

BASE LISTING PARTICULARS



ARLA FOODS AMBA

(incorporated as a co-operative in the Kingdom of Denmark)

AND

ARLA FOODS FINANCE A/S

(incorporated with limited liability in the Kingdom of Denmark)

and in respect of the Notes issued by Arla Foods Finance A/S, guaranteed by

ARLA FOODS AMBA

EUR 3,000,000,000

Euro Medium Term Note Programme

Under the Euro Medium Term Note Programme described in this base listing particulars (the "**Base Listing Particulars**") (the "**Programme**"), Arla Foods amba ("**Arla Foods**") and Arla Foods Finance A/S ("**Arla Finance**") (each an "**Issuer**" and together the "**Issuers**"), subject to compliance with all relevant laws, regulations and directives, may from time to time issue euro medium term notes (the "**Notes**"). The payment of all amounts due in respect of any Notes issued by Arla Finance will be unconditionally and irrevocably guaranteed by Arla Foods (the "**Guarantor**").

The Notes may be issued on a continuing basis to one or more of the Dealers specified herein and any additional Dealer appointed under the Programme from time to time by the Issuer (each a "**Dealer**" and together the "**Dealers**"), which appointment may be for a specific issue or on an on-going basis.

This Base Listing Particulars does not constitute a prospectus for the purposes of Regulation (EU) 2017/1129, as amended (the "**EU Prospectus Regulation**"). The Issuer is not offering the Notes in any jurisdiction in circumstances that would require a prospectus to be prepared pursuant to the EU Prospectus Regulation. Application has been made to The Irish Stock Exchange plc trading as Euronext Dublin ("**Euronext Dublin**") for the Notes to be admitted to the official list (the "**Official List**") and to trading on the Global Exchange Market of Euronext Dublin (the "**GEM**"). There can be no assurance that any such approval will be granted or, if granted, that such listing will be maintained. An application has been made to Euronext Dublin to approve this offering circular as a Base Listing Particulars. References in this Base Listing Particulars to Notes being "**listed**" (and all related references) shall mean that such Notes have been admitted to the Official List and to trading on the GEM. The Programme provides that Notes may be listed on such other or further stock exchange(s) as may be agreed between each Issuer and the relevant Dealer (as defined below).

Investing in Notes issued under the Programme involves certain risks. The principal risk factors that may affect the abilities of each Issuer and the Guarantor to fulfil their respective obligations under the Notes are discussed under "Risk Factors" below.

The Notes have not been, and will not be, registered under the United States Securities Act of 1933, as amended (the "**Securities Act**") or with any securities regulatory authority of any state or other jurisdiction of the United States, and Notes in bearer form are subject to US tax law requirements. The Notes may not be offered, sold or (in the case of Notes in bearer form) delivered within the United States or to, or for the account or benefit of, US persons (as defined in Regulation S under the Securities Act ("**Regulation S**")) except in certain transactions exempt from the registration requirements of the Securities Act.

Arla Foods has been rated BBB by S&P Global Ratings Europe Limited (**S&P**).

S&P is established in the European Economic Area (the "**EEA**") and is registered under Regulation (EC) No. 1060/2009 (as amended) (the "**CRA Regulation**"). As such, S&P is included in the list of credit rating agencies published by the European Securities and Markets Authority on its website (at <http://www.esma.europa.eu/page/List-registered-andcertified-CRAs>) in accordance with the CRA Regulation. S&P is not established in the United Kingdom and has not applied for registration under Regulation (EC) No. 1060/2009 as it forms part of domestic law by virtue of the European Union (Withdrawal) Act 2018 (the "**UK CRA Regulation**"). Accordingly, the rating(s) issued by S&P have been endorsed by S&P Global Ratings UK Limited in accordance with the UK CRA Regulation and have not been withdrawn. S&P Global Ratings UK Limited is established in the United Kingdom and registered under the UK CRA Regulation.

Arranger
Danske Bank

Dealers

BNP PARIBAS
DZ BANK AG

Danske Bank
HSBC
Nordea

Jyske Bank A/S
SEB

8 May 2026

Nykredit Bank A/S
Standard Chartered Bank AG

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IMPORTANT NOTICES

Responsibility for this Base Listing Particulars and the Pricing Supplement for each Tranche of Notes issued under the Programme

Each of the Issuers and the Guarantor accepts responsibility for the information contained in this Base Listing Particulars and the Pricing Supplement for each Tranche of Notes issued under the Programme and declares that, having taken all reasonable care to ensure that such is the case, the information contained in this Base Listing Particulars and the Pricing Supplement for each Tranche of Notes issued under the Programme is, to the best of its knowledge, in accordance with the facts and contains no omission likely to affect its import.

Pricing Supplement / Listing Particulars

Each Tranche (as defined herein) of Notes will be issued on the terms set out herein under "*Terms and Conditions of the Notes*" (the "**Conditions**") as completed by a document specific to such Tranche called the pricing supplement (the "**Pricing Supplement**") or as amended, supplemented and/or replaced in separate listing particulars specific to such Tranche (the "**Listing Particulars**") as described under "*Pricing Supplement and Listing Particulars*" below.

Product Governance under Directive 2014/65/EU (as amended)

A determination will be made in relation to each issue about whether, for the purpose of the EU MiFID Product Governance rules under EU Delegated Directive 2017/593 (the "**EU MiFID Product Governance Rules**"), any Dealer subscribing for any Notes is a manufacturer in respect of such Notes, but otherwise neither the Arranger nor the Dealers nor any of their respective affiliates will be a manufacturer for the purpose of the EU MiFID Product Governance Rules.

The Pricing Supplement or Listing Particulars, as the case may be in respect of any Notes may include a legend entitled "EU MiFID II Product Governance" which will outline the target market assessment in respect of the Notes and which channels for distribution of the Notes are appropriate. Any person subsequently offering, selling or recommending the Notes (a "**distributor**") should take into consideration the target market assessment; however, a distributor subject to Directive 2014/65/EU (as amended, "**EU MiFID II**") is responsible for undertaking its own target market assessment in respect of the Notes (by either adopting or refining the target market assessment) and determining appropriate distribution channels.

Product Governance under UK MiFIR

A determination will be made in relation to each issue about whether, for the purpose of the UK MiFIR Product Governance rules set out in the FCA Handbook Product Intervention and Product Governance Sourcebook (the "**UK MiFIR Product Governance Rules**"), any Dealer subscribing for any Notes is a manufacturer in respect of such Notes, but otherwise neither the Arranger nor the Dealers nor any of their respective affiliates will be a manufacturer for the purpose of the UK MiFIR Product Governance Rules.

The Pricing Supplement or Listing Particulars, as the case may be in respect of any Notes may include a legend entitled "UK MiFIR Product Governance" which will outline the target market assessment in respect of the Notes and which channels for distribution of the Notes are appropriate. Any distributor should take into consideration the target market assessment; however, a distributor subject to the UK MiFIR Product Governance Rules is responsible for undertaking its own target market assessment in respect of the Notes (by either adopting or refining the target market assessment) and determining appropriate distribution channels.

Other relevant information

This Base Listing Particulars must be read and construed together with any supplements hereto and with any information incorporated by reference herein and, in relation to any Tranche of Notes which is the subject of a Pricing Supplement, must be read and construed together with the relevant Pricing Supplement. In the case of a Tranche of Notes which is the subject of a Listing Particulars, each reference in this Base Listing Particulars to information being specified or identified in the relevant Pricing Supplement shall be read and construed as a reference to such information being specified or identified in the relevant Listing Particulars unless the context requires otherwise.

Each Issuer and the Guarantor have confirmed to the Dealers and the Arranger named under "*Subscription and Sale*" below that this Base Listing Particulars contains all information which is (in the context of the Programme, the issue, offering and sale of the Notes and the guarantee of the Notes) material; that such information is true and accurate in all material respects and is not misleading in any material respect; that any opinions, predictions or intentions expressed herein are honestly held or made and are not misleading in any material respect; that this Base Listing Particulars does not omit to state any material fact necessary to make such information, opinions, predictions or intentions (in the context of the Programme, the issue, offering and sale of the Notes and the guarantee of the Notes) not misleading in any material respect; and that all proper enquiries have been made to verify the foregoing.

Unauthorised information

No person is or has been authorised to give any information or to make any representation not contained in or not consistent with this Base Listing Particulars or any other document entered into in relation to the Programme or any information supplied by each Issuer or the Guarantor or such other information as is in the public domain and, if given or made, such information or representation should not be relied upon as having been authorised by each Issuer, the Guarantor, any Dealer or the Arranger.

Neither this Base Listing Particulars nor any other information supplied in connection with the Programme or any Notes (a) is intended to provide the basis of any credit or other evaluation or (b) should be considered as a recommendation by the Issuers, the Guarantor or any Dealers that any recipient of this Base Listing Particulars or any other information supplied in connection with the Programme or any Notes should purchase any Notes. Each investor contemplating purchasing any Notes should make its own independent investigation of the financial condition and affairs, and its own appraisal of creditworthiness, of the Issuers and/or the Guarantor. Neither this Base Listing Particulars nor any other information supplied in connection with the Programme or the issue of any Notes constitutes an offer or invitation by or on behalf of the Issuers or the Guarantor or any of the Dealers to any person to subscribe for or to purchase any Notes.

None of the Dealers, the Arranger or any of their respective affiliates have authorised the whole or any part of this Base Listing Particulars and none of them makes any representation or warranty or accepts any responsibility as to the accuracy or completeness of the information contained in this Base Listing Particulars or any responsibility for the acts or omissions of the Issuer, the Guarantor or any other person (other than the relevant Dealer) in connection with the issue, offering and sale of the Notes and the guarantee of the Notes. Neither the delivery of this Base Listing Particulars or any Pricing Supplement nor the offering, sale or delivery of any Note nor the guarantee of any Note shall, in any circumstances, create any implication that the information contained in this Base Listing Particulars is true subsequent to the date hereof or the date upon which this Base Listing Particulars has been most recently amended or supplemented or that there has been no adverse change, or any event reasonably likely to involve any adverse change, in the prospects or financial or trading position of each Issuer or the Guarantor since the date thereof or, if later, the date upon which this Base Listing Particulars has been most recently amended or supplemented or that any other information supplied in connection with the Programme is correct at any time subsequent to the date on which it is supplied or, if different, the date indicated in the document containing the same.

Notes issued as Green Bonds, Social Bonds and/or Sustainability Bonds

None of the Dealers accepts any responsibility for any social, environmental and/or sustainability assessment of any Notes issued as Green/Social/Sustainability Bonds (each as defined herein) and none of the Dealers, the Issuers or the Guarantor makes any representation or gives any warranty or assurance as to whether such Notes will meet any investor expectations or requirements regarding such "green", "sustainable", "social" or similar labels (including in relation, but not limited to, Regulation (EU) 2020/852 on the establishment of a framework to facilitate sustainable investment (the "**EU Taxonomy Regulation**")) and any related technical screening criteria, the EuGB label or the optional disclosure templates under Regulation (EU) 2023/2631 (the "**EU Green Bond Regulation**"), Regulation (EU) 2019/2088 on sustainability-related disclosures in the financial services sector ("**SFDR**") and any implementing legislation and guidelines, or any similar legislation in the United Kingdom or any market standards or guidance, including green, sustainable or social bond principles or other similar principles or guidance published by ICMA (the "**ICMA Principles**") or any requirements of such labels or market standards as they may evolve from time to time; or that any adverse environmental and/or other impacts will not occur during the implementation of any projects or uses the subject of, or related to, any Eligible Projects (as defined in "*Use of Proceeds*" below).

None of the Dealers are responsible for (i) the use or allocation of proceeds (or amounts equal thereto) for any Notes issued as Green/Social/Sustainability Bonds, (ii) the impact, monitoring or reporting in respect of such use or allocation of proceeds, (iii) the alignment of any Green/Social/Sustainability Bond with the Issuer's Green Finance/Sustainability Framework or the alignment of the Issuer's Green Finance/Sustainability Framework with the applicable ICMA Principles (or any other equivalent principles), nor do any of the Dealers undertake to ensure that there are at any time sufficient Eligible Projects (as defined in "Use of Proceeds" below) to allow for allocation of a sum equal to the net proceeds of the issue of such Green/Social/Sustainability Bonds in full. In addition none of the Dealers is responsible for assessment of the Issuer's Green Finance/Sustainability Framework (as defined in "Use of Proceeds" below) including the assessment of the applicable eligibility criteria in relation to Green/Social/Sustainability Bonds and Eligible Projects set out therein.

Sustainalytics has issued an independent opinion, dated February 2020, on the Issuer's Green Finance/Sustainability Framework (the "**Second Party Opinion**"). The Second Party Opinion provides an opinion on certain environmental and related considerations and is not intended to address any credit, market or other aspects of an investment in any Notes issued as Green/Social/Sustainability Bonds, including without limitation market price, marketability, investor preference or suitability of any security. The Second Party Opinion is a statement of opinion, not a statement of fact. No representation or assurance is given by the Dealers as to the suitability or reliability of the Second Party Opinion or any opinion or certification of any third party made available in connection with an issue of Notes issued as Green/Social/Sustainability Bonds and any Eligible Projects.

The Second Party Opinion is not intended to address any credit, market or other aspects of an investment in any Notes, including without limitation market price, marketability, investor preference or suitability of any security, or any other factors that may affect the value and marketability of such Notes. As at the date of this Base Listing Particulars, the providers of such opinions, reviews, certifications and post-issuance reports in relation to any bonds such as Green/Social/Sustainability Bonds are not subject to any specific regulatory or other regime or oversight. The EU Green Bond Regulation has introduced a supervisory regime of external reviewers of Notes issued as European green bonds under the EU Green Bond Regulation ("**European Green Bonds**") but this will not take full effect until 21 June 2026 and will not apply to external reviewers in respect of an issue of Green/Social/Sustainability Bonds.

The Second Party Opinion and any other such opinion, review, certification or post-issuance report is not, nor should be deemed to be, a recommendation by the Dealers, or any other person to buy, sell or hold any Notes and is current only as of the date it is issued. Prospective investors must determine for themselves the relevance of the Second Party Opinion and any such opinion, review, certification or post-issuance report and/or the information contained therein for the purpose of any investment in such Green/Social/Sustainability Bonds or Eligible Projects. The criteria and/or considerations that form the basis of the Second Party Opinion or any other opinion, review, certification or post-issuance report may change at any time and the Second Party Opinion or any other opinion, review, certification or post-issuance report may be amended, updated, supplemented, replaced and/or withdrawn. The Issuer's Green Finance/Sustainability Framework may also be subject to review and change and may be amended, updated, supplemented, replaced and/or withdrawn from time to time and any subsequent version(s) may differ from any description given in this Base Listing Particulars. The Issuer's Green Finance/ Sustainability Framework, the Second Party Opinion and any other such opinion, review, certification or post-issuance report do not form part of, nor is incorporated by reference in, this Base Listing Particulars.

In the event any such Notes are, or are intended to be, listed, or admitted to trading on a dedicated "green", "sustainable", "social" or other equivalently-labelled segment of a stock exchange or securities market, no representation or assurance is given by the Dealers that such listing or admission will be obtained or maintained for the lifetime of the Notes or that any such listing or admission will meet any criteria that an investor may require.

Restrictions on distribution

The distribution of this Base Listing Particulars and any Pricing Supplement, the offering, sale and delivery of the Notes and the guarantee of the Notes in certain jurisdictions may be restricted by law. Persons into whose possession this Base Listing Particulars or any Pricing Supplement comes are required by each Issuer, the Guarantor, the Dealers and the Arranger to inform themselves about and to observe any such restrictions. For a description of certain restrictions on offers, sales, deliveries and guarantees of Notes and

on the distribution of this Base Listing Particulars or any Pricing Supplement and other offering material relating to the Notes, see "*Subscription and Sale*".

Neither this Base Listing Particulars nor any Pricing Supplement constitutes an offer or an invitation to subscribe for or purchase any Notes and should not be considered as a recommendation by each Issuer, the Guarantor, the Arranger, the Dealers or any of them that any recipient of this Base Listing Particulars or any Pricing Supplement should subscribe for or purchase any Notes. Each recipient of this Base Listing Particulars or any Pricing Supplement shall be taken to have made its own investigation and appraisal of the condition (financial or otherwise) of each Issuer and the Guarantor.

IMPORTANT – EEA RETAIL INVESTORS If the Pricing Supplement (or Listing Particulars, as the case may be) in respect of any Notes includes a legend entitled "Prohibition of Sales to EEA Retail Investors", the Notes are not intended to be offered, sold or otherwise made available to and should not be offered, sold or otherwise made available to any retail investor in the EEA. For these purposes, a retail investor means a person who is one (or more) of: (i) a retail client as defined in point (11) of Article 4(1) of EU MiFID II; or (ii) a customer within the meaning of Directive (EU) 2016/97, where that customer would not qualify as a professional client as defined in point (10) of Article 4(1) of EU MiFID II. Consequently, no key information document required by Regulation (EU) No 1286/2014 (as amended, the "**EU PRIIPs Regulation**") for offering or selling the Notes or otherwise making them available to retail investors in the EEA has been prepared and therefore offering or selling the Notes or otherwise making them available to any retail investor in the EEA may be unlawful under the EU PRIIPs Regulation.

IMPORTANT - UK RETAIL INVESTORS – If the Pricing Supplement (or Listing Particulars, as the case may be) in respect of any Notes includes a legend entitled "Prohibition of Sales to UK Retail Investors", the Notes are not intended to be offered, sold, distributed or otherwise made available to and should not be offered, sold, distributed or otherwise made available to any retail investor in the United Kingdom ("**UK**"). For these purposes, a retail investor means a person who is either one (or both) of the following: (i) not a professional client, as defined in point (8) of Article 2(1) of Regulation (EU) No 600/2014 as it forms part of domestic law by virtue of the European Union (Withdrawal) Act 2018 ("**EUWA**"); or (ii) not a qualified investor as defined in paragraph 15 of Schedule 1 to the Public Offers and Admissions to Trading Regulations 2024. Consequently, no disclosure document required by the FCA Product Disclosure Sourcebook ("**DISC**") for offering, selling or distributing the Notes or otherwise making them available to retail investors in the UK has been prepared and therefore offering, selling or distributing the Notes or otherwise making them available to any retail investor in the UK may be unlawful under DISC and the Consumer Composite Investments (Designated Activities) Regulations 2024.

Product classification pursuant to Section 309B of the Securities and Futures Act 2001 (2020 Revised Edition)

The Pricing Supplement (or Listing Particulars, as the case may be) in respect of any Notes may include a legend entitled "Singapore Securities and Futures Act Product Classification" which will state the product classification of the Notes pursuant to Section 309B(1) of the Securities and Futures Act 2001 of Singapore, (as modified or amended from time to time, the "**SFA**"). If applicable, the Issuer will make a determination and provide the appropriate written notification to "relevant persons" in relation to each issue about the classification of the Notes being offered for the purposes of Section 309B(1)(a) and Section 309B(1)(c) of the SFA.

