend supervisory board meetings and the meetings of the committees of which they are a part. If supervisory board members are frequently absent from these meetings, they should be held to account on this. The report of the supervisory board should state the absenteeism rate from supervisory board and committee meetings of each supervisory board member.	ForFarmers applies this provision.
2.4.5 Induction programme for supervisory board members	Implementation by ForFarmers
All supervisory board members should follow an induction programme geared to their role. The induction programme should in any event cover general financial, social and legal affairs, financial and sustainability reporting by the company, any specific aspects that are unique to the relevant company and its business activities, the company culture and the relationship with the employee participation body (if any), and the responsibilities of a supervisory board member.	ForFarmers applies this provision.
2.4.6 Development	Implementation by ForFarmers
The management board and the supervisory board should each conduct an annual review for their own body to identify any aspects with regard to which the supervisory board members and management board	ForFarmers applies this provision.

members require training or education.	
2.4.7 Information safeguards	Implementation by ForFarmers
The management board should ensure that internal procedures are established and maintained which safeguard that all relevant information is known to the management board and the supervisory board in a timely fashion. The supervisory board should supervise the establishment and implementation of these procedures.	ForFarmers applies this provision.
2.4.8 Supervisory board members' responsibility for obtaining information	Implementation by ForFarmers
The supervisory board and each individual supervisory board member have their own responsibility for obtaining the information from the management board, the internal audit function, the external auditor and the employee participation body (if any) that the supervisory board needs in order to be able to carry out its duties properly as a supervisory body.	ForFarmers applies this provision.
2.4.9 Obtaining information from officers and external parties	Implementation by ForFarmers
If the supervisory board considers it necessary, it may obtain information from officers and external advisers of the company. The company should provide the necessary means to this end. The supervisory board may require that certain officers and external advisers attend its meetings.	ForFarmers applies this provision.

Principle 2.5 Culture

The management board is responsible for creating a culture aimed at sustainable long-term value creation for the company and its affiliated enterprise. The supervisory board should supervise the activities of the management board in this regard.

2.5.1 Management board's responsibility for culture	Implementation by ForFarmers
The management board should adopt values for the company and its affiliated enterprise that contribute to a culture focused on sustainable long-term value creation, and discuss these with the supervisory board. The management board is responsible for the incorporation and maintenance of these values within the company and its affiliated enterprise. The management board should encourage behaviour that is in keeping with the values and propagate these values through leading by example. Attention must be paid to the following, among other things: i. the strategy and the business model; ii. the environment in which the enterprise operates; iii. the existing culture within the enterprise, and whether it is desirable to implement any changes in this; and iv. the social safety within the enterprise and the ability to discuss and report actual or suspected misconduct or irregularities.	ForFarmers applies this provision.

2.5.2 Code of Conduct	Implementation by ForFarmers
The management board should draw up a code of conduct and monitor its effectiveness and compliance with this code, on the part of both itself and the employees of the company. The management board should inform the supervisory board of its findings and observations with regard to the effectiveness of and compliance with the code. The code of conduct should be posted on the company's website.	ForFarmers applies this provision. The applicable code of conduct ('ForFarmers Code of Conduct') can be found on the website of ForFarmers (www.forfarmersgroup.eu). It includes the ForFarmers core values and rules of conduct derived from the same. The code of conduct is applicable to all employees of ForFarmers.
2.5.3 Employee participation	Implementation by ForFarmers
If the company has established an employee participation body, the following should also be discussed in the consultations between the management board, the supervisory board and such employee participation body: i. the conduct and culture in the company and its affiliated enterprise; ii. the values adopted by the management board on the basis of best practice provision 2.5.1, and iii. the company's D&I policy.	ForFarmers applies this provision.
2.5.4 Accountability regarding culture	Implementation by ForFarmers
In the management report, the management board should explain: i. the values and the way in which they are incorporated in the company and its affiliate enterprise; and ii. the effectiveness of, and compliance with, the code of conduct.	ForFarmers applies this provision.

Principle 2.6 Misconduct and irregularities

The management board and the supervisory board should be alert to signs of actual or suspected misconduct or irregularities. The management board should establish a procedure for reporting actual or suspected misconduct or irregularities, and take appropriate follow-up action on the basis of these reports. The supervisory board monitors the management board in this regard.