Programme limit

The maximum aggregate principal amount of Notes outstanding at any one time under the Programme will not exceed EUR 3,000,000,000, calculated in accordance with the provisions of the Dealer Agreement (and for this purpose, any Notes denominated in another currency shall be converted into EUR at the date of the agreement to issue such Notes). The maximum aggregate principal amount of Notes which may be outstanding at any one time under the Programme may be increased from time to time, subject to compliance with the relevant provisions of the Dealer Agreement as defined under "*Subscription and Sale*".

Certain definitions

In this Base Listing Particulars, unless otherwise specified, references to a "**Member State**" are references to a Member State of the EEA, references to "**US\$**", "**U.S. dollars**" or "**dollars**" are to United States dollars, references to "**EUR**" or "**euro**" are to the currency introduced at the start of the third stage of European

economic and monetary union, and as defined in Article 2 of Council Regulation (EC) No 974/98 of 3 May 1998 on the introduction of the euro, as amended, references to "**Sterling**" are to pounds sterling, references to "**DKK**" and "**Danish Kroner**" are to the lawful currency of the Kingdom of Denmark, references to "**NOK**" and "**Norwegian Kroner**" are to the lawful currency of the Kingdom of Norway and references to "**SEK**" and "**Swedish Kronor**" are to the lawful currency of the Kingdom of Sweden.

Certain figures included in this Base Listing Particulars have been subject to rounding adjustments; accordingly, figures shown for the same category presented in different tables may vary slightly and figures shown as totals in certain tables may not be an arithmetic aggregation of the figures which precede them.

In this Base Listing Particulars, unless the contrary intention appears, a reference to a law or a provision of a law is a reference to that law or provision as extended, amended or re-enacted.

Stabilisation

In connection with the issue of any Tranche of Notes, the Dealer or Dealers (if any) named as the Stabilisation Manager(s) (or persons acting on behalf of any Stabilisation Manager(s)) in the applicable Pricing Supplement may over-allot Notes or effect transactions with a view to supporting the market price of the Notes at a level higher than that which might otherwise prevail. However, stabilisation may not necessarily occur. Any stabilisation action may begin on or after the date on which adequate public disclosure of the terms of the offer of the relevant Tranche of Notes is made and, if begun, may cease at any time, but it must end no later than the earlier of 30 days after the issue date of the relevant Tranche of Notes and 60 days after the date of the allotment of the relevant Tranche of Notes. Any stabilisation action or over-allotment must be conducted by the relevant Stabilisation Manager(s) (or person(s) acting on behalf of any Stabilisation Manager(s)) in accordance with all applicable laws and rules.

FORWARD LOOKING STATEMENTS

This Base Listing Particulars includes statements that are, or may be deemed to be, 'forward looking statements'. These forward looking statements can be identified by the use of forward looking terminology, including the terms 'believes', 'estimates', 'anticipates', 'expects', 'intends', 'may', 'will', or 'should' or, in each case, their negative or other variations or comparable terminology, or by discussions of strategy, plans, objectives, goals, future events or intentions. These forward looking statements include all matters that are not historical facts. They appear in a number of places throughout this document and include, but are not limited to, the following: statements regarding the intentions, beliefs or current expectations of the Issuers and the Guarantor concerning, amongst other things, the results of operations, financial condition, liquidity, prospects, growth, strategies of Arla Foods and its subsidiaries, including Arla Finance (the "**Arla Group**" or "**Arla**") and the industries in which the Group operates.

By their nature, forward looking statements involve risk and uncertainty because they relate to future events and circumstances. Forward looking statements are not guarantees of future performance and the actual results of the Group's operations, financial condition and liquidity, and the development of the countries and the industries in which the Group operates may differ materially from those described in, or suggested by, the forward looking statements contained in this document. In addition, even if the results of operations, financial condition and liquidity, and the development of the countries and the industries in which the Group operates, are consistent with the forward looking statements contained in this document, those results or developments may not be indicative of results or developments in subsequent periods.

These and other factors are discussed in more detail in *Risk Factors, Description of Arla Foods amba and Description of Arla Foods Finance A/S*. Many of these factors are beyond the control of the Issuers, the Guarantor and the Group. Should one or more of these risks or uncertainties materialise, or should underlying assumptions prove incorrect, actual results may vary materially from those described in this document as anticipated, believed, estimated or expected. Except to the extent required by laws and regulations, the Issuers and the Guarantor do not intend, and do not assume any obligation, to update any forward looking statements set out in this Base Listing Particulars.

OVERVIEW

The following overview must be read as an introduction to this Base Listing Particulars and any decision to invest in the Notes should be based on a consideration of the Base Listing Particulars as a whole, including any information incorporated by reference and, in relation to any particular Tranche of Notes, the applicable Pricing Supplement.

Words and expressions defined in the "Terms and Conditions of the Notes" below or elsewhere in this Base Listing Particulars have the same meanings in this overview.

Issuers:	Arla Foods amba. Arla Foods Finance A/S.
Guarantor:	Arla Foods amba (in the case of Notes issued by Arla Foods Finance A/S).
Risk Factors:	<p>Investing in Notes issued under the Programme involves certain risks. The principal risk factors that may affect the abilities of each Issuer and the Guarantor to fulfil their respective obligations under the Notes are discussed under "<i>Risk Factors</i>" below.</p> <p>In addition, there are certain factors which are material for the purpose of assessing the market risks associated with Notes issued under the Programme. These are also discussed under "<i>Risk Factors</i>" below and include certain risks relating to the structure of particular Series of Notes and certain market risks.</p>
Arranger:	Danske Bank A/S.
Dealers:	BNP PARIBAS, Danske Bank A/S, DZ Bank AG, HSBC Continental Europe, Jyske Bank A/S, Nordea Bank Abp, Nykredit Bank A/S, Skandinaviska Enskilda Banken AB (publ), Standard Chartered Bank AG and any other Dealer appointed from time to time by each Issuer and the Guarantor either generally in respect of the Programme or in relation to a particular Tranche of Notes.
Principal Paying Agent:	HSBC Bank plc.
Registrar:	HSBC Bank plc.
Irish Listing Agent:	Maples and Calder (Ireland) LLP.
Pricing Supplement or Listing Particulars:	Notes issued under the Programme may be issued either (1) pursuant to this Base Listing Particulars and associated Pricing Supplement or (2) pursuant to a Listing Particulars. The terms and conditions applicable to any particular Tranche of Notes will be the Conditions of the Notes as completed by the relevant Pricing Supplement or, as the case may be, amended, supplemented and/or replaced by the relevant Listing Particulars.
Listing and Trading:	Application has been made to Euronext Dublin for the Notes to be admitted to the Official List and to trading on the GEM.
Clearing Systems:	Euroclear and/or Clearstream, and/or, in relation to any Tranche of Notes, any other clearing system as may be specified in the relevant Pricing Supplement.
Initial Programme Amount:	Up to EUR 3,000,000,000 (or its equivalent in other currencies) aggregate principal amount of Notes outstanding and guaranteed at any one time.

Issuance in Series:

Notes will be issued in Series. Each Series may comprise one or more Tranches issued on different issue dates. The Notes of each Series will all be subject to identical terms, except that the issue date and the amount of the first payment of interest may be different in respect of different Tranches. The Notes of each Tranche will all be subject to identical terms in all respects save that a Tranche may comprise Notes of different denominations.

Forms of Notes:

Notes may be issued in bearer form, in registered form or in dematerialised book-entry form. Bearer Notes will not be exchangeable for Registered Notes and Registered Notes will not be exchangeable for Bearer Notes. No single Series or Tranche may comprise both Bearer Notes and Registered Notes.

Each Tranche of Bearer Notes will initially be in the form of either a Temporary Global Note or a Permanent Global Note, in each case as specified in the relevant Pricing Supplement. Each Global Note which is not intended to be issued in new global note form (a "**Classic Global Note**" or "**CGN**"), as specified in the relevant Pricing Supplement, will be deposited on or around the relevant issue date with a depositary or a common depositary for Euroclear and/or Clearstream and/or any other relevant clearing system and each Global Note which is intended to be issued in new global note form (a "**New Global Note**" or "**NGN**"), as specified in the relevant Pricing Supplement, will be deposited on or around the relevant issue date with a common safekeeper for Euroclear and/or Clearstream. Each Temporary Global Note will be exchangeable for a Permanent Global Note or, if so specified in the relevant Pricing Supplement, for Definitive Notes. If the TEFRA D Rules are specified in the relevant Pricing Supplement as applicable, certification as to non-US beneficial ownership will be a condition precedent to any exchange of an interest in a Temporary Global Note or receipt of any payment of interest in respect of a Temporary Global Note. Each Permanent Global Note will be exchangeable for Definitive Notes in accordance with its terms. Definitive Notes will, if interest-bearing, have Coupons attached and, if appropriate, a Talon for further Coupons.

Each Tranche of Registered Notes will be represented by either:

- (i) Individual Note Certificates; or
- (ii) one or more Global Note Certificates in the case of Registered Notes sold outside the United States to non-US persons in reliance on Regulation S,

in each case as specified in the relevant Pricing Supplement.

Each Note represented by a Global Note Certificate will either be: (a) in the case of a Certificate which is not to be held under the new safekeeping structure ("**New Safekeeping Structure**" or "**NSS**"), be registered in the name of a common depositary (or its nominee) for Euroclear and/or Clearstream and/or any other relevant clearing system and the relevant Global Note Certificate will be deposited on or about the issue date with the common depositary; or (b) in the case of a Certificate to be held under the New Safekeeping Structure, be registered in the name of a common safekeeper (or its nominee) for Euroclear and/or Clearstream and the relevant Global Note Certificate will be deposited on or about the issue date with the common safekeeper for Euroclear and/or Clearstream.

Currencies:	Notes may be denominated in EUR, SEK, DKK, NOK, Sterling or US\$ or in any other currency or currencies, subject to compliance with all applicable legal and/or regulatory and/or central bank requirements.
Status of the Notes:	Notes will be issued on an unsubordinated basis.
Status of the Guarantee:	Notes issued by Arla Foods Finance A/S will be unconditionally and irrevocably guaranteed by the Guarantor, on an unsubordinated basis.
Issue Price:	Notes may be issued at any price as specified in the relevant Pricing Supplement. The price and amount of Notes to be issued under the Programme will be determined by each Issuer, the Guarantor, if applicable, and the relevant Dealer(s) at the time of issue in accordance with prevailing market conditions.
Maturities:	Any maturity, subject, in relation to specific currencies, to compliance with all applicable legal and/or regulatory and/or central bank requirements.
Redemption:	Notes may be redeemable at par or at such other Redemption Amount as may be specified in the relevant Pricing Supplement.
Optional Redemption including Make Whole Redemption:	<p>Notes may be redeemed before their stated maturity at the option of each Issuer (either in whole or in part) and/or the Noteholders to the extent (if at all) specified in the relevant Pricing Supplement.</p> <p>If specified in the relevant Pricing Supplement, the Issuer will have the option to redeem the Notes, in whole or in part, at any time or from time to time, prior to their Maturity Date, at the Make Whole Redemption Amount. See Condition 9(c) (<i>Redemption and Purchase – Redemption at the option of the Issuer</i>).</p>
Redemption on Change of Control:	Notes may be redeemed before their stated maturity at the option of the Noteholders (in whole or in part) upon a change of control as described in Condition 9(h) (<i>Redemption and Purchase – Redemption at the option of Noteholders following a change of control</i>), to the extent specified in the relevant Pricing Supplement.
Redemption upon the occurrence of a Special Redemption Event (Issuer Call):	Notes may be redeemed before their stated maturity if Special Redemption Event (Issuer Call) is specified as "Applicable" in the relevant Pricing Supplement. Upon the occurrence of a Special Redemption Event, the relevant Issuer (if the Basis of the Call is specified as being "Mandatory") shall, or (if the Basis of the Call is specified as being "Optional") may, redeem all (but not some only) of the Notes then outstanding at the Special Redemption Amount specified in the relevant Pricing Supplement, together (if appropriate) with interest accrued but unpaid to (but excluding) the date fixed for redemption, pursuant to the terms of Condition 9(e) (<i>Redemption upon the occurrence of a Special Redemption Event (Issuer Call)</i>).
Tax Redemption:	Except as described in " <i>Optional Redemption</i> " and " <i>Redemption on Change of Control</i> " above, early redemption will only be permitted for tax reasons as described in Condition 9(b) (<i>Redemption and Purchase - Redemption for tax reasons</i>).
Interest:	Notes may be interest-bearing or non-interest bearing. Interest (if any) may accrue at a fixed rate or a floating rate and the method of calculating interest may vary between the issue date and the maturity date of the relevant Series.

Denominations:	No Notes may be issued under the Programme with a minimum denomination of less than EUR100,000 (or its equivalent in another currency). Subject thereto, Notes will be issued in such denominations as may be specified in the relevant Pricing Supplement, subject to compliance with all applicable legal and/or regulatory and/or central bank requirements.
Negative Pledge:	The Notes will have the benefit of a negative pledge as described in Condition 5 (<i>Negative Pledge</i>).
Cross Default:	The Notes will have the benefit of a cross default as described in Condition 14 (<i>Events of Default</i>).
Taxation:	All payments in respect of Notes will be made free and clear of withholding taxes of the Kingdom of Denmark unless the withholding is required by law. In that event, the relevant Issuer or (as the case may be) the Guarantor will (subject as provided in Condition 13 (<i>Taxation</i>)) pay such additional amounts as will result in the Noteholders receiving such amounts as they would have received in respect of such Notes had no such withholding been required.
Governing Law:	The Notes and any non-contractual obligations arising out of or in connection with the Notes will be governed by, and shall be construed in accordance with English law. Holders of such Notes are entitled to the rights and subject to the obligations and liabilities arising under such regulations and legislation of such jurisdictions.
Enforcement of Notes in Global Form:	In the case of Global Notes, individual investors' rights against each Issuer will be governed by a Deed of Covenant dated 8 May 2026, a copy of which will be available for inspection at the specified office of the Principal Paying Agent.
Selling Restrictions:	For a description of certain restrictions on offers, sales and deliveries of Notes and on the distribution of offering material in the United States of America, Japan, the EEA, the UK, the Kingdom of Denmark and the Kingdom of Sweden, see " <i>Subscription and Sale</i> " below.

RISK FACTORS

Any investment in the Notes is subject to a number of risks. Prior to investing in the Notes, prospective investors should carefully consider the risk factors associated with any investment in the Notes, the business of each Issuer and the Guarantor and the industry(ies) in which each of them operates together with all other information contained in this Base Listing Particulars, including, in particular the risk factors described below. Words and expressions defined in the "Terms and Conditions of the Notes" below or elsewhere in this Base Listing Particulars have the same meanings in this section.

The following is not an exhaustive list or explanation of all risks which investors may face when making an investment in the Notes and should be used as guidance only. Additional risks and uncertainties relating to each Issuer and the Guarantor that are not currently known to each Issuer and the Guarantor, or that either currently deems immaterial, may individually or cumulatively also have a material adverse effect on the business, prospects, results of operations and/or financial position of each Issuer and the Guarantor and, if any such risk should occur, the price of the Notes may decline and investors could lose all or part of their investment. Investors should consider carefully whether an investment in the Notes is suitable for them in light of the information in this Base Listing Particulars and their personal circumstances.

Risks Relating to each Issuer and the Guarantor

The Issuers and the Guarantor believe that the following factors may affect their ability to fulfil their respective obligations under the Notes. All of these factors are contingencies which may or may not occur and neither the Issuers nor the Guarantor are in a position to express a view on the likelihood of any such contingency occurring.

In addition, factors which are material for the purpose of assessing the market risks associated with the Notes are described below.

The Issuers and the Guarantor believe that the factors described below represent the principal risks inherent in investing in the Notes, but the inability of the relevant Issuer or the Guarantor to pay interest, principal or other amounts on or in connection with the Notes may occur for other reasons and the Issuers and the Guarantor do not represent that the statements below regarding the risks of holding the Notes are exhaustive. Prospective investors should also read the detailed information set out elsewhere in this Base Listing Particulars (including any documents incorporated by reference herein) and reach their own views prior to making any investment decision.

Currency risk

The Group operates in, and sells to, many different countries and has significant investments in operations outside Denmark and the Euro area. Denmark, the UK, Sweden, Germany and the Middle East (Kingdom of Saudi Arabia and Bahrain) represent the largest part of the Group's business by revenue or assets. As a large part of the Group's production is exported outside the Euro area, this also contributes to the Group's exposure to currency fluctuations.

Significant exchange rate fluctuations may have a negative impact on the Group's results and financial condition.

Internal and external ESG requirements

The Group has set ambitious targets for its sustainability agenda. Failure to meet these targets may negatively impact consumer perceptions of the Group and its products, and thereby negatively impact the demand from consumers for the Group's products.

As a business linked to the agricultural sector, the Group is furthermore impacted by an increasing regulatory focus on environmental issues on primary agriculture production. Failure by farmers to meet increasing legislation and regulations may in the long-term lead to a reduced milk supply with consequential challenges of reduced revenue.

Failure by the Group itself to maintain sustainable environmental and social production may equally lead to disruption to production and challenges with meeting customer demand. Failure to comply with legislation and regulation may also negatively impact the brand image with consumers.

Expansion risk

The Group's business strategy involves mergers, acquisitions and investments to expand its business. This strategy depends on the Group's ability to successfully acquire and integrate companies that enhance the Group's businesses. Failure to acquire and integrate such companies successfully may have a negative impact on the Group's results and financial condition.

Anticipated benefits from the DMK Merger may not materialise, the DMK Merger may not complete or the DMK Merger may result in substantial costs

On 16 June 2025, the governing bodies of Arla Foods and Deutsches Milchkontor eG and Drents Overijsselse Coöperatie Kaas U.A. (together with their consolidated subsidiaries, the "**DMK Group**") approved the intention to merge with Arla Foods as the surviving entity. The transaction hereafter referred to as the "**DMK Merger**" and is further described in "*Description of the DMK Merger*".

The DMK Merger supports the strategy of the Combined Dairy Group (as defined in "*Description of the DMK Merger*") to create the future of dairy by advancing nutritious, high-quality dairy production and fostering innovation both in Europe and globally. The Combined Dairy Group is in the process of undertaking the proposed merger between Arla Foods and the DMK Group. Completion is expected to occur in the second quarter of 2026, subject to regulatory approvals. However, there can be no assurance that the DMK Merger will be completed as currently anticipated or according to the expected timeline. Furthermore, the Combined Dairy Group may be required to divest certain business units, production assets and/or brands, or to enter into specific commitments or long-term agreements with third parties in order to obtain the necessary regulatory approvals to close the DMK Merger.