2.6.1 Procedure for reporting actual or suspicion of misconduct or irregularities	Implementation by ForFarmers
The management board should establish a procedure for reporting actual or suspected misconduct or irregularities within the company and its affiliated enterprise. The procedure should be posted on the company's website. The management board should ensure that employees have the opportunity to file such a report without jeopardising their legal position.	ForFarmers applies this provision. The ForFarmers Speak-up policy can be found on the website of ForFarmers (www.forfarmersgroup.eu). The ForFarmers Speak-up policy provides every employee, but also third parties, of ForFarmers with the possibility of reporting his or her complaint, whether or not anonymously, in order that the responsible management can do everything that is required in case of potential violations of internal or external regulations or other misconduct (including matters that are related to the bookkeeping, the administration and internal control). The ForFarmers Speak-up policy is applicable to all entities of ForFarmers.
2.6.2 Informing the chairman of the supervisory board	Implementation by ForFarmers

The management board should inform the chairman of the supervisory board without delay of any signs of actual or suspected material misconduct or irregularities within the company and its affiliated enterprise. If the actual or suspected misconduct or irregularity pertains to the functioning of a management board member, employees can report this directly to the chairman of the supervisory board.	ForFarmers applies this provision.
2.6.3 Notification by the external auditor	Implementation by ForFarmers
The external auditor should inform the management board and the chairman of the audit committee without delay if, during the performance of his duties, he discovers or suspects an instance of misconduct or irregularity. If the actual or suspected misconduct or irregularity pertains to the functioning of one or more management board members, the external auditor should report this directly to the chairman of the supervisory board.	ForFarmers applies this provision.
2.6.4 Notification by the internal audit function	Implementation by ForFarmers
The internal audit function should inform the management board and the chairman of the audit committee without delay if, during the performance of his duties, he discovers or suspects an instance of material misconduct or irregularity. If the actual or suspected material misconduct or irregularity pertains to the functioning of one or more management board members, the internal audit function should report this to the chairman of the supervisory board.	ForFarmers applies this provision.
2.6.5 Oversight by the supervisory board	Implementation by ForFarmers
The supervisory board monitors the operation of the procedure for reporting actual or suspected misconduct or irregularities, appropriate and independent investigations into signs of misconduct or irregularities, and, if an instance of misconduct or irregularity has been discovered, an adequate follow-up of any recommendations for remedial actions. In order to safeguard the independence of the investigation in cases where the management board itself is involved, the supervisory board should have the option of initiating its own investigation into any signs of misconduct or irregularities and to coordinate this investigation.	ForFarmers applies this provision.

Principle 2.7 Preventing conflicts of interest

Any form of conflict of interest between the company and the members of its management board or supervisory board should be prevented. To avoid conflicts of interest, adequate measures should be taken. The supervisory board is responsible for the decision-making on dealing with conflicts of interest regarding management board members, supervisory board members and majority shareholders in relation to the company.

2.7.1 Preventing conflicts of interest	Implementation by ForFarmers
Management board members and supervisory board members are alert to conflicts of interest and should in	ForFarmers applies this provision.

any case refrain from the following: i. competing with the company; ii. demanding or accepting substantial gifts from the company for themselves or their spouse, registered partner or other life companion, foster child or relative by blood or marriage up to the second degree; iii. providing unjustified advantages to third parties at the company's expense; iv. taking advantage of business opportunities to which the company is entitled for themselves or for their spouse, registered partner or other life companion, foster child or relative by blood or marriage up to the second degree.	
2.7.2 Terms of reference	Implementation by ForFarmers
The terms of reference of the supervisory board should contain rules on dealing with conflicts of interest, including conflicting interests between management board members and supervisory board members on the one hand and the company on the other. The terms of reference should also stipulate which transactions require the approval of the supervisory board. The company should draw up regulations governing ownership of, and transactions in, securities by management or supervisory board members, other than securities issued, by the company.	ForFarmers applies this provision.
2.7.3 Reporting	Implementation by ForFarmers
A conflict of interest may exist if the company intends to enter into a transaction with a legal entity: i. in which a member of the management board or the supervisory board personally has a material financial interest; or ii. which has a member of its management board or its supervisory board who is related under family law to a member of the management board or the supervisory board of the company. A management board member should report any potential conflict of interest in a transaction that is of material significance to the company and/or to such management board member to the chairman of the supervisory board and to the other members of the management board without delay. The management board member should provide all relevant information on this subject, including information relevant to the situation regarding his spouse, registered partner or life companion, foster child or relative by blood or marriage up to the second degree. A supervisory board member should report any potential conflict of interest in a transaction that is of material significance to the company and/or to such supervisory board member to the chairman of the supervisory board without delay and provide all relevant information on this subject, including information relevant to the situation regarding his spouse, registered partner or life companion, foster child or relative by blood or marriage up to the second degree. If the chairman of the	ForFarmers applies this provision.

supervisory board has a potential conflict of interest, he must report this to the vice-chairman of the supervisory board without delay. The supervisory board should decide, outside the presence of the management board member or supervisory board member concerned, whether there is a conflict of interest.	
2.7.4 Accountability regarding transactions: management board and supervisory board members	Implementation by ForFarmers
All transactions in which there are conflicts of interest with management board members or supervisory board members should be agreed on terms that are customary in the market. Decisions to enter into transactions in which there are conflicts of interest with management board members or supervisory board members that are of material significance to the company and/or to the relevant management board members or supervisory board members should require the approval of the supervisory board. Such transactions should be published in the management report, together with a statement of the conflict of interest and a declaration that best practice provisions 2.7.3 and 2.7.4 have been complied with.	ForFarmers shall apply this provision. Transactions in which there are conflicts of interest of supervisory board members that are of material significance to the company shall be disclosed in the executive board report unless, inter alia, (i) this is in breach of the rules given by or pursuant to the law, (ii) the – in relation to the customer – confidential or competition-sensitive nature of the transaction opposes this and/or (iii) the information is of such competition-sensitive nature that disclosure could prejudice the competitive position of ForFarmers.
2.7.5 Accountability regarding transactions: majority shareholders	Implementation by ForFarmers
All transactions between the company and legal or natural persons who hold at least ten per cent of the shares in the company should be agreed on terms that are customary in the market. Decisions to enter into transactions with such persons that are of material significance to the company and/or to such persons should require the approval of the supervisory board. Such transactions should be published in the management report, together with a declaration that best practice provision 2.7.5 has been complied with.	ForFarmers applies this provision with the understanding that with regard to the disclosure requirement the notes made in respect of best practice provision 2.7.4 are equally applicable.
2.7.6 Personal loans	Implementation by ForFarmers
The company should not grant its management board members and supervisory board members any personal loans, guarantees or the like unless in the normal course of business and on terms applicable to the personnel as a whole, and after approval of the supervisory board. Loans should not be forgiven.	ForFarmers applies this provision. The above has been included in the Executive Board Regulations. There is no precedent at ForFarmers for remission of loans to members of the Executive Board.

Principle 2.8 Takeover situations

In the event of a takeover bid for the company's shares, or for the depositary receipts for the company's shares, if it concerns a private bid for a business unit or a participating interest, where the value of the bid exceeds the threshold referred to in Article 2:107a(1)(c) of the Dutch Civil Code, and/or involves other substantial changes in the structure of the company, both the management board and the supervisory board should ensure that the stakeholder interests concerned are carefully weighed and any conflict of interest for supervisory board members or management board members is avoided. The management board and the supervisory board should be guided in their actions by the interests of the company and its affiliated enterprise.

2.8.1 Supervisory board involvement	Implementation by ForFarmers
When a takeover bid for the company's shares or for the depositary receipts for the company's shares is being prepared, in the event of a private bid for a business unit or a participating interest, where the value of the bid exceeds the threshold referred to in Article 2:107a(1)(c) of the Dutch Civil Code, and/or in the event of other substantial changes in the structure of the company, the management board should ensure that the supervisory board is involved in the takeover process and/or the change in the structure closely and in a timely fashion.	As the occasion arises, ForFarmers shall apply this provision.
2.8.2 Informing the supervisory board about a request for inspection by a competing bidder	Implementation by ForFarmers
If a takeover bid has been announced for the shares, or depositary receipts for shares, in the company, and the management board receives a request from a competing bidder to inspect the company's records, the management board should discuss this request with the supervisory board without delay.	As the occasion arises, ForFarmers shall apply this provision.
2.8.3 Management board's position on a private bid	Implementation by ForFarmers
If a private bid for a business unit or a participating interest has been made public, where the value of the bid exceeds the threshold referred to in Article 2:107a(1)(c) of the Dutch Civil Code, the management board of the company should as soon as possible make public its position on the bid and the reasons for this position.	It is established in article 19 paragraph 10 of the articles of association of ForFarmers what resolutions of the Executive Board regarding an important change in the identity or the character of the company are subject to the approval of the General Meeting. In addition to the articles of association, as the occasion arises ForFarmers shall apply the present provision.

CHAPTER 3.

REMUNERATION

Principle 3.1 Remuneration policy – management board

The remuneration policy applicable to management board members should be clear and easy to understand, should focus on sustainable long-term value creation for the company and its affiliated enterprise, and take into account the internal pay ratios within the enterprise. The remuneration policy should not encourage management board members to act in their own interest, nor to take risks that are not in keeping with the strategy formulated and the risk appetite that has been established. The supervisory board is responsible for formulating the remuneration policy and its implementation.