If the DMK Merger completes, the Combined Dairy Group may not realise any or all of the anticipated synergies. The success of the DMK Merger depends on the Combined Dairy Group's ability to integrate the two organisations effectively and to capture the expected operational, commercial, and financial benefits. In addition, the completion and integration of the DMK Merger will entail significant administrative and other costs (including potentially unforeseen costs), and unforeseen challenges may arise, including difficulties in harmonising systems and processes, retaining key suppliers, members and employees from DMK, or maintaining relationships with existing customers, and if the Combined Dairy Group is not successful in executing and integrating the DMK Merger, its business and results could be adversely affected.

The full year financial leverage of the Combined Dairy Group is expected to be in line with Arla's current financial leverage, however if any of the risk mentioned under "*Expansion risks*" above materialise, this could negatively impact financial leverage.

The DMK Group has several large industrial and retail customers compared with the Arla Group's existing customer portfolio. The loss of such DMK Group customers following the DMK Merger could have an adverse impact on the Combined Dairy Group. There is also a risk that certain DMK customers or cooperative members prefer the DMK Group as a standalone entity and, over time, may choose to reduce or discontinue their relationship with the Combined Dairy Group.

If any of the factors described above occur, they may adversely affect the Combined Dairy Group's business, operational results, financial condition, and the performance of the relevant Issuer and/or the Guarantor under the Notes.

IT and cybersecurity risk

The Group operates a highly integrated global business and relies on complex information technology systems across administration, production, and customer interaction. The Group's success and ability to remain competitive depend significantly on maintaining efficient IT systems that support standardised global workflows, enable cost-effective operations and meet increasing customer demands for digital solutions.

The Group's operations, analytical capabilities, and financial reporting are highly dependent on uninterrupted IT systems, networks, and related processes. Any failure to maintain or upgrade these systems could adversely affect the Group's ability to deliver services, process transactions securely and interact electronically with customers through websites or direct integration.

The Group is exposed to various risks, including system outages, power failures, cyberattacks, hacking, ransomware attempts, software errors, and physical damage. Hardware and software failures, data loss or inability to access digital platforms could disrupt production, prevent customers from placing orders and damage the Group's reputation. Furthermore, the Group relies heavily on third-party suppliers for software, hardware maintenance and global communication infrastructure. Failures by these suppliers, termination of services or significant price increases could negatively impact IT operations.

Acquisitions or integrations of new companies may also pose challenges in aligning IT systems, potentially resulting in inefficiencies, increased costs, or disruptions during integration. Customers are expected to continue demanding increasingly sophisticated IT solutions; failure to upgrade and scale systems to handle higher volumes and evolving requirements could adversely affect the Group's business, financial condition and results.

The Group continuously invests in upgrading and securing its IT systems and implements cybersecurity prevention measures, training and protocols to reduce risk and mitigate the impact of unauthorised attempts to compromise its systems. However, there can be no guarantee that such measures will be fully effective.

Product branding and competition risk

The Group faces significant competition in each of the markets in which it operates. The main factors relating to competition in the Group's business include brand recognition, consumer loyalty, product innovation, quality, price, service, proximity to customers, production capacity and distribution capabilities. In addition, the Group relies on innovation and product development to introduce new products as a means to achieve or maintain strong market positions. Inherent risks are consumer preferences and purchasing patterns, consumer loyalty to the Group's brands and products as well as competitor reactions. The Group relies strongly on a number of core brands and the financial performance of the Group is closely related to maintaining the strengths of these brand images. The brands could potentially be affected by food and production safety issues, changes in consumer perceptions about dairy products, as well as consumers becoming unwilling or unable to pay a premium for branded products, which could lead to adverse changes in consumer demand.

As a cooperative, the Group is generally able to reduce the price of raw milk from its members to off-set negative effects of competition. However, the impact of competition may have an adverse impact on the profitability of the Group.

Interest rate risks

The Group generally pays a variable interest rate on its financial debt. A part of the Group's financing has been converted to fixed rate via hedging instruments such as interest rate swaps. As at 31 December 2025, the Group estimates that an increase in the interest rate of 1 percentage point during the next financial year would negatively impact the Group's income statement by approximately EUR 18 million and improve other comprehensive income by EUR 50 million. Significant interest rate increases may have a negative impact on the Group's results and financial condition.

Liquidity risk

The Group's long-term objective is to maintain a conservative funding profile. The Group manages its liquidity risk by ensuring the availability of sufficient operating liquidity and credit facilities for operations. The financing of acquisitions and major investments is assessed separately.

The management of day-to-day liquidity flow is for the vast majority of the Group conducted centrally via cash pool arrangements with the Group's core banks. Within the Group, the companies with excess liquidity finance the companies with liquidity deficits. As a result, the Group achieves a more cost-efficient financing and a reduction in balances via netting.

As at 31 December 2025, the Group's liquidity reserve was EUR 2,030 million of which EUR 1,315 million were unutilised committed facilities.

If the Group is unable to effectively manage its liquidity it may be unable to pay its debts when due for payment, including its obligations under any Notes, which could have a negative impact on its operations and financial condition.

Inflation

Inflation represents a long term risk for the Group if it is not able to mitigate the impact on input costs including increases in the cost of labour, energy and other operating costs either by cost savings initiatives or increasing the sales prices in the market in order to pay an attractive milk price to its members and external suppliers. Long term this could lead to an uncompetitive milk price to the members, who at the same time experience increasing costs in their production, causing the members to leave the dairy farming industry and thereby reduce the raw milk intake for the Group. A reduction in milk volumes can lead to impairment of assets and adversely impact profitability.

Political risk

The Group has production and repackaging facilities in some countries which are less politically stable. Political instability and/or war could influence the book value of the assets and the revenue generated from these assets.

The export of dairy products and milk powder from Denmark, Sweden, the UK and Germany to developing countries, including countries in the Middle East, South East Asia, South America, China, and Africa, is part of the Group's international business. In some regions the Group has strong brand positions. The Group has previously experienced politically or religiously motivated boycotts of imported dairy products in parts of the Middle East. Such boycotts, as well as any war or armed conflict in such regions, can lead to an immediate decrease in profit. Previously, such events have triggered a reduction in the price of raw milk to the Group's members to off-set such effects. Any decrease in profit that is not matched in this way by a reduction in costs, could have a material adverse effect on the Group's results and financial condition.

Any significant increases in tariffs, duties or taxation in respect of the international markets and the European Union may have a material adverse effect on the financial performance of the Group.

Legal, regulatory and tax risks

Various markets in which the Group operates are subject to significant influence from legislation or regulation. Given the Group's strong presence in certain markets in the EU and the UK, the Group is exposed to changes in legislation and regulation in those jurisdictions, especially in respect of competition law, regulation of the agricultural sector and climate related regulation and taxation. Any local implementation on carbon taxation of agricultural process could have a negative impact on the members' supply of milk and thereby the Group's financial performance. Changes to regulation and legislation regularly occur and may lead to various risks arising and any anti-competitive ruling and/or fine could have an adverse effect on the Group's financial performance, including by damaging the Group's reputation. Increased governmental regulation of the food industry could also adversely affect the Group's profitability.

Supply chain disruption (excluding member milk)

Disruption of the supply of ingredients, packaging etc. may lead to challenges for the Group's production. It is an integrated part of the responsibility of the Group's centralised procurement function to secure the supply of packaging materials, ingredients, spare parts and additives at all times. Dual sourcing, multiple suppliers and safety stock levels are used to mitigate any disruption of the supply chain however there can be no assurance that such strategies will be effective in avoiding supply chain disruption. If any such disruption should materialise this may have a material adverse effect on the Group's results of operations.

Breakdown of large production facilities

The Group is obliged to buy and receive all the milk supplied from its members as well as from certain contract suppliers. The Group operates a number of larger production sites in Denmark, Sweden, Finland, the Netherlands, the UK, Germany, Bahrain and Saudi Arabia. Although the Group has an extensive maintenance and risk prevention programme, a fire, chemical spill, explosion, sabotage including cyber-attacks or another type of major breakdown of a site or a part of a site could occur. The Group's ability to redirect large volumes of products from one production site to another is limited. Although contingency plans and proper insurances are in place, this may result in reduced production and reduced sales during the disrupted period. That could furthermore lead to competitors taking market share. This may have a negative impact on the Group's results and financial condition.

Dependency on milk and whey intake

The Group is dependent on a stable intake of raw milk and whey. For production in Denmark, Sweden, Germany, and the UK raw milk is predominantly sourced from the Group's members. The Group also sources a smaller volume of milk from members in Luxembourg, the Netherlands and Belgium. Generally, members can leave with a minimum of twelve months' notice however the loyalty among members has always been very high. Historically, members have left the Group to retire rather than to shift to other dairies. Generally, retiring members' raw milk deliveries are replaced by existing members increasing their raw milk deliveries.

In Finland, Canada and the US, raw milk is sourced from either individual contract suppliers or local cooperatives. The Group has established long-term relationships in these countries to secure stable supply.

Extreme weather conditions like draught and flood can also impact the supply of raw milk.

Major sudden reductions in raw milk supplies, either from members, contract suppliers or due to other factors impacting supply, could have a negative impact on the Group's results and financial condition.

External whey is supplied to Arla Foods Ingredients as a supplement to Arla's own whey. An interruption to whey supply will negatively impact Arla Foods Ingredients' revenue.

Animal diseases

Widespread animal diseases may affect the milk production in the countries where the Group operates. In Denmark, Sweden, the UK and Germany, where the Group has the majority of its milk intake, the relevant authorities have very clear and precise contingency plans to stem infections. The Group also has its own contingency plans if a breakout of animal diseases should occur, but such plans may not be sufficiently effective to contain or stem disease. Any breakout of BSE or Foot and Mouth disease would have an immediate impact on the local production and consumption. However, history shows that such declines prove to be short-lived since dairy products form an important part of the daily diet in many countries.

Many countries will typically stop imports of dairy products from countries where a dangerous virus is found. Any such stoppages may have a negative impact on the Group's results and financial condition.

Business ethics and HR risk

Arla is committed to leading responsibly by combining sustainability and profitability, guided by our Code of Conduct and global principles, to create value for people and communities while ensuring ethical, social, and environmental integrity across all aspects of our business.

Negative impacts on human rights and a violation of business ethics where the Group does business could severely harm the Group's and its brands' reputation and thereby impact negatively on the Group's results of operations or financial position. These risks are part of the Group's major risks due to its geographical exposure combined with increased societal expectations.

Employees are a vital resource to the Group. The Group's business depends on highly qualified management teams and employees with technical and operational qualifications at all organisational levels, who are capable of handling situations out of the ordinary, and jointly contributing to its financial results. Failure to attract new talents or retaining existing, experienced key employees can potentially have long-term consequences for the operational, strategic and financial development of the Group.

Quality and food safety

Customers and consumers need to be able to trust the Group's products. Despite detailed quality programmes and control measures throughout the value chain, there are several risks involved in milk processing that may inadvertently lead to contamination or poor-quality products reaching the market. This may result in recalls and potentially harm the Group's brands and reputation.

Pension funding

The Group maintains a number of funded and unfunded defined benefit pension schemes for past and current employees. Pension scheme liabilities vary with changes to long-term interest rates, inflation,

pensionable salaries and the longevity of scheme members as well as changes in applicable legislation. The schemes' assets comprise investment portfolios that are held to meet projected liabilities to the scheme members. Risk arises from the schemes as the value of these asset portfolios, returns from them and any additional future contributions to the schemes, may be less than expected and as there may be greater than expected increases in the estimated value of the schemes' liabilities. In these circumstances, the Group could be obliged, or may choose, to provide additional contributions to the schemes. During recent periods, the Group has, in agreement with trustees, made such contributions to the schemes. Given changes in economic and financial market conditions, the Group may experience increasing pension deficits or be required or elect to make further contributions to its pension schemes and such deficits and contributions could be significant and have an adverse impact on the Group's results of operations or financial condition.

Energy supply and increasing prices

Economies across Europe and globally are currently experiencing inflationary pressures. This has been exacerbated by the wide-ranging sanctions imposed on Russia as a response to the ongoing war in Ukraine, which has further increased energy, commodity and fuel prices. Continued tensions in the Middle East or in any other global conflict, as well as any escalation in such conflict, could also contribute to further instability in the global economy and energy, commodity and fuel prices. The Group is a large consumer of natural gas, power and diesel for production, storage and transport purposes. The majority of the Group's production capacities are able to use natural gas as well as oil, and can within a short period of time switch from one energy source to another, which limits the risk of supply disruptions. However, shortage of all energy sources at the same time may lead to production and sales interruptions. Depending on the time period of any energy shortage this may lead to negative impacts on the Group's performance and financial condition.

Increased energy prices may also negatively impact the Group's performance and financial condition insofar it is not able to increase sales prices of dairy products to the same degree. Increased costs will generally lead to reductions in the milk price paid to the farmers, who at the same time will experience increased costs within their own production. This may eventually lead to reduced milk deliveries, which may have negative impact on the Group's performance and financial condition.

Risks Relating to Investment in the Notes.

The Notes may not be a suitable investment for all investors

Each potential investor of the Notes must determine the suitability of that investment in light of such investor's own circumstances. In particular, each potential investor should:

- (a) have sufficient knowledge and experience to make a meaningful evaluation of the relevant Notes, the merits and risks of investing in the relevant Notes and the information contained or incorporated by reference in this Base Listing Particulars or any applicable supplement to this Base Listing Particulars;
- (b) have access to, and knowledge of, appropriate analytical tools to evaluate, in the context of its particular financial situation, an investment in the relevant Notes and the impact such investment will have on its overall investment portfolio;
- (c) have sufficient financial resources and liquidity to bear all of the risks of an investment in the Notes, including Notes with principal or interest payable in one or more currencies, or where the currency for principal or interest payments is different from the currency in which such potential investor's financial activities are principally denominated;
- (d) understand thoroughly the terms of the relevant Notes and the behaviour of financial markets; and
- (e) be able to evaluate (either alone or with the help of a financial adviser) possible scenarios for economic, interest rate and other factors that may affect its investment and its ability to bear the applicable risks.

Some Notes are complex financial instruments and such instruments may be purchased as a way to reduce risk or enhance yield with an understood, measured, appropriate addition of risk to the investor's overall portfolio. A potential investor should not invest in Notes which are complex financial instruments unless it has the expertise (either alone or with the assistance of a financial adviser) to evaluate how the Notes will

perform under changing conditions, the resulting effects on the value of such Notes and the impact this investment will have on the potential investor's overall investment portfolio.

Because the Global Notes are held by or on behalf of Euroclear and Clearstream, investors will have to rely on their relevant clearing system's procedures for transfer, payment and communication with each Issuer

Notes issued under the Programme may be represented by one or more Global Notes. Such Global Notes will be deposited with a common depository, or as the case may be a common safekeeper for Euroclear and Clearstream. Except in the circumstances described in the relevant Global Note, investors will not be entitled to receive Definitive Notes. Euroclear and Clearstream will maintain records of the beneficial interests in the Global Notes. While the Notes are represented by one or more Global Notes, investors will be able to trade their beneficial interests only through Euroclear and/or Clearstream.

While the Notes are represented by one or more Global Notes, the relevant Issuer will discharge its payment obligations under the Notes by making payments to the common depository, or as the case may be a common safekeeper for Euroclear and Clearstream or a nominee thereof for distribution to their account holders. A holder of a beneficial interest in a Global Note must rely on the procedures of Euroclear and Clearstream to receive payments under the relevant Notes. Neither Issuer nor the Guarantor has any responsibility or liability for the records relating to, or payments made in respect of, beneficial interests in the Global Notes.

Holders of beneficial interests in the Global Notes will not have a direct right to vote in respect of the relevant Notes. Instead, such holders will be permitted to act only to the extent that they are enabled by Euroclear or Clearstream to appoint appropriate proxies. Similarly, holders of beneficial interests in the Global Notes will not have a direct right under the Global Notes to take enforcement action against the relevant Issuer in the event of a default under the relevant Notes but will have to rely upon their rights under the Deed of Covenant.

The Notes may not be freely transferred

Neither Arla Foods nor Arla Finance has registered, or will register, the Notes under the Securities Act or any other securities laws. Accordingly, the Notes are subject to certain restrictions on resale and other transfer thereof as set forth in the section entitled "*Subscription and Sale*." As a result of these restrictions, neither Arla Foods nor Arla Finance can be certain of the existence of a secondary market for the Notes or the liquidity of such a market if one develops. Consequently, a Holder of Notes and an owner of beneficial interests in those Notes must be able to bear the economic risk of their investment in the Notes for the terms of the Notes.

There is no active trading market for the Notes

The Notes issued under the Programme will be new securities which may not be widely distributed and for which there is currently no active trading market (unless in the case of any particular Tranche, such Tranche is to be consolidated with and form a single series with a Tranche of Notes which is already issued). If the Notes are traded after their initial issuance, they may trade at a discount to their initial offering price, depending upon prevailing interest rates, the market for similar securities, general economic conditions and the financial condition of each Issuer. Although applications have been made for Notes issued under the Programme to be admitted to listing on the Official List of Euronext Dublin and to trading on GEM, there is no assurance that such applications will be accepted, that any particular Tranche of Notes will be so admitted or that an active trading market will develop. Accordingly, there is no assurance as to the development or liquidity of any trading market for any particular Tranche of Notes.

The Notes may be redeemed prior to maturity

If in the case of any particular Tranche of Notes the relevant Pricing Supplement specifies that the Special Redemption Event (Issuer Call) is applicable, the relevant Issuer will (on either an optional or mandatory basis, as specified in the applicable Pricing Supplement) upon the occurrence of a Special Redemption Event (namely that the Group: (i) has not completed and closed the acquisition of an acquisition target by the Special Redemption Longstop Date; or (ii) has published an announcement that it no longer intends to pursue the acquisition of the Acquisition Target) redeem the Notes, as further described in the Condition

9(e) (*Redemption upon the occurrence of a Special Redemption Event (Issuer Call)*) and the applicable Pricing Supplement.

An optional redemption feature, in particular an optional redemption feature associated with an acquisition (such as a Special Redemption Event described in Condition 9(e) (*Redemption upon the occurrence of a Special Redemption Event (Issuer Call)*)) is likely to limit the market value of Notes. During any period when the relevant Issuer may elect to redeem Notes, the market value of those Notes generally will not rise substantially above the price at which they can be redeemed. This also may be true prior to any redemption period.