3.1.1 Remuneration policy proposal	Implementation by ForFarmers
The remuneration committee should submit a clear and understandable proposal to the supervisory board concerning the remuneration policy to be pursued with regard to the management board. The supervisory board should present the policy to the general meeting for adoption.	ForFarmers applies this provision.
3.1.2 Remuneration policy	Implementation by ForFarmers
The following aspects should in any event be taken into consideration when formulating the remuneration policy: i. the objectives of the strategy for the implementation of sustainable long-term value creation within the meaning of best practice provision 1.1.1; ii. the scenario analyses carried out in advance; iii. the pay ratios within the company and its affiliated enterprise; iv. the development of the market price of the shares; v. an appropriate ratio between the variable and fixed remuneration components. The variable remuneration component is linked to measurable performance criteria determined in advance, which are predominantly long-term in character; vi. if shares are being awarded, the terms and conditions governing this. Shares should be held for at least five years after they are awarded; and vii. if share options are being awarded, the terms and conditions governing this and the terms and conditions subject to which the share options can be exercised. In any case, share options cannot be exercised during the first three years after they are awarded.	ForFarmers applies this provision. ForFarmers applies the principle of performance-related pay as a basis for variable remuneration. ForFarmers therefore does not pay a guaranteed variable remuneration.
3.1.3 Remuneration – executive committee	Implementation by ForFarmers
If the management board has an executive committee, the management board should inform the supervisory board about the remuneration of the members of the executive committee who are not management board members. The management board should discuss this remuneration with the supervisory board annually.	ForFarmers applies this provision.

Principle 3.2 Determination of management board remuneration

The supervisory board should determine the remuneration of the individual members of the management board, within the limits of the remuneration policy adopted by the general meeting. The remuneration committee should prepare the supervisory board's decision-making regarding the determination of remuneration. Inadequate performance of duties should not be rewarded.

3.2.1 Remuneration committee's proposal	Implementation by ForFarmers
The remuneration committee should submit a proposal to the supervisory board concerning the remuneration of individual members of the management board. The proposal is drawn up in accordance with the remuneration policy that has been established and will, in any event, cover the remuneration structure, the amount of the fixed and variable remuneration components, the performance criteria used, the scenario analyses that are carried out and the pay ratios within the company and its affiliated enterprise.	ForFarmers applies this provision.
3.2.2 Management board members' views on their own remuneration	Implementation by ForFarmers
When drafting the proposal for the remuneration of management board members, the remuneration committee should take note of individual management board members' views with regard to the amount and structure of their own remuneration. The remuneration committee should ask the members of the management board to pay attention to the aspects referred to in best practice provision 3.1.2.	ForFarmers applies this provision.
3.2.3 Severance payments	Implementation by ForFarmers
The remuneration in the event of dismissal should not exceed one year's salary (the "fixed" remuneration component). Severance pay will not be awarded if the agreement is terminated early at the initiative of the management board member, or in the event of seriously culpable or negligent behaviour on the part of the management board member.	ForFarmers applies this provision.

Principle 3.3 Remuneration – supervisory board

The supervisory board should submit a clear and understandable proposal for its own appropriate remuneration to the general meeting. The remuneration of supervisory board members should promote an adequate performance of their role and should not be dependent on the results of the company.

3.3.1 Time spent and responsibility	Implementation by ForFarmers
The remuneration of the supervisory board members should reflect the time spent and the responsibilities of their role.	ForFarmers applies this provision.
3.3.2 Remuneration of supervisory board members	Implementation by ForFarmers
Supervisory board members must not be awarded remuneration in the form of shares and/or rights to shares.	ForFarmers applies this provision.
3.3.3 Share ownership	Implementation by ForFarmers

Shares held by a supervisory board member in the company on whose supervisory board they serve should be long-term investments.	ForFarmers applies this provision.
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Principle 3.4 Accountability for implementation of remuneration policy

In the remuneration report, the supervisory board should render account of the implementation of the remuneration policy in a transparent manner. The report should be published on the company's website.

3.4.1 Remuneration report	Implementation by ForFarmers
The remuneration committee should prepare the remuneration report. This report should in any event describe, in a transparent manner, in addition to the matters required by law: i. how the remuneration policy has been implemented in the past financial year; ii. how implementation of the remuneration policy contributes to sustainable long-term value creation; iii. how scenario analyses have been taken into consideration; iv. the pay ratios within the company and its affiliated enterprise and, if applicable, any changes in these ratios compared to at least five previous financial years; v. in the event a management board member receives variable remuneration, how this remuneration contributes to sustainable long-term value creation, the measurable performance criteria determined in advance on which the variable remuneration depends, and the relationship between the remuneration and performance; and vi. in the event that a current or former management board member receives a severance payment, the reason for this payment.	ForFarmers applies this provision to the extent that the information to be disclosed is not confidential and/or competition-sensitive.
3.4.2 Agreement of management board member	Implementation by ForFarmers
The main elements of the agreement of a management board member with the company should be published on the company's website in a transparent overview after the agreement has been concluded, and in any event no later than the date of the notice calling the general meeting at which the appointment of the management board member will be proposed.	ForFarmers applies this provision to the extent that the information to be disclosed is not confidential and/or competition-sensitive.