Fixed Rate Notes are subject to Interest Rate Risks

Investment in Fixed Rate Notes involves the risk that subsequent changes in market interest rates may adversely affect the value of Fixed Rate Notes.

Noteholders are subject to credit risk on each Issuer and the Guarantor

Holders of the Notes issued under the Programme take a credit risk on the relevant Issuer and in the case of Notes issued by Arla Finance, the Guarantor. A Holder's ability to receive payment under the Notes is dependent on the relevant Issuer's and in the case of Notes issued by Arla Finance, the Guarantor's ability to fulfil its payment obligations, which in turn is dependent upon the development of each Issuer's and the Guarantor's business.

Risks relating to fixed/floating rate Notes

Fixed/floating rate Notes may bear interest at a rate that the relevant Issuer may elect to convert from a fixed rate to a floating rate, or from a floating rate to a fixed rate. The relevant Issuer's ability to convert the interest rate will affect the secondary market and the market value of such Notes since the relevant Issuer may be expected to convert the rate when it is likely to produce a lower overall cost of borrowing. If the relevant Issuer converts from a fixed rate to a floating rate, the spread on the fixed/floating rate Notes may be less favourable than then prevailing spreads on comparable floating rate Notes tied to the same reference rate. In addition, the new floating rate at any time may be lower than the rates on other Notes. If the relevant Issuer converts from a floating rate to a fixed rate, the fixed rate may be lower than then prevailing rates on its Notes.

The Notes may be issued at a substantial discount or premium

The market values of securities issued at a substantial discount or premium to their nominal amount tend to fluctuate more in relation to general changes in interest rates than do prices for conventional interest-bearing securities. Generally, the longer the remaining term of the securities, the greater the price volatility as compared to conventional interest-bearing securities with comparable maturities.

Noteholders' rights and obligations may be amended at meetings of Noteholders

The terms and conditions of the Notes and the Agency Agreement contain provisions for calling meetings of Noteholders to consider matters affecting their interests generally. These provisions permit certain defined majorities to make decisions that modify the terms and conditions applicable to a Series of Notes and may affect the Noteholders' rights and obligations under the Notes, and that bind all Noteholders including Noteholders who did not attend and vote at the relevant meeting and Noteholders who voted in a manner contrary to the majority. At the meeting of Noteholders, the Noteholders also have authority to elect and give instructions to a representative to act on their behalf.

The terms and conditions of the Notes may be changed

The terms and conditions applicable to each Series will be the Conditions set out below, subject to being completed by the relevant Pricing Supplement or, supplemented, modified or replaced by the Listing Particulars in relation to each Series.

The Agency Agreement contains provisions, which are binding on each Issuer and the Holders of Notes, for convening meetings of the Holders of Notes of any Series to consider matters affecting their interests, including the modification or waiver of the terms and conditions applicable to any Series of Notes.

The relevant Issuer has the right to correct manifest errors in the terms and conditions without the Noteholders' consent.

The amount of Notes to be issued under the Programme may be changed

The amount to be issued under the Programme is subject to increase or decrease as provided in the Dealer Agreement.

Changes in laws and regulations may affect the terms and conditions of the Notes

The terms and conditions of the Notes and all non-contractual obligations arising out of or in connection with the Notes are governed by English law.

The Rome II Regulation (Regulation (EC) 864/2007), which sets out a series of rules to be applied by the courts of EU member states (other than Denmark) for the purposes of determining the governing law of non-contractual obligations between parties in most civil and commercial matters does not apply in Denmark and therefore may not apply to Danish investors.

There can be no assurances as to the impact of any possible judicial decision or change to the laws of England or administrative practice after the date of this Base Listing Particulars.

Risk relating to enforceability of English court judgements in Denmark

A judgement entered against a company incorporated in Denmark in the courts of a state which is a Contracting State (as defined in the Lugano Convention and the Hague Choice of Court Convention) under and as defined in the Convention on Choice of Court Agreements of 30 June 2005 (the "**Hague Choice of Court Convention**") will only be recognized in Denmark if the parties had agreed, on a fully symmetrical basis, to settle their disputes exclusively in the jurisdiction of one Contracting State.

In the absence of a fully symmetrical exclusive jurisdiction agreement and in the case of a judgement entered against a company incorporated in Denmark in the courts of a state which is neither a Contracting State under the Hague Choice of Court Convention nor an EU member state nor a Contracting State under the Convention on Jurisdiction and the Recognition and Enforcement of Judgments in Civil and Commercial Matters made at Lugano on 30 October 2007, as amended (the Lugano Convention), the judgement would be neither recognised nor enforced by the Danish courts without re-examination of the substantive matters thereby adjudicated. In connection with any re-examination, the judgment of the foreign court will generally be accepted as evidence, but the parties must provide the Danish courts with satisfactory information about the contents of the relevant law of the contract and, if they fail to do so, the Danish courts may apply Danish law instead. Consequently, in the absence of a fully symmetrical exclusive jurisdiction agreement, there is a risk that a final judgement obtained from any court of England in respect of any suit, action or proceeding arising out or relating to the Notes against the Issuer and/or the Guarantor would delay enforcement of the Notes in Denmark.

Furthermore, the recent Court of Justice of the European Union ("**CJEU**") decision in Società Italiana Lastre SpA v Agora Sarl (Case C-537/23) ("**Lastre**") has led to uncertainty as to whether the courts of EU member states would recognise the validity of the asymmetric jurisdiction clauses in all circumstances. Although the CJEU decision in Lastre does not apply directly to jurisdiction clauses which designate English courts, there is a possibility that the case might have an effect, indirectly, on the jurisdiction clauses in the Notes and associated documentation. Consequently, Noteholders should be aware that challenges or jurisdictional disputes may arise because of the asymmetric jurisdiction clauses in the Notes and related documentation and this could increase the complexity, cost or duration of legal proceedings.

Regulation of benchmarks may lead to future reforms or discontinuation

The Euro Interbank Offered Rate ("**EURIBOR**") and other interest rates or other types of rates and indices which are deemed to be benchmarks have been subject to significant regulatory scrutiny and legislative intervention in recent years. This relates not only to the creation and administration of benchmarks, but, also, to the use of a benchmark rate. In the EU, for example, Regulation (EU) No. 2016/1011, as amended (the "**EU Benchmarks Regulation**") applies to the provision of, contribution of input data to, and the use of, in-scope benchmarks within the EU, subject to certain transitional provisions. Similarly, Regulation (EU) No. 2016/1011 as it forms part of domestic law of the United Kingdom by virtue of the European Union (Withdrawal) Act 2018, as amended (the "**UK Benchmarks Regulation**") applies to the provision

of, contribution of input data to, and the use of, benchmarks within the UK, subject to certain transitional provisions.

Legislation such as the EU Benchmarks Regulation or the UK Benchmarks Regulation, if applicable, could have a material impact on any Notes linked to EURIBOR or another benchmark rate or index which is in-scope for one or both regulations. For example, if the methodology or other terms of the benchmark are changed in the future in order to comply with the terms of the EU Benchmarks Regulation or UK Benchmarks Regulation or other similar legislation, or if a critical benchmark is discontinued or is determined by a regulator to be "no longer representative". Such factors could (amongst other things) have the effect of reducing or increasing the rate or level or may affect the volatility of the published rate or level of the benchmark. They may also have the effect of discouraging market participants from continuing to administer or contribute to certain "benchmarks", trigger changes in the rules or methodologies used in certain "benchmarks", or lead to the discontinuance or unavailability of quotes of certain "benchmarks".

Although EURIBOR has subsequently been reformed in order to comply with the terms of the EU Benchmarks Regulation, it remains uncertain as to how long it will continue in its current form, or whether it will be further reformed or replaced with the Euro Short Term Rate ("€STR") or an alternative benchmark.

The elimination of EURIBOR or any other benchmark, or changes in the manner of administration of any benchmark, could require or result in an adjustment to the interest calculation provisions of the Conditions (as further described in Condition 7(m) (*Benchmark Discontinuation*)), or result in adverse consequences to holders of any Notes linked to such benchmark (including Floating Rate Notes whose interest rates are linked to EURIBOR or any other such benchmark that is subject to reform). Furthermore, even prior to the implementation of any changes, uncertainty as to the nature of alternative reference rates and as to potential changes to such benchmark may adversely affect such benchmark during the term of the relevant Notes, the return on the relevant Notes and the trading market for securities (including the Notes) based on the same benchmark.

Interest rate "fallback" arrangements may lead to Notes performing differently or the effective application of a "fixed rate". The occurrence of a Benchmark Event or Benchmark Transition Event, as applicable, may adversely affect the return on and the market value of Floating Rate Notes

The Conditions provide for certain fallback arrangements in the event that a Reference Rate and/or any screen page on which a Reference Rate may be published (or any successor page) becomes unavailable or a Benchmark Event or a Benchmark Transition Event, as applicable, (each as defined in the Conditions of the Notes) otherwise occurs. Such fallback arrangements include the possibility that the Rate of Interest could be set by reference to a Successor Rate, an Alternative Rate or a Benchmark Replacement (each as defined in the Conditions), with the application of an Adjustment Spread or a Benchmark Replacement Adjustment (each as defined in the Conditions) (which could be positive, negative or zero) and may include amendments to the Conditions to ensure the proper operation of the successor or alternative benchmark, all as determined by an Independent Advisor (acting in good faith). The use of a Successor Rate, an Alternative Rate or Benchmark Replacement (with the application of any Adjustment Spread or Benchmark Replacement Adjustment) will result in any Notes linked to or referencing an Original Reference Rate performing differently (which may include payment of a lower Rate of Interest) than they would if the Original Reference Rate was to continue to apply in its current form.

If, following the occurrence of a Benchmark Event, no Successor Rate or Alternative Rate or (in either case) Adjustment Spread is determined, the ultimate fallback for the purposes of calculation of the Rate of Interest for a particular Interest Period may result in the Rate of Interest for the last preceding Interest Period being used (though substituting, where a different Margin is to be applied to the relevant Interest Period from that which applies to the last preceding Interest Period, the Margin relating to the relevant Interest Period in place of the Margin relating to that last preceding Interest Period). This may result in the effective application of a fixed rate for Floating Rate Notes based on the rate which was last observed on the Relevant Screen Page. In addition, due to the uncertainty concerning the availability of Successor Rates and Alternative Rates, the involvement of an Independent Advisor and the potential for further regulatory developments, there is a risk that the relevant fallback provisions may not operate as intended at the relevant time. Any such consequences could have a material adverse effect on the value of and return on any such Notes.

Any such consequences could have a material adverse effect on the value of and return on any such Floating Rate Notes. Moreover, any of the foregoing or any other significant change to the setting or existence of a relevant reference rate could affect the ability of the relevant Issuer to meet its obligations under the Floating Rate Notes or could have an adverse effect on the value or liquidity of, and return on, any Floating Rate Notes. Investors should consult their own independent advisers and make their own assessment about the potential risks arising from the possible cessation or reform of certain reference rates in making any investment decision with respect to any Notes linked to or referencing a benchmark, including with respect to relevant Floating Rate notes.

Methodologies for the calculations of risk-free rates (including overnight rates or forward-looking rates) as reference rates for Floating Rate Notes may vary and may evolve

Risk-free rates, such as the Sterling Overnight Index Average ("SONIA"), the Secured Overnight Financing Rate ("SOFR") and €STR, have become more commonly used as benchmark rates for bonds in recent years. Most of the rates are backwards-looking, but the methodologies to calculate the risk-free rates are not uniform. Such different methodologies may result in slightly different interest amounts being determined in respect of otherwise similar securities.

The methodology for determining any overnight rate index by reference to which the Rate of Interest in respect of certain Notes may be calculated could change during the life of any Notes. The Issuer may in the future also issue Notes referencing SONIA, the SONIA Compounded Index, SOFR, the SOFR Compounded Index or €STR that differ materially in terms of interest determination when compared with any previous Notes issued by it under this Programme. Such variations could result in reduced liquidity or increased volatility, or could otherwise affect the market price of any Notes that reference a risk-free rate issued under this Programme from time to time.

In addition, investors should consider how any mismatch between applicable conventions for the use of reference rates in the bond, loan and derivatives markets may impact any hedging or other financial arrangements which they may put in place in connection with any acquisition, holding or disposal of Notes referencing such risk-free rates.

Investors should consider these matters when making their investment decision with respect to any Notes which reference SONIA, SOFR, €STR or any related indices.

It is not possible to calculate interest rates in advance for Notes which reference SONIA, SOFR, €STR or any related indices

Interest on Notes which reference a backwards-looking risk-free rate is only capable of being determined immediately prior to the relevant Interest Payment Date. It may therefore be difficult for investors in Notes which reference such risk-free rates reliably to estimate the amount of interest which will be payable on such Notes.

Further, in contrast to Notes linked to interbank offered rates, if Notes referencing backwards-looking rates become due and payable as a result of an Event of Default under Condition 14 (*Events of Default*), or are otherwise redeemed early on a date which is not an Interest Payment Date, the final Rate of Interest payable in respect of such Notes shall be determined by reference to a shortened period ending immediately prior to the date on which the Notes become due and payable or are scheduled for redemption.

The administrator of SONIA, SOFR or €STR or any related indices may make changes that could change the value of SONIA, SOFR or €STR or any related index, or discontinue SONIA, SOFR or €STR or any related index.

The Bank of England, the Federal Reserve, Bank of New York or the European Central Bank (or their successors) as administrators of SONIA (and the SONIA Compounded Index), SOFR (and the SOFR Compounded Index) or €STR, respectively, may make methodological or other changes that could change the value of these risk-free rates and/or indices, including changes related to the method by which such risk-free rate is calculated, eligibility criteria applicable to the transactions used to calculate SONIA, SOFR or €STR, or timing related to the publication of SONIA, SOFR or €STR or any related indices. In addition, the administrator may alter, discontinue or suspend calculation or dissemination of SONIA, SOFR or €STR or any related index (in which case a fallback method of determining the interest rate on the Notes will

apply). The administrator has no obligation to consider the interests of Noteholders when calculating, adjusting, converting, revising or discontinuing any such risk-free rate.

Investors should carefully consider these matters when making their investment decision with respect to any such Notes.

Notes issued as Green Bonds, Sustainability Bonds or Social Bonds with a specific use of proceed, may not meet investor expectations or requirements.

The Pricing Supplement relating to a specific Tranche of Notes of Green/Social/Sustainability Bonds will provide that it is the relevant Issuer's intention to apply an amount equal to the net proceeds of the issue of such Notes to fund projects that promote climate-friendly and other environmental purposes/sustainability/social goals in accordance with Arla Foods amba's Sustainability Financing Framework (the "**Green Finance/Sustainability Framework**") which can be found at <https://www.arla.com/company/investor/sustainable-financing-framework/>. Such projects are defined as Eligible Projects in the section "*Use of Proceeds*". A prospective investor should have regard to the information set out in the section "*Use of Proceeds*" and determine for itself the relevance of such information for the purpose of an investment in such Notes together with any other investigation it deems necessary.

No assurance is given by the relevant Issuer, the Guarantor, the Arranger, any Dealer or any other person that the use of such proceeds for any Eligible Projects will satisfy, whether in whole or in part, any present or future investor expectations or requirements as regards any investment criteria or guidelines with which an investor or its investments are required, or intends, to comply, whether by any present or future applicable law or regulations or by its own by-laws or other governing rules or investment portfolio mandates, in particular with regard to any direct or indirect environmental, sustainability or social impact of any projects or uses, the subject of or related to, any Eligible Assets and the Green Finance/Sustainability Framework (including in relation to, but not limited to, the EU Taxonomy Regulation and any related technical screening criteria, the EuGB label or the optional disclosure templates under the EU Green Bond Regulation, the SFDR, and any implementing legislation and guidelines, or any similar legislation in the United Kingdom or any market standards or guidance, including the ICMA Principles or any requirements of such labels or market standards as they may evolve from time to time). Neither the Arranger nor any Dealer shall be responsible for the ongoing monitoring of the use of proceeds in respect of any such Notes. Prospective investors should consult with their legal and other advisers before making an investment in any such Notes and must determine for themselves the relevance of the information set out in this Base Listing Particulars and the applicable Pricing Supplement for the purpose of any investment in such Notes together with any other investigation such investor deems necessary.

It should be noted that the definition (legal, regulatory or otherwise) of, or market consensus as to what constitutes or may be classified as "green", "sustainable", "social" or equivalently-labelled project or investment that may finance such project is evolving. No assurance can be given that a clear definition, consensus or label will develop over time or that if it does, any Green Bonds, Sustainability Bonds or Social Bonds will meet investor expectations or requirements regarding such "green", "sustainable", "social" or similar labels. In addition, no assurance can be given by the Issuer, the Guarantor, the Arranger, any Dealer or any other person to investors that any Green Bonds, Sustainability Bonds or Social Bonds will comply with any future standards or requirements regarding any "green", "sustainable", "social" or other equivalently-labelled performance objectives, including Regulation (EU) 2020/852 on the establishment of a framework to facilitate sustainable investment (the so called EU Taxonomy Regulation) or Regulation (EU) 2020/852 as it forms part of domestic law by virtue of the EUWA and, accordingly, the status of any Notes as being "green", "sustainable", "social" (or equivalent) could be withdrawn at any time. Each prospective investor should have regard to the factors described in the Green Finance/Sustainability Framework and the relevant information contained in this Base Listing Particulars and seek advice from their independent financial adviser or other professional adviser regarding its purchase of the Notes before deciding to invest. The Issuer's Green Finance/Sustainability Framework may be subject to review and change and may be amended, updated, supplemented, replaced and/or withdrawn from time to time without the consent of the Noteholders and any subsequent version(s) may differ from any description given in this Base Listing Particulars. The Issuer's Green Finance/Sustainability Framework is not, nor shall it be deemed to be, incorporated in and/or form part of this Base Listing Particulars. None of the Issuer, the Guarantor, the Arranger or the Dealers assumes any obligation or responsibility to release any update or revision to the

Issuer's Green Finance/Sustainability Framework and/or information to reflect events or circumstances after the publication of the Issuer's Green Finance/Sustainability Framework.

No assurance of suitability or reliability of any Second Party Opinion or any other opinion or certification of any third party relating to any Green/Social/Sustainability Bonds

Sustainalytics, an independent ESG and corporate governance research, ratings and analytics firm, has issued an independent opinion, dated February 2020, on the Issuer's Green Finance/Sustainability Framework (the "**Second Party Opinion**"). The Second Party Opinion provides an opinion on certain environmental and related considerations and is a statement of opinion, not a statement of fact. No representation or assurance is given by any person as to the suitability or reliability for any purpose whatsoever of the Second Party Opinion or any opinion, review, certification or post-issuance report of any third party (whether or not solicited by the Issuers or the Guarantor) which may be made available in connection with an issue of Notes issued as Green/Social/Sustainability Bonds and in particular with any Eligible Assets to fulfil any environmental, sustainability, social and/or other criteria. The Second Party Opinion and any other such opinion, review, certification or post-issuance report is not intended to address any credit, market or other aspects of any investment in any Note, including without limitation market price, marketability, investor preference or suitability of any security or any other factors that may affect the value of the Notes. For the avoidance of doubt, any such opinion, review, certification or post-issuance report is not, nor shall it be deemed to be, incorporated in and/or form part of this Base Listing Particulars. The Second Party Opinion, and any other opinion, review, certification or post-issuance report is not a recommendation to buy, sell or hold any such Notes and is current only as of the date it was initially issued.

The criteria and/or considerations that form the basis of the Second Party Opinion and any other such opinion, review or certification or post-issuance report may change at any time and the Second Party Opinion, and any other opinion, review, certification or post-issuance report may be amended, updated, supplemented, replaced and/or withdrawn at any time. Any withdrawal of the Second Party Opinion or any other opinion, review, certification or post-issuance report may have a material adverse effect on the value of any Green/Social/Sustainability Bonds in respect of which such opinion, review, certification or post-issuance report is given and/or result in adverse consequences for certain investors with portfolio mandates to invest in securities to be used for a particular purpose. As at the date of this Base Listing Particulars, the providers of such opinions, reviews, certifications and post-issuance reports in relation to bonds such as Green/Social/Sustainability Bonds are not subject to any specific regulatory or other regime or oversight. The EU Green Bond Regulation has introduced a supervisory regime of external reviewers of European Green Bonds but this will not take full effect until 21 June 2026 and will not apply to external reviewers in respect of an issue of Green/Social/Sustainability Bonds. Prospective investors in such Notes must determine for themselves the relevance of the Second Party Opinion and any other such opinion, report, certification or post-issuance review and/or the information contained therein and/or the provider of such opinion, review, certification or post-issuance report for the purpose of any investment in such Notes. Prospective investors in such Notes shall have no recourse against the Issuers, the Guarantor, the Arranger, the Dealers or the provider of any such opinion, review, certification or post-issuance report for the contents of any such opinion, review, certification or post-issuance report. The Second Party Opinion, and any other such opinion, review, certification or post-issuance report does not form part of, nor is incorporated by reference in, this Base Listing Particulars.

No assurance that Green/Social/Sustainability Bonds will be admitted to trading on any dedicated "green", "sustainable", "social" (or similar) segment of any stock exchange or market, or that any admission obtained will be maintained

In the event that any Green/Social/Sustainability Bonds are listed or admitted to trading on a dedicated "green", "sustainable", "social" or other equivalently-labelled segment of a stock exchange or securities market (whether or not regulated), no representation or assurance is given by the relevant Issuer, the Guarantor, the Arranger, any Dealer or any other person that such listing or admission satisfies, whether in whole or in part, any present or future investor expectations or requirements as regards any investment criteria or guidelines with which such investor or its investments are required, or intends, to comply, whether by present or future applicable law or regulations or by its own by-laws or other governing rules or investments portfolio mandates. Furthermore, it should be noted that the criteria for any such listings or admission to trading may vary from one stock exchange or securities market to another. No representation or assurance is given or made by the relevant Issuer, the Guarantor, the Arranger, the Dealer or any other person that any such listing or admission to trading will be obtained in respect of any such Notes or that

any such listing or admission to trading will be maintained during the life of the Notes. If any of the risks outlined in this risk factor materialise this may have a material adverse effect on the value of such Notes and/or may have consequences for certain investors with portfolio mandates to invest in green assets (which consequences may include the need to sell the Notes as a result of the Notes not falling within the investor's investment criteria or mandate).

Green/Social/Sustainability Bonds are not linked to the performance of the Eligible Projects, do not benefit from any arrangements to enhance the performance of the Notes or any contractual rights derived solely from the intended use of proceeds of such Notes

The performance of the Green/Social/Sustainability Bonds is not linked to the performance of the relevant Eligible Projects or the performance of the relevant Issuer in respect of any environmental or similar targets. There will be no segregation of assets and liabilities in respect of the Green/Social/Sustainability Bonds and the Eligible Projects. Consequently, neither payments of principal and/or interest on the Green/Social/Sustainability Bonds nor any rights of Noteholders shall depend on the performance of the relevant Eligible Projects or the performance of the relevant Issuer in respect of any such environmental or similar targets. Holders of any Green/Social/Sustainability Bonds shall have no preferential rights or priority against the assets of any Eligible Project nor benefit from any arrangements to enhance the performance of the Notes.

While it is the intention of the relevant Issuer to allocate an amount equal to the net proceeds of any Notes issued as Green Bonds, Sustainability Bonds or Social Bonds for Eligible Projects in, or substantially in, the manner summarised in this Base Listing Particulars, there is no contractual obligation to do so. There can be no assurance that the relevant project(s) or use(s) the subject of, or related to, any Eligible Projects will be available or capable of being implemented in, or substantially in, such manner and/or in accordance with the timeframe anticipated and, accordingly, that the relevant Issuer will be able to use the proceeds for such Eligible Projects as intended. In addition, there can be no assurance that Eligible Projects will be completed as expected or achieve the impacts or outcomes (environmental, social or otherwise) as originally expected or anticipated. None of a failure by the relevant Issuer to allocate the proceeds of any Notes issued as Green Bonds, Sustainability Bonds or Social Bonds or to report on the use of proceeds or Eligible Projects as anticipated or a failure of a third party to issue (or to withdraw) an opinion or certification in connection with an issue of Green Bonds, Sustainability Bonds or Social Bonds or the failure of the Notes issued as Green Bonds, Sustainability Bonds or Social Bonds to meet investors' expectations requirements regarding any "green", "sustainable", "social" or similar labels will constitute an event of default or breach of contract with respect to any of the Notes issued as Green Bonds, Sustainability Bonds or Social Bonds or otherwise result in the Notes being redeemed prior to their maturity date. A failure of the Notes issued as Green Bonds, Sustainability Bonds or Social Bonds to meet investor expectations or requirements as to their "green", "sustainable", "social" or equivalent characteristics including the failure to apply the proceeds of any issue of Notes for any Eligible Projects, the failure to provide, or the withdrawal of, a third party opinion, review, certification or post-issuance report, the Notes ceasing to be listed or admitted to trading on any dedicated stock exchange or securities market as aforesaid or the failure by the relevant Issuer to report on the use of proceeds or Eligible Projects as anticipated, may have a material adverse effect on the value of such Notes and also potentially the value of any other Notes which are intended to finance Eligible Projects and/or may have consequences for certain investors with portfolio mandates to invest in securities to be used for a particular purpose, for example green assets (which consequences may include the need to sell the Notes as a result of the Notes not falling within the investor's investment criteria or mandate).

The Notes may be traded in amounts in excess of the minimum Specified Denomination that are not integral multiples

In relation to any issue of Notes which have a denomination consisting of the minimum Specified Denomination (as defined in the relevant Pricing Supplement) plus a higher integral multiple of another smaller amount, it is possible that the Notes may be traded in amounts in excess of the minimum Specified Denomination that are not integral multiples of the minimum Specified Denomination. In such a case a Noteholder who, as a result of trading such amounts, holds a principal amount of less than the minimum Specified Denomination in their account with the relevant clearing system would not be able to sell the remainder of such holding without first purchasing a principal amount of the Notes at or in excess of the minimum Specified Denomination such that its holding amounts to a Specified Denomination. Further, a holder who, as a result of trading such amounts, holds an amount which is less than the Specified

Denomination in their account with the relevant clearing system at the relevant time may not receive a definitive Note in respect of such a holding (should definitive Notes be printed) and would need to purchase a principal amount of Notes at or in excess of the minimum Specified Denomination such that its holding amounts to a Specified Denomination.

If such Notes in definitive form are issued, holders should be aware that definitive Notes which have a denomination that is not an integral multiple of the minimum Specified Denomination may be illiquid and difficult to trade.

Credit ratings assigned to the relevant Issuer, the Guarantor or any Notes may not reflect all the risks associated with an investment in those Notes

One or more independent credit rating agencies may assign credit ratings to the relevant Issuer, the Guarantor or the Notes. The ratings may not reflect the potential impact of all risks related to structure, market, additional factors discussed above, and other factors that may affect the value of the Notes. A credit rating is not a recommendation to buy, sell or hold securities and may be revised, suspended or withdrawn by the rating agency at any time.

In general, European regulated investors are restricted under the CRA Regulation from using credit ratings for regulatory purposes in the EEA, unless such ratings are issued by a credit rating agency established in the EEA and registered under the CRA Regulation (and such registration has not been withdrawn or suspended, subject to transitional provisions that apply in certain circumstances). Such general restriction will also apply in the case of credit ratings issued by third country non-EEA credit rating agencies, unless the relevant credit ratings are endorsed by an EEA-registered credit rating agency or the relevant third country rating agency is certified in accordance with the CRA Regulation (and such endorsement action or certification, as the case may be, has not been withdrawn or suspended, subject to transitional provisions that apply in certain circumstances). The list of registered and certified rating agencies published by the European Securities and Markets Authority ("ESMA") on its website in accordance with the CRA Regulation is not conclusive evidence of the status of the relevant rating agency included in such list, as there may be delays between certain supervisory measures being taken against a relevant rating agency and the publication of the updated ESMA list.

Investors regulated in the UK are subject to similar restrictions under the UK CRA Regulation. As such, UK regulated investors are required to use for UK regulatory purposes ratings issued by a credit rating agency established in the UK and registered under the UK CRA Regulation. In the case of ratings issued by third country non-UK credit rating agencies, third country credit ratings can either be: (a) endorsed by a UK registered credit rating agency; or (b) issued by a third country credit rating agency that is certified in accordance with the UK CRA Regulation. Note this is subject, in each case, to (a) the relevant UK registration, certification or endorsement, as the case may be, not having been withdrawn or suspended, and (b) transitional provisions that apply in certain circumstances.

If the status of the rating agency rating the Notes changes for the purposes of the CRA Regulation or the UK CRA Regulation, relevant regulated investors may no longer be able to use the rating for regulatory purposes in the EEA or the UK, as applicable, and the Notes may have a different regulatory treatment, which may impact the value of the Notes and their liquidity in the secondary market. Certain information with respect to the credit rating agencies and ratings is set out on the cover of this Base Listing Particulars.

DOCUMENTS INCORPORATED BY REFERENCE

The following documents which have previously been published and have been filed with Euronext Dublin shall be incorporated in, and form part of, this Base Listing Particulars:

- (f) pages 91-160 of the extract of the annual report of Arla Foods amba for the financial year ended 31 December 2025 and pages 101-164 of the extract of the annual report of Arla Foods amba for the financial year ended 31 December 2024, both prepared in accordance with IFRS Accounting Standards as adopted by the EU and additional requirements of the Danish Financial Statements Act, which can be viewed at <https://www.arla.com/492cfc/globalassets/arla-global/company---overview/investor/annual-reports/2025/arla-annual-report-2025.pdf> and <https://www.arla.com/493f52/globalassets/arla-global/company---overview/investor/annual-reports/2024/arla-annual-report-2024-uk2.pdf> respectively;
- (g) pages 3-5 and 12-18 of the annual report of Arla Foods Finance A/S for the financial year ended 31 December 2025 and pages 3-5 and 12-18 of the annual report of Arla Foods Finance A/S for the financial year ended 31 December 2024, both prepared in accordance with the Danish GAAP, which can be viewed at https://www.arla.com/49949b/contentassets/4e234bb0075b49149256c2fdc63bfa06/arla-foods-finance-as-010125-311225_final_signature.pdf and <https://www.arla.com/49bc78/globalassets/arla-global/company---overview/investor/other-financial-statements/arla-foods-finance-as-2024.pdf> respectively;
- (h) any future audited consolidated annual financial statements (including the auditors' report and any board of directors' and executive board's report thereon and the notes thereto) of Arla Foods amba, once published on Arla Foods amba's website;
- (i) any future unaudited consolidated interim financial statements (including notes thereto) of Arla Foods amba, once published on Arla Foods amba's website; and
- (j) any future non-consolidated financial statements (including the auditors' report and any Management's Statement thereon and the notes thereto) of Arla Foods Finance A/S, once published on Arla Foods Finance A/S's website.

Information incorporated by reference pursuant to (c) to (e) above shall, to the extent applicable, be deemed to modify or supersede statements contained in this Base Listing Particulars.

Copies of documents incorporated by reference in this Base Listing Particulars can be obtained from the specified office of each Issuer.

Any documents themselves incorporated by reference in the information incorporated by reference in this Base Listing Particulars shall not form part of this Base Listing Particulars.

PRICING SUPPLEMENT AND LISTING PARTICULARS

In this section the expression "necessary information" means, in relation to any Tranche of Notes, the information which is necessary to enable an investor to make an informed assessment of the assets and liabilities, financial position, profits and losses and prospects of the relevant Issuer and the Guarantor and of the rights attaching to the Notes and the guarantee of the Notes. In relation to the different types of Notes which may be issued under the Programme on the basis of this Base Listing Particulars each Issuer and the Guarantor have included in this Base Listing Particulars all of the necessary information except for information relating to the Notes which is not known at the date of this Base Listing Particulars and which can only be determined at the time of an individual issue of a Tranche of Notes.

Any information relating to the Notes which is not included in this Base Listing Particulars and which is required in order to complete the necessary information in relation to a Tranche of Notes will be contained either in the relevant Pricing Supplement or in a Listing Particulars.

For a Tranche of Notes which is the subject of a Pricing Supplement, that Pricing Supplement will, for the purposes of that Tranche only, supplement this Base Listing Particulars and must be read in conjunction with this Base Listing Particulars. The terms and conditions applicable to any particular Tranche of Notes which is the subject of a Pricing Supplement are the Conditions as completed to the extent described in the relevant Pricing Supplement.

The terms and conditions applicable to any particular Tranche of Notes which is the subject of a Listing Particulars will be the Conditions as supplemented, amended and/or replaced to the extent described in the relevant Listing Particulars. In the case of a Tranche of Notes which is the subject of a Listing Particulars, each reference in this Base Listing Particulars to information being specified or identified in the relevant Pricing Supplement shall be read and construed as a reference to such information being specified or identified in the relevant Listing Particulars unless the context requires otherwise.

Following the publication of this Base Listing Particulars a supplement may be prepared by the Issuers and the Guarantor. Statements contained in any such supplement (or contained in any document incorporated by reference therein) shall, to the extent applicable (whether expressly, by implication or otherwise), be deemed to modify or supersede statements contained in this Base Listing Particulars. Any statement so modified or superseded shall not, except as so modified or superseded, constitute a part of this Base Listing Particulars.

Each Issuer and the Guarantor will, in the event of any significant new factor, material mistake or inaccuracy relating to information included in this Base Listing Particulars which is capable of affecting the assessment of any Notes, prepare a supplement to this Base Listing Particulars or publish a new Base Listing Particulars for use in connection with any subsequent issue of Notes.

FORMS OF THE NOTES

Any reference in this section to "Pricing Supplement" shall be deemed to include a reference to the applicable "Listing Particulars" where relevant.

Bearer Notes

Each Tranche of Notes in bearer form ("**Bearer Notes**") will initially be in the form of either a temporary global note (the "**Temporary Global Note**"), without interest coupons, or a permanent global note (the "**Permanent Global Note**"), without interest coupons, in each case as specified in the relevant Pricing Supplement. Each Temporary Global Note or, as the case may be, Permanent Global Note (each a "**Global Note**") which is not intended to be issued in new global note ("**NGN**") form, as specified in the relevant Pricing Supplement, will be deposited on or around the issue date of the relevant Tranche of the Notes with a depository or a common depository for Euroclear Bank SA/NV ("**Euroclear**") and/or Clearstream Banking S.A. ("**Clearstream**") and/or any other relevant clearing system and each Global Note which is intended to be issued in NGN form, as specified in the relevant Pricing Supplement, will be deposited on or around the issue date of the relevant Tranche of the Notes with a common safekeeper for Euroclear and/or Clearstream.

On 13 June 2006 the European Central Bank (the "**ECB**") announced that Notes in NGN form are in compliance with the "*Standards for the use of EU securities settlement systems in ESCB credit operations*" of the central banking system for the euro (the "**Eurosystem**"), **provided that** certain other criteria are fulfilled. At the same time the ECB also announced that arrangements for Notes in NGN form will be offered by Euroclear and Clearstream as of 30 June 2006 and that debt securities in global bearer form issued through Euroclear and Clearstream after 31 December 2006 will only be eligible as collateral for Eurosystem operations if the NGN form is used.

Where the Global Notes issued in respect of any Tranche are in NGN form, the applicable Pricing Supplement will also indicate whether or not such Global Notes are intended to be held in a manner which would allow Eurosystem eligibility. Any indication that the Global Notes are to be so held does not necessarily mean that the Notes of the relevant Tranche will be recognised as eligible collateral for Eurosystem monetary policy and intra-day credit operations by the Eurosystem either upon issue or at any times during their life as such recognition depends upon satisfaction of the Eurosystem eligibility criteria (as mentioned above). The Common Safekeeper for NGNs will either be Euroclear or Clearstream or another entity approved by Euroclear and Clearstream, as indicated in the applicable Pricing Supplement.

In the case of each Tranche of Bearer Notes, the relevant Pricing Supplement will also specify whether United States Treasury Regulation §1.163-5(c)(2)(i)(C) (or any successor United States Treasury regulation section, including without limitation, successor regulations issued in accordance with IRS Notice 2012-20 or otherwise in connection with the United States Hiring Incentives to Restore Employment Act of 2010) (the "**TEFRA C Rules**") or United States Treasury Regulation §1.163-5(c)(2)(i)(D) (or any successor United States Treasury regulation section, including without limitation, successor regulations issued in accordance with IRS Notice 2012-20 or otherwise in connection with the United States Hiring Incentives to Restore Employment Act of 2010) (the "**TEFRA D Rules**") are applicable in relation to the Notes or, if the Notes do not have a maturity of more than 365 days, that neither the TEFRA C Rules nor the TEFRA D Rules are applicable.

Temporary Global Note exchangeable for Permanent Global Note

If the relevant Pricing Supplement specifies the form of Notes as being "Temporary Global Note exchangeable for a Permanent Global Note", then the Notes will initially be in the form of a Temporary Global Note which will be exchangeable, in whole or in part, for interests in a Permanent Global Note, without interest coupons, not earlier than 40 days after the issue date of the relevant Tranche of the Notes (the "**Exchange Date**") upon certification as to non-US beneficial ownership. After the Exchange Date, no payments will be made under the Temporary Global Note unless exchange for interests in the Permanent Global Note is improperly withheld or refused. In addition, prior to the Exchange Date interest payments in respect of the Notes cannot be collected without such certification of non-US beneficial ownership.