CHAPTER 4.

THE GENERAL MEETING

Principle 4.1 The general meeting

The general meeting should be able to exert such influence on the policies of the management board and the supervisory board of the company that it plays a fully-fledged role in the system of checks and balances in the company. Good corporate governance requires the fully-fledged participation of shareholders in the decision-making in the general meeting.

4.1.1 Supervisory board supervision	Implementation by ForFarmers
The supervisory board's supervision of the management board should include the supervision of relations with shareholders.	ForFarmers applies this provision.
4.1.2 Proper conduct of business at meetings	Implementation by ForFarmers
The chairman of the general meeting is responsible for ensuring the proper conduct of business at meetings in order to promote a meaningful discussion at the meeting.	ForFarmers applies this provision.
4.1.3 Agenda	Implementation by ForFarmers
The agenda of the general meeting should list which items are up for discussion and which items are to be voted on. The following items should be dealt with as separate agenda items: i. material changes to the articles of association; ii. proposals relating to the appointment of management board and supervisory board members; iii. the policy of the company on additions to reserves and on dividends (the level and purpose of the addition to reserves, the amount of the dividend and the type of dividend); iv. any proposal to pay out dividend; v. resolutions to approve the management conducted by the management board (discharge of management board members from liability); vi. resolutions to approve the supervision exercised by the supervisory board (discharge of supervisory board members from liability); vii. any substantial change in the corporate governance structure of the company and in the compliance with this Code; and viii. the appointment of the external auditor.	ForFarmers applies this provision.
4.1.4 Proposal for approval or authorisation	Implementation by ForFarmers
A proposal for approval or authorisation by the general meeting should be explained in writing. In its explanation the management board should deal with all facts and circumstances relevant to the approval or authorisation to be granted. The notes to the agenda should be posted on the company's website.	It is common practice at ForFarmers that the proposals of the Executive Board and the Supervisory Board made to the General Meeting are literally, and provided with an explanation, included in the calling notice for the meeting. The explanatory notes to the agenda for the meeting of shareholders are published on the website of ForFarmers (www.forfarmersgroup.eu).

4.1.5 Shareholder's explanation when exercising the right to put items on the agenda	Implementation by ForFarmers
If a shareholder has arranged for an item to be put on the agenda, he should explain this at the meeting and, if necessary, answer questions about it.	ForFarmers leaves it up to the shareholders to determine whether they shall apply this provision or whether they shall explain why they shall not.
4.1.6 Placing of items on the agenda by shareholders	Implementation by ForFarmers
A shareholder should only exercise the right to put items on the agenda after having consulted the management board. If one or more shareholders intend to request that an item be put on the agenda that may result in a change in the company's strategy, for example as a result of the dismissal of one or more management board or supervisory board members, the management board should be given the opportunity to stipulate a reasonable period in which to respond (the response time). The opportunity to stipulate the response time should also apply to an intention as referred to above for judicial leave to call a general meeting pursuant to Article 2:110 of the Dutch Civil Code. The relevant shareholder should respect the response time stipulated by the management board, within the meaning of best practice provision 4.1.7.	ForFarmers leaves it up to the shareholders to determine whether they shall apply this provision or whether they shall explain why they shall not.
4.1.7 Stipulation of the response time	Implementation by ForFarmers
If the management board stipulates a response time, it should be a reasonable period that does not exceed 180 days from the moment the management board is informed by one or more shareholders of their intention to put an item on the agenda to the day of the general meeting at which the item is to be dealt with. The management board should use the response time for further deliberation and constructive consultation, in any event with the relevant shareholder (or shareholders), and should explore the alternatives. At the end of the response time, the management board should report on this consultation and the exploration to the general meeting. This should be monitored by the supervisory board. The response time may be stipulated only once for any given general meeting and should not apply to an item in respect of which a response time or a statutory reflection period as referred to in Article 2:114b of the Dutch Civil Code has already been stipulated, or to meetings where a shareholder holds at least three-quarters of the issued capital as a consequence of a successful public bid.	ForFarmers shall apply this provision and coordinated the Regulations of the Executive Board and the Supervisory Board in line with the same.
4.1.8 Attendance of members nominated for the management board or supervisory board	Implementation by ForFarmers
Management board and supervisory board members nominated for appointment should attend the general meeting at which votes will be cast on their nomination.	ForFarmers applies this provision.
4.1.9 External auditor's attendance	Implementation by ForFarmers
The external auditor may be questioned by the general meeting in relation to his report on the fairness of the financial statements. The external auditor should attend and be entitled to address the meeting for this purpose.	ForFarmers applies this provision. The participants in the General Meeting can submit their questions regarding the audit opinion of the auditor to the external auditor via the chairman of the meeting.