Whenever any interest in the Temporary Global Note is to be exchanged for an interest in a Permanent Global Note, each Issuer shall procure (in the case of first exchange) the delivery of a Permanent Global Note, duly authenticated and, in the case of a NGN, effectuated, to the bearer of the Temporary Global Note

or (in the case of any subsequent exchange) an increase in the principal amount of the Permanent Global Note in accordance with its terms against:

- (i) presentation and (in the case of final exchange) surrender of the Temporary Global Note to or to the order of the Principal Paying Agent; and
- (ii) receipt by the Principal Paying Agent of a certificate or certificates of non-US beneficial ownership.

The principal amount of Notes represented by the Permanent Global Note shall be equal to the aggregate of the principal amounts specified in the certificates of non-US beneficial ownership provided however, that in no circumstances shall the principal amount of Notes represented by the Permanent Global Note exceed the initial principal amount of Notes represented by the Temporary Global Note.

If:

- (a) the Permanent Global Note has not been delivered or the principal amount thereof increased by 5.00 p.m. (London time) on the seventh day after the bearer of the Temporary Global Note has requested exchange of an interest in the Temporary Global Note for an interest in a Permanent Global Note; or
- (b) the Temporary Global Note (or any part thereof) has become due and payable in accordance with the Conditions of the Notes or the date for final redemption of the Temporary Global Note has occurred and, in either case, payment in full of the amount of principal falling due with all accrued interest thereon has not been made to the bearer of the Temporary Global Note in accordance with the terms of the Temporary Global Note on the due date for payment,

then the Temporary Global Note (including the obligation to deliver a Permanent Global Note) will become void at 5.00 p.m. (London time) on such seventh day (in the case of (a) above) or at 5.00 p.m. (London time) on such due date (in the case of (b) above) and the bearer of the Temporary Global Note will have no further rights thereunder (but without prejudice to the rights which the bearer of the Temporary Global Note or others may have under the Deed of Covenant).

Permanent Global Note exchangeable for Definitive Notes

If the relevant Pricing Supplement specifies the form of Notes as being "Permanent Global Note exchangeable for Definitive Notes", then the Notes will initially be in the form of a Permanent Global Note which will be exchangeable in whole, but not in part, for Bearer Notes in definitive form ("**Definitive Notes**"):

- (i) on the expiry of such period of notice as may be specified in the relevant Pricing Supplement; or
- (ii) at any time, if so specified in the relevant Pricing Supplement; or
- (iii) if the relevant Pricing Supplement specifies "in the limited circumstances specified in the Permanent Global Note", then if either of the following events occurs:
 - (a) Euroclear or Clearstream or any other relevant clearing system is closed for business for a continuous period of 14 days (other than by reason of legal holidays) or announces an intention permanently to cease business; or
 - (b) any of the circumstances specified in Condition 14 (*Events of Default*) occurs.

Whenever the Permanent Global Note is to be exchanged for Definitive Notes, the relevant Issuer shall procure the prompt delivery (free of charge to the bearer) of such Definitive Notes, duly authenticated and with Coupons and Talons attached (if so specified in the relevant Pricing Supplement), in an aggregate principal amount equal to the principal amount of the Permanent Global Note to the bearer of the Permanent Global Note against the surrender of the Permanent Global Note to or to the order of the Principal Paying Agent within 30 days of the Agent first receiving notice of such exchange.

For the avoidance of doubt, Notes will only be issued with a minimum Specified Denomination and in integral multiples of another smaller amount in excess thereof if the relevant Pricing Supplement specifies "in the limited circumstances specified in the Permanent Global Note" in accordance with paragraph (iii)

above. In relation to any issue of Notes where the Pricing Supplement specifies "Permanent Global Note exchangeable for Definitive Notes" in circumstances other than "in the limited circumstances specified in the Permanent Global Note", such Notes may only be issued in principal amounts of at least the Specified Denomination (or if more than one Specified Denomination, the lowest Specified Denomination).

If:

- (i) Definitive Notes have not been duly delivered by 5.00 p.m. (London time) on the thirtieth day after the bearer has requested exchange of the Permanent Global Note for Definitive Notes; or
- (ii) the Permanent Global Note (or any part thereof) has become due and payable in accordance with the Conditions of the Notes or the date for final redemption of the Permanent Global Note has occurred and, in either case, payment in full of the amount of principal falling due with all accrued interest thereon has not been made to the bearer in accordance with the terms of the Permanent Global Note on the due date for payment,

then the Permanent Global Note (including the obligation to deliver Definitive Notes) will become void at 5.00 p.m. (London time) on such thirtieth day (in the case of (a) above) or at 5.00 p.m. (London time) on such due date (in the case of (b) above) and the bearer of the Permanent Global Note will have no further rights thereunder (but without prejudice to the rights which the bearer of the Permanent Global Note or others may have under the Deed of Covenant).

Rights under Deed of Covenant

Under the Deed of Covenant, persons shown in the records of Euroclear and/or Clearstream and/or any other relevant clearing system as being entitled to an interest in a Temporary Global Note or a Permanent Global Note which becomes void will acquire directly against each Issuer all those rights to which they would have been entitled if, immediately before the Temporary Global Note or Permanent Global Note became void, they had been the holders of Definitive Notes in an aggregate principal amount equal to the principal amount of Notes they were shown as holding in the records of Euroclear and/or Clearstream and/or any other relevant clearing system.

Terms and Conditions applicable to the Notes

The terms and conditions applicable to any Definitive Note will be endorsed on that Note and will consist of the terms and conditions set out under "*Terms and Conditions of the Notes*" below and the provisions of (i) the relevant Pricing Supplement which complete those Conditions or (ii) the relevant Listing Particulars which supplements, amends and/or replaces those Conditions.

Legend concerning United States persons

In the case of any Tranche of Bearer Notes where TEFRA D is specified in the Pricing Supplement and which will have a maturity of more than one year, the Notes in permanent global form, the Notes in definitive form and any Coupons and Talons appertaining thereto will bear a legend to the following effect:

"ANY UNITED STATES PERSON WHO HOLDS THIS OBLIGATION WILL BE SUBJECT TO LIMITATIONS UNDER THE UNITED STATES INCOME TAX LAWS, INCLUDING THE LIMITATIONS PROVIDED IN SECTIONS 165(j) AND 1287(a) OF THE INTERNAL REVENUE CODE."

The sections referred to provide that United States holders, with certain exceptions, will not be entitled to deduct any loss on Notes, receipts or interest coupons and will not be entitled to capital gains treatment in respect of any gain on any sale, disposition, redemption or payment of principal in respect of such Notes, receipts or interest coupons.

Registered Notes

Each Tranche of Notes in registered form ("**Registered Notes**") will be represented by either:

- (i) individual Note Certificates in registered form ("**Individual Note Certificates**"); or

- (ii) one or more global Note Certificates ("**Global Note Certificate(s)**") in the case of Registered Notes sold outside the United States to non-US persons in reliance on Regulation S,

in each case as specified in the relevant Pricing Supplement.

In a press release dated 22 October 2008, "*Evolution of the custody arrangement for international debt securities and their eligibility in Eurosystem credit operations*", the ECB announced that it has assessed the new holding structure and custody arrangements for registered notes which the ICSDs had designed in cooperation with market participants and that Notes to be held under the new structure (the "**New Safekeeping Structure**" or "**NSS**") would be in compliance with the "*Standards for the use of EU securities settlement systems in ESCB credit operations*" of the Eurosystem, subject to the conclusion of the necessary legal and contractual arrangements. The press release also stated that the new arrangements for Notes to be held in NSS form will be offered by Euroclear and Clearstream as of 30 June 2010 and that registered debt securities in global registered form issued through Euroclear and Clearstream after 30 September 2010 will only be eligible as collateral in Eurosystem operations if the New Safekeeping Structure is used.

Each Note represented by a Global Note Certificate will either be: (a) in the case of a Note Certificate which is not to be held under the NSS, registered in the name of a common depository (or its nominee) for Euroclear and/or Clearstream and/or any other relevant clearing system and the relevant Global Note Certificate will be deposited on or about the issue date with the common depository; or (b) in the case of a Note Certificate to be held under the New Safekeeping Structure, be registered in the name of a common safekeeper (or its nominee) for Euroclear and/or Clearstream and/or any other relevant clearing system and the relevant Global Note Certificate will be deposited on or about the issue date with the common safekeeper for Euroclear and/or Clearstream.

If the relevant Pricing Supplement specifies the form of Notes as being "Individual Note Certificates", then the Notes will at all times be represented by Individual Note Certificates issued to each Noteholder in respect of their respective holdings.

Global Note Certificate exchangeable for Individual Note Certificates

If the relevant Pricing Supplement specifies the form of Notes as being "Global Note Certificate exchangeable for Individual Note Certificates", then the Notes will initially be represented by one or more Global Note Certificates each of which will be exchangeable in whole, but not in part, for Individual Note Certificates:

- (i) on the expiry of such period of notice as may be specified in the relevant Pricing Supplement; or
- (ii) at any time, if so specified in the relevant Pricing Supplement; or
- (iii) if the relevant Pricing Supplement specifies "in the limited circumstances specified in the Global Note Certificate", then if:
 - (a) Euroclear, Clearstream or any other relevant clearing system is closed for business for a continuous period of 14 days (other than by reason of legal holidays) or announces an intention permanently to cease business; and
 - (b) any of the circumstances specified in Condition 14 (*Events of Default*) occurs.

Whenever a Global Note Certificate is to be exchanged for Individual Note Certificates, each person having an interest in a Global Note Certificate must provide the Registrar (through the relevant clearing system) with such information as each Issuer and the Registrar may require to complete and deliver Individual Note Certificates (including the name and address of each person in which the Notes represented by the Individual Note Certificates are to be registered and the principal amount of each such person's holding).

Whenever a Global Note Certificate is to be exchanged for Individual Note Certificates, the relevant Issuer shall procure that Individual Note Certificates will be issued in an aggregate principal amount equal to the principal amount of the Global Note Certificate within five business days of the delivery, by or on behalf of the registered holder of the Global Note Certificate to the Registrar of such information as is required to complete and deliver such Individual Note Certificates (including, without limitation, the names and addresses of the persons in whose names the Individual Note Certificates are to be registered and the

principal amount of each such person's holding) against the surrender of the Global Note Certificate at the specified office of the Registrar.

Such exchange will be effected in accordance with the provisions of the Agency Agreement and the regulations concerning the transfer and registration of Notes scheduled to the Agency Agreement and, in particular, shall be effected without charge to any holder, but against such indemnity as the Registrar may require in respect of any tax or other duty of whatsoever nature which may be levied or imposed in connection with such exchange.

Terms and Conditions applicable to the Notes

The terms and conditions applicable to any Individual Note Certificate will be endorsed on that Individual Note Certificate and will consist of the terms and conditions set out under "*Terms and Conditions of the Notes*" below and the provisions of the relevant Pricing Supplement or the relevant Listing Particulars which supplements, amends and/or replaces those Conditions.

The terms and conditions applicable to any Note in global form will differ from those terms and conditions which would apply to the Note were it in definitive form to the extent described under "*Summary of Provisions Relating to the Notes while in Global Form*" below.

Summary of Provisions relating to the Notes while in Global Form

Clearing System Accountholders

In relation to any Tranche of Notes represented by a Global Note, references in the Conditions to "Noteholder" are references to the bearer of the relevant Global Note which, for so long as the Global Note is held by a depositary or a common depositary, in the case of a CGN, or a common safekeeper for Euroclear and/or Clearstream and/or any other relevant clearing system, in the case of an NGN, will be that depositary or common depositary or, as the case may be, common safekeeper.

In relation to any Tranche of Notes represented by one or more Global Note Certificates, references in the Conditions to "Noteholder" are references to the person in whose name the relevant Global Note Certificate is for the time being registered in the Register which in the case of any Global Note Certificate which is held by or on behalf of a depositary or a common depositary or a common safekeeper for Euroclear and/or Clearstream and/or any other relevant clearing system, will be that depositary or common depositary or common safekeeper or a nominee for that depositary or common depositary or common safekeeper, as the case may be.

Each of the persons shown in the records of Euroclear, Clearstream and/or any other relevant clearing system as being entitled to an interest in a Global Note or a Global Note Certificate (each an "**Accountholder**") must look solely to Euroclear, Clearstream and/or such other relevant clearing system (as the case may be) for such Accountholder's share of each payment made by the relevant Issuer or the Guarantor to the holder of such Global Note or Global Note Certificate and in relation to all other rights arising under such Global Note or Global Note Certificate. The extent to which, and the manner in which, Accountholders may exercise any rights arising under a Global Note or Global Note Certificate will be determined by the respective rules and procedures of Euroclear and Clearstream and any other relevant clearing system from time to time. For so long as the relevant Notes are represented by a Global Note or Global Note Certificate, Accountholders shall have no claim directly against the relevant Issuer or the Guarantor in respect of payments due under the Notes and such obligations of the relevant Issuer and the Guarantor will be discharged by payment to the holder of such Global Note or Global Note Certificate.

Transfers of Interests in Global Notes and Global Note Certificates

Transfers of interests in Global Notes and Global Note Certificates within Euroclear and Clearstream or any other relevant clearing system will be in accordance with their respective rules and operating procedures. None of the relevant Issuer, the Guarantor, the Registrar, the Dealers or the Agents will have any responsibility or liability for any aspect of the records of any Euroclear and Clearstream or any other relevant clearing system or any of their respective participants relating to payments made on account of beneficial ownership interests in a Global Note or Global Note Certificate or for maintaining, supervising or reviewing any of the records of Euroclear, Clearstream or any other relevant clearing system or the records of their respective participants relating to such beneficial ownership interests.

The laws of some states of the United States require that certain persons receive individual certificates in respect of their holdings of Notes. Consequently, the ability to transfer interests in a Global Note Certificate to such persons will be limited. Because clearing systems only act on behalf of participants, who in turn act on behalf of indirect participants, the ability of a person having an interest in a Global Note Certificate to pledge such interest to persons or entities which do not participate in the relevant clearing systems, or otherwise take actions in respect of such interest, may be affected by the lack of an Individual Note Certificate representing such interest.

Although Euroclear and Clearstream have agreed to the foregoing procedures in order to facilitate transfers of interests in the Global Note Certificates among participants and account holders of Euroclear and Clearstream, they are under no obligation to perform or continue to perform such procedures, and such procedures may be discontinued at any time. None of the relevant Issuer, the Guarantor, the Registrar, the Dealers or the Agents will have any responsibility for the performance by Euroclear or Clearstream or their respective direct or indirect participants or account holders of their respective obligations under the rules and procedures governing their respective operations.

While a Global Note Certificate is lodged with Euroclear, Clearstream or any other relevant clearing system, Individual Note Certificates for the relevant Series of Notes will not be eligible for clearing and settlement through such clearing systems.

Conditions applicable to Global Notes

Each Global Note and Global Note Certificate will contain provisions which modify the Conditions as they apply to the Global Note or Global Note Certificate. The following is a summary of certain of those provisions:

Payments: All payments in respect of the Global Note or Global Note Certificate which, according to the Conditions, require presentation and/or surrender of a Note, Note Certificate or Coupon will be made against presentation and (in the case of payment of principal in full with all interest accrued thereon) surrender of the Global Note or Global Note Certificate to or to the order of any Paying Agent and will be effective to satisfy and discharge the corresponding liabilities of the relevant Issuer or the Guarantor in respect of the Notes. On each occasion on which a payment of principal or interest is made in respect of the Global Note, the relevant Issuer shall procure that in respect of a CGN the payment is noted in a schedule thereto and in respect of an NGN the payment is entered pro rata in the records of Euroclear and Clearstream.

Payment Business Day: in the case of a Global Note or a Global Note Certificate, shall be: if the currency of payment is euro, any day which is a TARGET Settlement Day and a day on which dealings in foreign currencies may be carried on in each (if any) Additional Financial Centre; or, if the currency of payment is not euro, any day which is a day on which dealings in foreign currencies may be carried on in the Principal Financial Centre of the currency of payment and in each (if any) Additional Financial Centre.

Payment Record Date: Each payment in respect of a Global Note Certificate will be made to the person shown as the Holder in the Register at the close of business (in the relevant clearing system) on the Clearing System Business Day before the due date for such payment (the "**Record Date**") where "**Clearing System Business Day**" means a day on which each clearing system for which the Global Note Certificate is being held is open for business.

Exercise of put option: In order to exercise the option contained in Condition 9(g) (*Redemption and Purchase - Redemption at the option of Noteholders*) or 9(h) (*Redemption at the option of Noteholders following a change of control*) the bearer of a Permanent Global Note or the holder of a Global Note Certificate must, within the period specified in the Conditions for the deposit of the relevant Note and put notice, give written notice of such exercise to the Principal Paying Agent specifying the principal amount of Notes in respect of which such option is being exercised.

Any such notice will be irrevocable and may not be withdrawn.

Partial exercise of call option: In connection with an exercise of the option contained in Condition 9(c) (*Redemption and Purchase - Redemption at the option of the Issuer*) in relation to some only of the Notes, the Permanent Global Note or Global Note Certificate may be redeemed in part in the principal amount specified by the relevant Issuer in accordance with the Conditions and the Notes to be redeemed will not

be selected as provided in the Conditions but in accordance with the rules and procedures of Euroclear and/or Clearstream (to be reflected in the records of Euroclear and/or Clearstream as either a pool factor or a reduction in principal amount, at their discretion).

Notices: Notwithstanding Condition 20 (*Notices*), while all the Notes are represented by a Permanent Global Note (or by a Permanent Global Note and/or a Temporary Global Note) or a Global Note Certificate and the Permanent Global Note is (or the Permanent Global Note and/or the Temporary Global Note are), or the Global Note Certificate is deposited with a depositary or a common depositary for Euroclear and/or Clearstream and/or any other relevant clearing system or a common safekeeper, notices to Noteholders may be given by delivery of the relevant notice to Euroclear and/or Clearstream and/or any other relevant clearing system and, in any case, such notices shall be deemed to have been given to the Noteholders in accordance with Condition 20 (*Notices*) on the date of delivery to Euroclear and/or Clearstream and/or any other relevant clearing system.

TERMS AND CONDITIONS OF THE NOTES

The following is the text of the terms and conditions which, as supplemented, amended and/or replaced by the relevant Pricing Supplement, will be endorsed on each Note in definitive form issued under the Programme.

The terms and conditions applicable to any Note in global form will differ from those terms and conditions which would apply to the Note were it in definitive form to the extent described under "Summary of Provisions Relating to the Notes while in Global Form" below.

1. Introduction

- (a) *Programme:* Arla Foods Finance A/S ("**Arla Finance**") (an "**Issuer**") and Arla Foods amba, in its capacity as Issuer (an "**Issuer**" and together with Arla Finance, the "**Issuers**") and, where Arla Finance is the Issuer, in its capacity as Guarantor of Notes issued by Arla Finance (the "**Guarantor**") have established a Euro Medium Term Note Programme (the "**Programme**") for the issuance of up to EUR 3,000,000,000 in aggregate principal amount of notes (the "**Notes**"). All subsequent references in these Conditions to the "Issuer" shall be to the relevant Issuer named in the Pricing Supplement and references to the "Guarantor" shall only be applicable in the case of Notes issued by Arla Finance.
- (b) *Pricing Supplement:* Notes issued under the Programme are issued in series (each a "**Series**") and each Series may comprise one or more tranches (each a "**Tranche**") of Notes. Each Tranche is the subject of a pricing supplement (the "**Pricing Supplement**") which supplements these terms and conditions (the "**Conditions**"). The terms and conditions applicable to any particular Tranche of Notes are these Conditions as completed by the relevant Pricing Supplement. In the event of any inconsistency between these Conditions and the relevant Pricing Supplement, the relevant Pricing Supplement shall prevail. Copies of the relevant Pricing Supplement are available for viewing at and copies may be obtained from the offices of the Issuers at Sønderhøj 14, 8260 Viby J, Denmark.
- (c) *Agency Agreement:* The Notes are the subject of an agency agreement dated 8 May 2026 (the "**Agency Agreement**") between the Issuer, the Guarantor, HSBC Bank plc as principal paying agent (the "**Principal Paying Agent**", which expression includes any successor principal paying agent appointed from time to time in connection with the Notes), HSBC Bank plc as registrar (the "**Registrar**", which expression includes any successor registrar appointed from time to time in connection with the Notes), the paying agents named therein (together with the Principal Paying Agent, the "**Paying Agents**", which expression includes any successor or additional paying agents appointed from time to time in connection with the Notes), the transfer agents named therein (together with the Registrar, the "**Transfer Agents**", which expression includes any successor or additional transfer agents appointed from time to time in connection with the Notes). In these Conditions references to the "**Agents**" are to the Paying Agents and the Transfer Agents and any reference to an "**Agent**" is to any one of them.
- (d) *Deed of Covenant:* The Notes have the benefit of a deed of covenant (the "**Deed of Covenant**") dated 8 May 2026 (as amended and/or restated and/or replaced from time to time), executed by the Issuers in relation to the Notes.
- (e) *Deed of Guarantee:* The Notes are the subject of a deed of guarantee dated 8 May 2026 (the "**Deed of Guarantee**") entered into by the Guarantor.
- (f) *The Notes:* The Notes may be issued in bearer form ("**Bearer Notes**"), or in registered form ("**Registered Notes**"). All subsequent references in these Conditions to "**Notes**" are to the Notes which are the subject of the relevant Pricing Supplement.
- (g) *Summaries:* Certain provisions of these Conditions are summaries of the Agency Agreement and the Deed of Guarantee and are subject to their detailed provisions. The Noteholders and the holders of the related interest coupons, if any, (the "**Couponholders**" and the "**Coupons**", respectively) are bound by, and are deemed to have notice of, all the provisions of the Agency Agreement and the Deed of Guarantee applicable to them. Copies of the Agency Agreement, the Deed of Covenant, and the Deed of Guarantee will be available for inspection by Noteholders during normal business hours at the Specified Offices of each of the Paying Agents.

2. **Interpretation**

(a) *Definitions:* In these Conditions the following expressions have the following meanings:

"**Accrual Yield**" has the meaning given in the relevant Pricing Supplement;

"**Additional Business Centre(s)**" means the city or cities specified as such in the relevant Pricing Supplement;

"**Additional Financial Centre(s)**" means the city or cities specified as such in the relevant Pricing Supplement;

"**Business Day**" means:

(a) in relation to any sum payable in euro, a TARGET Settlement Day and a day on which commercial banks and foreign exchange markets settle payments generally in each (if any) Additional Business Centre; and

(b) in relation to any sum payable in a currency other than euro, a day on which commercial banks and foreign exchange markets settle payments generally in the Principal Financial Centre of the relevant currency and in each (if any) Additional Business Centre;

"**Business Day Convention**", in relation to any particular date, has the meaning given in the relevant Pricing Supplement and, if so specified in the relevant Pricing Supplement, may have different meanings in relation to different dates and, in this context, the following expressions shall have the following meanings:

(a) "**Following Business Day Convention**" means that the relevant date shall be postponed to the first following day that is a Business Day;

(b) "**Modified Following Business Day Convention**" or "**Modified Business Day Convention**" means that the relevant date shall be postponed to the first following day that is a Business Day unless that day falls in the next calendar month in which case that date will be the first preceding day that is a Business Day, save in respect of Notes for which the Reference Rate is SOFR, for which the final Interest Payment Date will not be postponed and interest on that payment will not accrue during the period from and after the scheduled final Interest Payment Date;

(c) "**Preceding Business Day Convention**" means that the relevant date shall be brought forward to the first preceding day that is a Business Day;

(d) "**FRN Convention**", "**Floating Rate Convention**" or "**Eurodollar Convention**" means that each relevant date shall be the date which numerically corresponds to the preceding such date in the calendar month which is the number of months specified in the relevant Pricing Supplement as the Specified Period after the calendar month in which the preceding such date occurred **provided, however, that:**

(i) if there is no such numerically corresponding day in the calendar month in which any such date should occur, then such date will be the last day which is a Business Day in that calendar month;

(ii) if any such date would otherwise fall on a day which is not a Business Day, then such date will be the first following day which is a Business Day unless that day falls in the next calendar month, in which case it will be the first preceding day which is a Business Day; and

(iii) if the preceding such date occurred on the last day in a calendar month which was a Business Day, then all subsequent such dates will be the last day which is a Business Day in the calendar month which is the specified number of months after the calendar month in which the preceding such date occurred; and

- (e) **"No Adjustment"** means that the relevant date shall not be adjusted in accordance with any Business Day Convention.

"Calculation Agent" means the Principal Paying Agent or such other Person specified in the relevant Pricing Supplement as the party responsible for calculating the Rate(s) of Interest and Interest Amount(s) and/or such other amount(s) as may be specified in the relevant Pricing Supplement;

"Calculation Amount" has the meaning given in the relevant Pricing Supplement;

"CIBOR" means, in respect of Danish Kroner and for any specified period, the interest rate benchmark known as the Copenhagen interbank offered rate which is calculated and published by a designated distributor (currently Danish Financial Benchmark Facility ApS) in accordance with the requirements from time to time of Danish Financial Benchmark Facility ApS based on estimated interbank borrowing rates for Danish Kroner for a number of designated maturities which are provided by a panel of contributor banks (details of historic CIBOR rates can be obtained from the designated distributor);

"Coupon Sheet" means, in respect of a Note, a coupon sheet relating to the Note;

"DA Selected Bond" means the government security or securities selected by the Determination Agent as having an actual or interpolated maturity comparable with the Remaining Term of the Notes, that would be utilised, at the time of selection and in accordance with customary financial practice, in determining the redemption price of corporate debt securities denominated in the same currency as the Notes and with a comparable remaining maturity to the Remaining Term of the Notes;

"Day Count Fraction" means, in respect of the calculation of an amount for any period of time (the **"Calculation Period"**), such day count fraction as may be specified in these Conditions or the relevant Pricing Supplement and:

- (a) if **"Actual/Actual (ICMA)"** is so specified, means:
- (i) where the Calculation Period is equal to or shorter than the Regular Period during which it falls, the actual number of days in the Calculation Period divided by the product of (1) the actual number of days in such Regular Period and (2) the number of Regular Periods in any year; and
 - (ii) where the Calculation Period is longer than one Regular Period, the sum of:
 - (A) the actual number of days in such Calculation Period falling in the Regular Period in which it begins divided by the product of (1) the actual number of days in such Regular Period and (2) the number of Regular Periods in any year; and
 - (B) the actual number of days in such Calculation Period falling in the next Regular Period divided by the product of (a) the actual number of days in such Regular Period and (2) the number of Regular Periods in any year;
 - (iii) if **"Actual/365"** or **"Actual/Actual (ISDA)"** is so specified, means the actual number of days in the Calculation Period divided by 365 (or, if any portion of the Calculation Period falls in a leap year, the sum of (A) the actual number of days in that portion of the Calculation Period falling in a leap year divided by 366 and (B) the actual number of days in that portion of the Calculation Period falling in a non-leap year divided by 365);
 - (iv) if **"Actual/365 (Fixed)"** is so specified, means the actual number of days in the Calculation Period divided by 365;
 - (v) if **"Actual/360"** is so specified, means the actual number of days in the Calculation Period divided by 360;

- (vi) if "**30/360**" is so specified, the number of days in the Calculation Period divided by 360, calculated on a formula basis as follows

$$\text{Day Count Fraction} = \frac{[360x(Y_2 - Y_1)] + [30x(M_2 - M_1)] + (D_2 - D_1)}{360}$$

where:

"**Y₁**" is the year, expressed as a number, in which the first day of the Calculation Period falls;

"**Y₂**" is the year, expressed as a number, in which the day immediately following the last day included in the Calculation Period falls;

"**M₁**" is the calendar month, expressed as a number, in which the first day of the Calculation Period falls;

"**M₂**" is the calendar month, expressed as number, in which the day immediately following the last day included in the Calculation Period falls;

"**D₁**" is the first calendar day, expressed as a number, of the Calculation Period, unless such number would be 31, in which case D₁ will be 30; and

"**D₂**" is the calendar day, expressed as a number, immediately following the last day included in the Calculation Period, unless such number would be 31 and D₁ is greater than 29, in which case D₂ will be 30";

- (vii) if "**30E/360**" or "**Eurobond Basis**" is so specified, the number of days in the Calculation Period divided by 360, calculated on a formula basis as follows:

$$\text{Day Count Fraction} = \frac{[360x(Y_2 - Y_1)] + [30x(M_2 - M_1)] + (D_2 - D_1)}{360}$$

where:

"**Y₁**" is the year, expressed as a number, in which the first day of the Calculation Period falls;

"**Y₂**" is the year, expressed as a number, in which the day immediately following the last day included in the Calculation Period falls;

"**M₁**" is the calendar month, expressed as a number, in which the first day of the Calculation Period falls;

"**M₂**" is the calendar month, expressed as a number, in which the day immediately following the last day included in the Calculation Period falls;

"**D₁**" is the first calendar day, expressed as a number, of the Calculation Period, unless such number would be 31, in which case D₁ will be 30; and

"**D₂**" is the calendar day, expressed as a number, immediately following the last day included in the Calculation Period, unless such number would be 31, in which case D₂ will be 30; and

- (viii) if "**30E/360 (ISDA)**" is so specified, the number of days in the Calculation Period divided by 360, calculated on a formula basis as follows:

$$\text{Day Count Fraction} = \frac{[360x(Y_2 - Y_1)] + [30x(M_2 - M_1)] + (D_2 - D_1)}{360}$$

where:

"**Y₁**" is the year, expressed as a number, in which the first day of the Calculation Period falls;

"**Y₂**" is the year, expressed as a number, in which the day immediately following the last day included in the Calculation Period falls;

"**M₁**" is the calendar month, expressed as a number, in which the first day of the Calculation Period falls;

"**M₂**" is the calendar month, expressed as a number, in which the day immediately following the last day included in the Calculation Period falls;

"**D₁**" is the first calendar day, expressed as a number, of the Calculation Period, unless (i) that day is the last day of February or (ii) such number would be 31, in which case D₁ will be 30; and

"**D₂**" is the calendar day, expressed as a number, immediately following the last day included in the Calculation Period, unless (i) that day is the last day of February but not the Maturity Date or (ii) such number would be 31, in which case D₂ will be 30,

provided, however, that in each such case the number of days in the Calculation Period is calculated from and including the first day of the Calculation Period to but excluding the last day of the Calculation Period;

"**Determination Agent**" means an independent adviser, investment bank or financial institution of recognised standing with appropriate expertise selected by the Issuer after consultation with the relevant Dealer(s);

"**Early Redemption Amount**" means, in respect of any Note, its principal amount or such other amount as may be specified in the relevant Pricing Supplement;

"**Early Termination Amount**" means, in respect of any Note, its principal amount or such other amount as may be specified in the relevant Pricing Supplement;

"**EURIBOR**" means, in respect of any specified currency and any specified period, the interest rate benchmark known as the Euro zone interbank offered rate which is calculated and published by a designated distributor (currently Thomson Reuters) in accordance with the requirements from time to time of the European Money Markets Institute (or any person which takes over administration of that rate);

"**Extraordinary Resolution**" has the meaning given in the Agency Agreement;

"**Final Redemption Amount**" means, in respect of any Note, its principal amount or such other amount as may be specified in the relevant Pricing Supplement;

"**First Interest Payment Date**" means the date specified in the relevant Pricing Supplement;

"**Fixed Coupon Amount**" has the meaning given in the relevant Pricing Supplement;

"**Gross Redemption Yield**" means, with respect to a security, the gross redemption yield to maturity (or if a Par Call Commencement Date is specified in the relevant Pricing Supplement to the Par Call Commencement Date) on such security, expressed as a percentage and calculated by the Determination Agent on the basis set out by the United Kingdom Debt Management Office in the paper "*Formulae for Calculating Gilt Prices from Yields*", page 5, Section One: Price/Yield Formulae "*Conventional Gilts; Double-dated and Undated Gilts with Assumed (or Actual) Redemption on a Quasi-Coupon Date*" (published on 8 June 1998 and updated on 15 January 2002 and 16 March 2005, and as further amended, updated, supplemented or replaced from time to time on a semi-annual compounding basis (converted to an annualised yield and rounded up (if necessary) to four decimal places)) or, if such formula does not reflect generally accepted market

practice at the time of redemption, a gross redemption yield calculated in accordance with generally accepted market practice at such time as determined by the Determination Agent;

"Group" means Arla Foods amba and its subsidiaries;

"Guarantee" means, in relation to any Indebtedness of any Person, any obligation of another Person to pay such Indebtedness including (without limitation):

- (a) any obligation to purchase such Indebtedness;
- (b) any obligation to lend money, to purchase or subscribe shares or other securities or to purchase assets or services in order to provide funds for the payment of such Indebtedness;
- (c) any indemnity against the consequences of a default in the payment of such Indebtedness; and
- (d) any other agreement to be responsible for such Indebtedness;

"Guarantee of the Notes" means the guarantee of the Notes given by the Guarantor in the Deed of Guarantee;

"Holder", in the case of Bearer Notes, has the meaning given in Condition 3(b) (*Form, Denomination, Title and Transfer - Title to Bearer Notes*) and, in the case of Registered Notes, has the meaning given in Condition 3(d) (*Form, Denomination, Title and Transfer - Title to Registered Notes*)

"Indebtedness" means any indebtedness of any Person for money borrowed or raised including (without limitation) any indebtedness for or in respect of:

- (a) amounts raised by acceptance under any acceptance credit facility;
- (b) amounts raised under any note purchase facility;
- (c) the amount of any liability in respect of leases or hire purchase contracts which would, in accordance with applicable law and generally accepted accounting principles, be treated as finance or capital leases;
- (d) the amount of any liability in respect of any purchase price for assets or services the payment of which is deferred for a period in excess of 60 days; and
- (e) amounts raised under any other transaction (including, without limitation, any forward sale or purchase agreement) having the commercial effect of a borrowing;

"Interest Accrual Period" means (i) each Interest Period and (ii) any other period (if any) in respect of which interest is to be calculated, being the period from (and including) the first day of such period to (but excluding) the day on which the relevant payment of interest falls due (which, if the relevant Series of Notes becomes due and payable in accordance with Condition 14 (*Events of Default*), shall be the date on which such Notes become due and payable).

"Interest Amount" means, in relation to a Note and an Interest Period, the amount of interest payable in respect of that Note for that Interest Period;

"Interest Commencement Date" means the Issue Date of the Notes or such other date as may be specified as the Interest Commencement Date in the relevant Pricing Supplement;

"Interest Determination Date" has the meaning given in the relevant Pricing Supplement;

"Interest Payment Date" means the First Interest Payment Date and any other date or dates specified as such in, or determined in accordance with the provisions of, the relevant Pricing Supplement and, if a Business Day Convention is specified in the relevant Pricing Supplement:

- (a) as the same may be adjusted in accordance with the relevant Business Day Convention; or

- (b) if the Business Day Convention is the FRN Convention, Floating Rate Convention or Eurodollar Convention and an interval of a number of calendar months is specified in the relevant Pricing Supplement as being the Specified Period, each of such dates as may occur in accordance with the FRN Convention, Floating Rate Convention or Eurodollar Convention at such Specified Period of calendar months following the Interest Commencement Date (in the case of the first Interest Payment Date) or the previous Interest Payment Date (in any other case);

"Interest Period" means each period from (and including) an Interest Payment Date (or the Interest Commencement Date) and ending on (but excluding) the next (or first) Interest Payment Date (or, if the Notes are redeemed on any earlier date, the relevant redemption date);

"Issue Date" has the meaning given in the relevant Pricing Supplement;

"Make Whole Redemption Price" has the meaning given in Condition 9(c) (*Redemption and Purchase - Redemption at the option of the Issuer*);

"Margin" has the meaning given in the relevant Pricing Supplement;

"Maturity Date" has the meaning given in the relevant Pricing Supplement;

"Maximum Redemption Amount" has the meaning given in the relevant Pricing Supplement;

"Minimum Percentage" has the meaning given in the relevant Pricing Supplement;

"Minimum Rate of Interest" for any Interest Period has the meaning given in the Pricing Supplement, however the sum of the rate of interest and the relevant Margin shall never be less than zero;

"Minimum Redemption Amount" has the meaning given in the relevant Pricing Supplement;

"NIBOR" means, in respect of Norwegian Kroner and for any specified period, the interest rate benchmark known as the Norwegian interbank offered rate which is calculated and published by a designated distributor (currently Thomson Reuters) in accordance with the requirements from time to time of Norske Finansielle Referanser AS (or any other person which takes over the administration of that rate) based on estimated interbank borrowing rates for Norwegian Kroner for a number of designated maturities which are provided by a panel of contributor banks (details of historic NIBOR rates can be obtained from the designated distributor);

"Non-Sterling Make Whole Redemption Amount" has the meaning given in Condition 9(c) (*Redemption and Purchase - Redemption at the option of the Issuer*);

"Noteholder", in the case of Bearer Notes, has the meaning given in Condition 3(b) (*Form, Denomination, Title and Transfer - Title to Bearer Notes*) and, in the case of Registered Notes, has the meaning given in Condition 3(d) (*Form, Denomination, Title and Transfer - Title to Registered Notes*);