4.1.10 Report of the general meeting	Implementation by ForFarmers
The report of the general meeting should be made available, on request, to the shareholders no later than three months after the end of the meeting, after which shareholders should have the opportunity to react to the report in the following three months. The report should then be adopted in the manner provided for in the articles of association.	ForFarmers shall apply this provision barring in the – rare – instances where a notarial official report is drawn up of the General Meeting.

Principle 4.2 Provision of information

The management board and the supervisory board should ensure that the general meeting is adequately provided with information.

4.2.1 Substantiation of invocation of overriding interest	Implementation by ForFarmers
If the management board and the supervisory board do not provide the general meeting with all information desired with the invocation of an overriding interest on the part of the company, they must give reasons for this.	As the occasion arises, ForFarmers shall apply this provision.
4.2.2 Contacts and dialogue with shareholders	Implementation by ForFarmers
The company should formulate an outline policy on bilateral contacts with the shareholders and should post this policy on its website. Shareholders and the company should be prepared to enter into a dialogue, where appropriate and at their own discretion. The company is expected to facilitate the dialogue unless, in the opinion of the management board, this is not in the interests of the company and its affiliated enterprise. Shareholders are expected to be prepared to enter into a constructive dialogue with the company. If a shareholder enters into a dialogue with the company outside the context of a general meeting, the shareholder shall disclose his full share position (long and short and through derivatives) at the request of the company.	ForFarmers applies this provision. In addition ForFarmers posted the relationship agreement with Coöperatie FromFarmers U.A. on its website.
4.2.3 Meetings and presentations	Implementation by ForFarmers
Analyst meetings, analyst presentations, presentations to institutional or other investors and press conferences should be announced in advance on the company's website and by means of press releases. Analysts' meetings and presentations to investors should not take place shortly before the publication of the regular financial information. All shareholders should be able to follow these meetings and presentations in real time, by means of webcasting, telephone or otherwise. After the meetings, the presentations should be posted on the company's website.	ForFarmers applies this provision with regard to the periodic press conferences and analysts' meetings, as these take place after disclosure of the half-year and annual figures.
4.2.4 Posting information in a separate section of the website	Implementation by ForFarmers
The company should post and update information which is relevant to the shareholders and which it is required to publish or submit pursuant to the provisions of company law and securities law applicable to it in a	ForFarmers applies this provision.

separate section of its website.	
4.2.5 Management board contacts with press and analysts	Implementation by ForFarmers
The contacts between the management board on the one hand and the press and financial analysts on the other should be handled and structured carefully and with due observance of the applicable laws and regulations. The company should not do anything that might compromise the independence of analysts in relation to the company and vice versa.	ForFarmers applies this provision.
4.2.6 Outline of anti-takeover measures	Implementation by ForFarmers
The management board should outline all existing or potential anti-takeover measures in the management report and should also indicate in what circumstances and by whom these measures may likely be used.	ForFarmers applies this provision.

Principle 4.3 Casting votes

Participation of as many shareholders as possible in the general meeting's decision-making is in the interest of the company's checks and balances. The company should, in so far as possible, give shareholders the opportunity to vote by proxy and to communicate with all other shareholders.

4.3.1 Voting as deemed fit	Implementation by ForFarmers
Shareholders, including institutional investors (pension funds, insurance companies, investment institutions and asset managers), should exercise their voting rights on an informed basis and as they deem fit. Institutional investors that use the services of proxy advisors (i) should encourage those proxy advisors to be prepared to enter into a dialogue with the company regarding their voting policy, voting guidelines and voting recommendations, and (ii) ensure that their votes are cast in line with their own voting policy.	ForFarmers leaves it up to the shareholders to determine whether they shall apply this provision or whether they shall explain why they shall not.
4.3.2 Providing voting proxies or voting instructions	Implementation by ForFarmers
The company should give shareholders and other persons entitled to vote the possibility of issuing voting proxies or voting instructions to an independent third party prior to the general meeting.	ForFarmers applies this provision.
4.3.3 Cancelling the binding nature of a nomination or dismissal	Implementation by ForFarmers
The general meeting of shareholders of a company not having statutory two-tier status ("structuurregime") may adopt a resolution to cancel the binding nature of a nomination for the appointment of a member of the management board or of the supervisory board and/or a resolution to dismiss a member of the management board or of the supervisory board by an absolute majority of the votes cast. It may be provided that this majority should represent a given proportion of the issued capital, which proportion must not be set higher than one-third. If this proportion of the capital is not represented at the meeting, but an absolute majority of the votes cast is in favour of a resolution to cancel the binding nature of a	ForFarmers applies this provision.

nomination, or to dismiss a board member, a new meeting may be convened at which the resolution may be adopted by an absolute majority of the votes cast, regardless of the proportion of the capital represented at the meeting.	
4.3.4 Voting right on financing preference shares	Implementation by ForFarmers
The voting right attaching to financing preference shares should be based on the fair value of the capital contribution.	This provision is not applicable to ForFarmers as ForFarmers does not have financing preference shares.
4.3.5 Publication of institutional investors' engagement policy	Implementation by ForFarmers
Institutional investors should implement principle 4.4 when drawing up their engagement policy. Institutional investors should publish their engagement policy on their website.	This provision is not applicable to ForFarmers.
4.3.6 Report on the implementation of the institutional investors' engagement policy	Implementation by ForFarmers
Institutional investors should report at least annually, on their website, on how they implemented their engagement policy. The report should provide in any case a general description of their voting behaviour, as well as an explanation of the most significant votes and the use of the services of proxy advisors. "Most significant votes" should be understood in any event to mean: i. votes on matters that have received substantive media attention or votes on items that are regarded by institutional investors as a priority in of the run-up to the general meeting season; ii. votes on a resolution on the agenda of a general meeting (a) that are of strategic importance, or (b) where the institutional investor disagrees with the resolution of the company's management board; or iii. votes in general meetings of companies in which the institutional investor has a large holding compared to the institutional investor's holding in other investee companies. In addition, institutional investors should report on their website at least once per quarter on whether and, if so, how they have voted as shareholders for each company and voting item. In the report, institutional investors should disclose the key points of the dialogues they have conducted with companies. If an institutional investor votes against a resolution of the management board or abstains from voting on a resolution of the management board, the institutional investor should explain the reasons for its voting behaviour to the management board either pro-actively or at the company's request.	This provision is not applicable to ForFarmers.

4.3.7 Abstaining from voting in the event of a larger short position than long position	Implementation by ForFarmers
Shareholders will abstain from voting if their short position in the company is larger than their long position.	ForFarmers leaves it up to the shareholders to determine whether they shall apply this provision or whether they shall explain why they shall not.
4.3.8 Share lending	Implementation by ForFarmers
Shareholders should recall their lent shares before the voting record date for a general meeting of the company if the agenda for that meeting includes one or more significant matters.	This provision is not applicable to ForFarmers.

Principle 4.4 Recognising the importance of company strategy

Shareholders, including institutional investors, recognise the importance of a strategy focused on sustainable long-term value creation for the company and its affiliated enterprise.

Principle 4.5 Issuing depositary receipts for shares

Depositary receipts for shares can be a means of preventing a majority (including a chance majority) of shareholders from controlling the decision-making process as a result of absenteeism at a general meeting. Depositary receipts for shares should not be issued as an anti-takeover protective measure. The board of the trust office should issue voting proxies under all circumstances and without limitations to all depositary receipt holders who request this. The holders of depositary receipts so authorised can exercise the voting right at their discretion. The board of the trust office should have the confidence of the holders of depositary receipts. Depositary receipt holders should have the possibility of recommending candidates for the board of the trust office. The company should not disclose to the trust office information which has not been made public.

4.5.1 Trust office board	Implementation by ForFarmers
The board of the trust office should have the confidence of the holders of depositary receipts and operate independently of the company that has issued the depositary receipts. The trust conditions should specify in what cases and subject to what conditions holders of depositary receipts may request the trust office to call a meeting of holders of depositary receipts.	The board of Stichting Beheer- en Administratiekantoor ForFarmers (the "Foundation") operates independently from ForFarmers. The trust terms and conditions determine in what instances and on the basis of what conditions the trust office may request that a meeting of depositary receipt holders is convened.
4.5.2 Appointment of board members	Implementation by ForFarmers
The board members of the trust office should be appointed by the board of the trust office, after the vacancy has been announced on the website of the trust office. The meeting of holders of depositary receipts may make recommendations to the board of the trust office for the appointment of persons to the position of board member. No management board members or former management board members, supervisory board members or former supervisory board members, employees or permanent advisors of the company should be a member of the board of the trust office.	The board of the Foundation appoints its own members without approval of ForFarmers. The articles of the Foundation exclude the appointment of (former) members of the Executive Board or the Supervisory Board, employees and permanent advisors of ForFarmers as members of the board of the Foundation.
4.5.3 Board appointment period	Implementation by ForFarmers
A person may be appointed to the board of the trust office for a maximum of two four-year terms, followed by a maximum of two two-year terms. In the event of a reappointment after an eight-year period, reasons should	This provision is applied.

be given in the report of the board of the trust office.	
4.5.4 Attendance of the general meeting	Implementation by ForFarmers
The board of the trust office should attend the general meeting and should, if desired, make a statement about how it proposes to vote at the meeting.	The Foundation shall follow the voting instructions given by Coöperatie FromFarmers U.A. (the “Cooperative”) in conformity with the provisions set forth in article 8.4 of the trust terms and conditions. ForFarmers shall, if so desired, give the board of the Foundation the opportunity to issue a statement in the General Meetings of ForFarmers regarding the proposed voting behaviour of the Foundation.
4.5.5 Exercise of voting rights	Implementation by ForFarmers
In exercising its voting rights, the trust office should be guided primarily by the interests of the depositary receipt holders, taking the interests of the company and the enterprise affiliated with it into account.	To the extent that voting rights were not requested with regard to the shares held by the Foundation and a voting instruction was neither issued to the Coöperatie in conformity with the provisions set forth in article 8 of the trust terms and conditions, the Foundation shall determine the manner that the voting rights associated with the said shares is exercised at its sole discretion on the condition that the Foundation shall be guided primarily by the interests of the depositary receipt holders, taking the interests of the Company and the enterprise affiliated with the same into account.
4.5.6 Periodic reports	Implementation by ForFarmers
The trust office should report periodically, but at least once per year, on its activities. The report should be posted on the company’s website.	This provision is applied. The report of the Foundation is posted on the website of ForFarmers.
4.5.7 Contents of the reports	Implementation by ForFarmers
The report referred to in best practice provision 4.5.6 should in any event set out: i. the number of shares for which depositary receipts have been issued and an explanation of changes to this number; ii. the work carried out in the financial year; iii. the voting behaviour in the general meetings held in the financial year; iv. the percentage of votes represented by the trust office during the meetings referred to in section iii; v. the remuneration of the members of the board of the trust office; vi. the number of meetings held by the board and the main items dealt with in them; vii. the costs of the activities of the trust office; viii. any external advice obtained by the trust office; ix. the positions or ancillary positions held by the board members of the trust office; and x. the contact details of the trust office.	This provision is applied.
4.5.8 Voting proxies	Implementation by ForFarmers

The board of the trust office should issue voting proxies under all circumstances and without limitations to all depositary receipt holders who request this. Each depositary receipt holder may also issue binding voting instructions to the trust office in respect of the shares which the trust office holds on his behalf.

Only depositary receipt holders who are also employees of ForFarmers or members of Coöperatie FromFarmers U.A. can request voting rights as determined in the trust terms and conditions. Other depositary receipt holders cannot request voting rights. Coöperatie FromFarmers U.A. can issue a binding voting instruction for the shares held by the trust office. Depositary receipt holders cannot issue a voting instruction to the trust office. Moreover, the restrictions included in the trust terms and conditions are applicable.

CHAPTER 5.

ONE-TIER GOVERNANCE STRUCTURE

Principle 5.1 One-tier governance structure

The composition and functioning of a board of directors comprising both executive and non-executive directors must be such that the supervision by non-executive directors can be properly carried out and independent supervision is assured.

5.1.1 Composition of the board of directors	Implementation by ForFarmers
The majority of the board of directors is made up of non-executive directors. The requirements for independence stipulated in best practice provisions 2.1.7 and 2.1.8 apply to the non-executive directors.	ForFarmers has a two-tier board structure; this provision is not applicable to ForFarmers.
5.1.2 Chairman of the board of directors	Implementation by ForFarmers
The chairman of the board of directors chairs the meetings of the board. The chairman of the board of directors should ensure that the board collectively and its committees have a balanced composition and function properly.	ForFarmers has a two-tier board structure; this provision is not applicable to ForFarmers.
5.1.3 Independence of the chairman of the board of directors	Implementation by ForFarmers
The chairman of the board of directors should not be an executive director or former executive director of the company, and should be independent within the meaning of best practice provision 2.1.8.	ForFarmers has a two-tier board structure; this provision is not applicable to ForFarmers.
5.1.4 Composition of committees	Implementation by ForFarmers
The committees referred to in best practice provision 2.3.2 should comprise exclusively non-executive directors. Neither the audit committee nor the remuneration committee can be chaired by the chairman of the board of directors or by a former executive director of the company	ForFarmers has a two-tier board structure; this provision is not applicable to ForFarmers.
5.1.5 Reporting on supervision by non-executive directors	Implementation by ForFarmers
The non-executive directors render account of the supervision exercised in the past financial year. They should, as a minimum, report on the items referred to in best practice provisions 1.1.3, 2.1.2, 2.1.10, 2.2.8, 2.3.5 and 2.4.4 and, if applicable, the items referred to in best practice provisions 1.3.6 and 2.2.2.	ForFarmers has a two-tier board structure; this provision is not applicable to ForFarmers.

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