"Optional Redemption Amount (Call)" means, in respect of any Note, its principal amount or such other amount as may be specified (as below) in the relevant Pricing Supplement;

"Optional Redemption Amount (Put)" means, in respect of any Note, its principal amount or such other amount as may be specified as the Optional Redemption Amount in section 18 of the relevant Pricing Supplement;

"Optional Redemption Date (Call)" has the meaning given to Optional Redemption Date in section 17 of the relevant Pricing Supplement;

"Optional Redemption Date (Put)" has the meaning given to the Optional Redemption Date in section 18 of the relevant Pricing Supplement;

"Par Call Commencement Date" has the meaning given in the relevant Pricing Supplement;

"Payment Business Day" means:

- (a) if the currency of payment is euro, any day which is:
 - (i) in relation to Bearer Notes only, a day on which banks in the relevant place of presentation are open for presentation and payment of bearer debt securities and for dealings in foreign currencies; and
 - (ii) in the case of payment by transfer to an account, a TARGET Settlement Day and a day on which dealings in foreign currencies may be carried on in each (if any) Additional Financial Centre; or
- (b) if the currency of payment is not euro, any day which is:
 - (i) in relation to Bearer Notes only, a day on which banks in the relevant place of presentation are open for presentation and payment of bearer debt securities and for dealings in foreign currencies; and
 - (ii) in the case of payment by transfer to an account, a day on which dealings in foreign currencies may be carried on in the Principal Financial Centre of the currency of payment and in each (if any) Additional Financial Centre;

"Person" means any individual, company, corporation, firm, partnership, joint venture, association, organisation, state or agency of a state or other entity, whether or not having separate legal personality;

"Permitted Security Interest" means:

- (a) any Security Interest over or affecting any asset of any company which becomes a Subsidiary after the Issue Date, where the Security Interest is created prior to the date on which that company becomes a Subsidiary if:
 - (i) the Security was not created in contemplation of the acquisition of that company; and
 - (ii) the principal amount secured has not increased in contemplation of or since the acquisition of that company; or
- (b) any Security Interest created by way of ordinary mortgage on real estate (including machinery and equipment) assumed with a mortgage credit institution in the ordinary course of business provided such indebtedness falls within the statutory maximum limits on loan size in accordance with the Danish Mortgage Credit Act ("*Realkreditloven*") at the time of establishing the mortgage loan, charge, debenture, or lien;

"Principal Financial Centre" means, in relation to any currency, the principal financial centre for that currency **provided, however, that:**

- (a) in relation to euro, it means the principal financial centre of such Member State of the European Union as is selected (in the case of a payment) by the payee or (in the case of a calculation) by the Calculation Agent; and
- (b) in relation to New Zealand dollars, it means either Wellington or Auckland as is selected (in the case of a payment) by the payee or (in the case of a calculation) by the Calculation Agent;

"Put Option Notice" means a notice which must be delivered to a Paying Agent by any Noteholder wanting to exercise a right to redeem a Note at the option of the Noteholder;

"Put Option Receipt" means a receipt issued by a Paying Agent to a depositing Noteholder upon deposit of a Note with such Paying Agent by any Noteholder wanting to exercise a right to redeem a Note at the option of the Noteholder;

"Quotation Time" has the meaning given in the relevant Pricing Supplement;

"Rate of Interest" means the rate or rates (expressed as a percentage per annum) of interest payable in respect of the Notes specified in the relevant Pricing Supplement or calculated or determined in accordance with the provisions of these Conditions and/or the relevant Pricing Supplement;

"Redemption Amount" means, as appropriate, the Final Redemption Amount, the Early Redemption Amount, the Optional Redemption Amount (Call), the Non-Sterling Make Whole Redemption Amount, the Sterling Make Whole Redemption Amount, the Special Redemption Amount, the Optional Redemption Amount (Put), the Early Termination Amount or such other amount in the nature of a redemption amount as may be specified in the relevant Pricing Supplement;

"Redemption Margin" has the meaning given in the relevant Pricing Supplement;

"Reference Banks" has the meaning given in the relevant Pricing Supplement or, if none, four major banks selected by the Calculation Agent in the market that is most closely connected with the Reference Rate;

"Reference Bond" has the meaning given in the relevant Pricing Supplement or, if not so specified or to the extent that such Reference Bond specified in the Pricing Supplement is no longer outstanding on the relevant Reference Date, the DA Selected Bond;

"Reference Bond Price" means, with respect to any date of redemption, (i) the arithmetic average of the Reference Government Bond Dealer Quotations for such date of redemption, after excluding the highest and lowest such Reference Government Bond Dealer Quotations, or (ii) if the Determination Agent obtains fewer than four but more than one such Reference Government Bond Dealer Quotations, the arithmetic average of all such quotations, or (iii) if the Determination Agent obtains only one such Reference Government Bond Dealer Quotation, such quotation so obtained, or (iv) if no Reference Government Bond Dealer Quotations are provided, the price determined by the Determination Agent (or failing which the Issuer, in consultation with the Determination Agent), acting in a commercially reasonable manner, at such time and by reference to such sources as it deems appropriate;

"Reference Bond Rate" means, with respect to any Reference Bond and any date of redemption, the rate per annum equal to the annual or semi-annual yield (as the case may be) for the Remaining Term or interpolated yield for the Remaining Term (on the relevant day count basis, as determined by the Determination Agent) of the Reference Bond, assuming a price for the Reference Bond (expressed as a percentage of its principal amount) equal to the Reference Bond Price for such Reference Date;

"Reference Date" has the meaning given in the relevant notice of redemption;

"Reference Government Bond Dealer" means each of five banks selected by the relevant Issuer (following, where practicable, consultation with the Determination Agent, if one is appointed), or their affiliates, which are (i) primary government securities dealers, and their respective successors, or (ii) market makers in pricing corporate bond issues;

"Reference Government Bond Dealer Quotations" means, with respect to each Reference Government Bond Dealer and any date of redemption, the arithmetic average, as determined by the Determination Agent, of the bid and offered prices for the Reference Bond (expressed in each case as a percentage of its principal amount) at the Quotation Time on the Reference Date quoted in writing to the Determination Agent by such Reference Government Bond Dealer;

"Reference Price" has the meaning given in the relevant Pricing Supplement;

"Reference Rate" means EURIBOR, SONIA, SONIA Compounded Index, SOFR, SOFR Compounded Index, €STR, CIBOR, NIBOR or STIBOR as specified in the relevant Pricing Supplement in respect of the currency and period specified in the relevant Pricing Supplement. Other than in the case of U.S. dollar denominated floating rate Notes for which the "Reference Rate" is specified in the relevant Pricing Supplement as being SOFR or SOFR Compounded Index, the term Reference Rate shall, following the occurrence of a Benchmark Event under Condition 7(m) (*Benchmark Discontinuation*), include any Successor Rate or Alternative Rate and shall, if a

Benchmark Event should occur subsequently in respect of any such Successor Rate or Alternative Rate, also include any further Successor Rate or further Alternative Rate;

"Regular Period" means:

- (a) in the case of Notes where interest is scheduled to be paid only by means of regular payments, each period from and including the Interest Commencement Date to but excluding the first Interest Payment Date and each successive period from and including one Interest Payment Date to but excluding the next Interest Payment Date;
- (b) in the case of Notes where, apart from the first Interest Period, interest is scheduled to be paid only by means of regular payments, each period from and including a Regular Date falling in any year to but excluding the next Regular Date, where **"Regular Date"** means the day and month (but not the year) on which any Interest Payment Date falls; and
- (c) in the case of Notes where, apart from one Interest Period other than the first Interest Period, interest is scheduled to be paid only by means of regular payments, each period from and including a Regular Date falling in any year to but excluding the next Regular Date, where **"Regular Date"** means the day and month (but not the year) on which any Interest Payment Date falls other than the Interest Payment Date falling at the end of the irregular Interest Period.

"Relevant Date" means, in relation to any payment, whichever is the later of (a) the date on which the payment in question first becomes due and (b) if the full amount payable has not been received in the Principal Financial Centre of the currency of payment by the Principal Paying Agent on or prior to such due date, the date on which (the full amount having been so received) notice to that effect has been given to the Noteholders;

"Relevant Financial Centre" has the meaning given in the relevant Pricing Supplement;

"Relevant Indebtedness" means any Indebtedness which is in the form of or represented by any bond, note, debenture, debenture stock, loan stock, certificate or other instrument which is, or is capable of being, listed, quoted or traded on any stock exchange or in any securities market (including, without limitation, any over-the-counter market);

"Relevant Screen Page" means the page, section or other part of a particular information service (including, without limitation, Reuters) specified as the Relevant Screen Page in the relevant Pricing Supplement, or such other page, section or other part as may replace it on that information service or such other information service, in each case, as may be nominated by the Person providing or sponsoring the information appearing there for the purpose of displaying rates or prices comparable to the Reference Rate;

"Relevant Time" has the meaning given in the relevant Pricing Supplement;

"Remaining Term" means the term to maturity or, if a Par Call Commencement Date is specified in the relevant Pricing Supplement, to such Par Call Commencement Date;

"Reserved Matter" means those matters which may only be sanctioned by the passing of an Extraordinary Resolution of Noteholders, including any proposal to change any date fixed for payment of principal or interest in respect of the Notes, to reduce the amount of principal or interest payable on any date in respect of the Notes, to alter the method of calculating the amount of any payment in respect of the Notes or the date for any such payment, to change the currency of any payment under the Notes or to change the quorum requirements relating to meetings or the majority required to pass an Extraordinary Resolution;

"Security Interest" means any mortgage, charge, pledge, lien or other security interest including, without limitation, anything analogous to any of the foregoing under the laws of any jurisdiction;

"Specified Currency" has the meaning given in the relevant Pricing Supplement;

"Specified Denomination(s)" has the meaning given in the relevant Pricing Supplement;

"**Specified Office**" has the meaning given in the Agency Agreement;

"**Specified Period**" has the meaning given in the relevant Pricing Supplement;

"**Sterling Make Whole Redemption Amount**" has the meaning given in Condition 9(c) (*Redemption and Purchase - Redemption at the option of the Issuer*);

"**STIBOR**" means, in respect of Swedish Kronor and any specified period, the interest rate benchmark known as the Stockholm interbank offered rate which is calculated and published by a designated distributor (currently the Swedish Financial Benchmark Facility AB) in accordance with the requirements from time to time of the Swedish Financial Benchmark Facility AB (or any other person which takes over the administration of that rate) based on estimated interbank borrowing rates for Swedish Kronor for a number of designated maturities which are provided by a panel of contributor banks (details of historic STIBOR rates can be obtained from the designated distributor);

"**Subsidiary**" means, in relation to any Person (the "**first Person**") at any particular time, any other Person (the "**second Person**");

- (a) whose affairs and policies the first Person controls or has the power to control, whether by ownership of share capital, contract, the power to appoint or remove members of the governing body of the second Person or otherwise; or
- (b) whose financial statements are, in accordance with applicable law and generally accepted accounting principles, consolidated with those of the first Person;

"**T2**" means the Trans-European Automated Real-time Gross Settlement Express Transfer System or any successor or replacement for that system;

"**Talon**" means a talon for further Coupons;

"**TARGET Settlement Day**" means any day on which T2 is open for the settlement of payments in euro;

"**Treaty**" means the Treaty on the Functioning of the European Union, as amended; and

"**Zero Coupon Note**" means a Note specified as such in the relevant Pricing Supplement.

(b) *Interpretation:* In these Conditions:

- (i) if the Notes are Zero Coupon Notes or are Registered Notes, references to Coupons and Couponholders are not applicable;
- (ii) if Talons are specified in the relevant Pricing Supplement as being attached to the Notes at the time of issue, references to Coupons shall be deemed to include references to Talons;
- (iii) if Talons are not specified in the relevant Pricing Supplement as being attached to the Notes at the time of issue, references to Talons are not applicable;
- (iv) any reference to principal shall be deemed to include the Redemption Amount, any additional amounts in respect of principal which may be payable under Condition 13 (*Taxation*), any premium payable in respect of a Note and any other amount in the nature of principal payable pursuant to these Conditions;
- (v) any reference to interest shall be deemed to include any additional amounts in respect of interest which may be payable under Condition 13 (*Taxation*) and any other amount in the nature of interest payable pursuant to these Conditions;
- (vi) references to Notes being "outstanding" shall be construed in accordance with the Agency Agreement;
- (vii) if an expression is stated in Condition 2(a) (*Interpretation – Definitions*) to have the meaning given in the relevant Pricing Supplement, but the relevant Pricing Supplement

gives no such meaning or specifies that such expression is "not applicable" then such expression is not applicable to the Notes;

- (viii) any reference to the Agency Agreement or the Deed of Guarantee shall be construed as a reference to the Agency Agreement or the Deed of Guarantee, as the case may be, as amended and/or supplemented up to and including the Issue Date of the Notes; and
- (ix) any reference in these Conditions to any legislation (whether primary legislation or regulations or other subsidiary legislation made pursuant to primary legislation) shall be construed as a reference to such legislation as the same may have been, or may from time to time be, amended or re-enacted.

3. **Form, Denomination, Title and Transfer**

- (a) *Bearer Notes*: Bearer Notes are in the Specified Denomination(s) with Coupons and, if specified in the relevant Pricing Supplement, Talons attached at the time of issue. In the case of a Series of Bearer Notes with more than one Specified Denomination, Bearer Notes of one Specified Denomination will not be exchangeable for Bearer Notes of another Specified Denomination.
- (b) *Title to Bearer Notes*: Title to Bearer Notes and the Coupons will pass by delivery. In the case of Bearer Notes, "**Holder**" means the holder of such Bearer Note and "**Noteholder**" and "**Couponholder**" shall be construed accordingly. Unless the context requires otherwise, references to "**Noteholders**" shall be deemed to also include "**Couponholders**".
- (c) *Registered Notes*: Registered Notes are in the Specified Denomination(s), which may include a minimum denomination specified in the relevant Pricing Supplement and higher integral multiples of a smaller amount specified in the relevant Pricing Supplement.
- (d) *Title to Registered Notes*: The Registrar will maintain the register in accordance with the provisions of the Agency Agreement. A certificate (each, a "**Note Certificate**") will be issued to each Holder of Registered Notes in respect of its registered holding. Each Note Certificate will be numbered serially with an identifying number which will be recorded in the Register. In the case of Registered Notes, "**Holder**" means the person in whose name such Registered Note is for the time being registered in the Register (or, in the case of a joint holding, the first named thereof) and "**Noteholder**" shall be construed accordingly.
- (e) *Ownership*: The Holder of any Note or Coupon shall (except as otherwise required by law) be treated as its absolute owner for all purposes (whether or not it is overdue and regardless of any notice of ownership, trust or any other interest therein, any writing thereon or, in the case of Registered Notes, on the Note Certificate relating thereto (other than the endorsed form of transfer) or any notice of any previous loss or theft thereof) and no Person shall be liable for so treating such Holder. No person shall have any right to enforce any term or condition of any Note under the Contracts (Rights of Third Parties) Act 1999.
- (f) *Transfers of Registered Notes*: Subject to Condition 3(i) (*Form, Denomination, Title and Transfer – Closed periods*) and Condition 3(j) (*Form, Denomination, Title and Transfer – Regulations concerning transfers and registration*) below, a Registered Note may be transferred upon surrender of the relevant Note Certificate, with the endorsed form of transfer duly completed, at the Specified Office of the Registrar or any Transfer Agent, together with such evidence as the Registrar or (as the case may be) such Transfer Agent may reasonably require to prove the title of the transferor and the authority of the individuals who have executed the form of transfer; provided, however, that a Registered Note may not be transferred unless the principal amount of Registered Notes transferred and (where not all of the Registered Notes held by a Holder are being transferred) the principal amount of the balance of Registered Notes not transferred are Specified Denominations. Where not all the Registered Notes represented by the surrendered Note Certificate are the subject of the transfer, a new Note Certificate in respect of the balance of the Registered Notes will be issued to the transferor.
- (g) *Registration and delivery of Note Certificates*: Within five business days of the surrender of a Note Certificate in accordance with Condition 3(f) (*Form, Denomination, Title and Transfer – Transfers of Registered Notes*) above, the Registrar will register the transfer in question and deliver a new

Note Certificate of a like principal amount to the Registered Notes transferred to each relevant Holder at its Specified Office or (as the case may be) the Specified Office of any Transfer Agent or (at the request and risk of any such relevant Holder) by uninsured first class mail (airmail if overseas) to the address specified for the purpose by such relevant Holder. In this paragraph, "**business day**" means a day on which commercial banks are open for general business (including dealings in foreign currencies) in the city where the Registrar or (as the case may be) the relevant Transfer Agent has its Specified Office.

- (h) *No charge*: The transfer of a Registered Note will be effected without charge by or on behalf of the Issuer or the Registrar or any Transfer Agent but against such indemnity as the Registrar or (as the case may be) such Transfer Agent may require in respect of any tax or other duty of whatsoever nature which may be levied or imposed in connection with such transfer.
- (i) *Closed periods*: Noteholders may not require transfers to be registered during the period of 15 days ending on the due date for any payment of principal or interest in respect of the Registered Notes.
- (j) *Regulations concerning transfers and registration*: All transfers of Registered Notes and entries on the Register are subject to the detailed regulations concerning the transfer of Registered Notes scheduled to the Agency Agreement. The regulations may be changed by the Issuer with the prior written approval of the Registrar. A copy of the current regulations will be mailed (free of charge) by the Registrar to any Noteholder who requests in writing a copy of such regulations.

4. **Status and Guarantee**

- (a) *Status of the Notes*: The Notes constitute direct, general, unconditional and unsubordinated obligations of the Issuer which will at all times rank *pari passu* among themselves and at least *pari passu* with all other present and future unsecured obligations of the Issuer, save for such obligations as may be preferred by provisions of law that are both mandatory and of general application.
- (b) *Guarantee of the Notes*: The Guarantor has in the Deed of Guarantee unconditionally and irrevocably guaranteed the due and punctual payment of all sums from time to time payable by the Issuer in respect of the Notes. This Guarantee of the Notes constitutes direct, general, unconditional and unsubordinated obligations of the Guarantor which will at all times rank at least *pari passu* with all other present and future unsecured obligations of the Guarantor, save for such obligations as may be preferred by provisions of law that are both mandatory and of general application.

5. **Negative Pledge**

So long as any Note remains outstanding, neither the Issuer nor the Guarantor shall, and the Issuer and the Guarantor shall procure that none of their respective Subsidiaries will, create or permit to subsist any Security Interest, other than a Permitted Security Interest, upon the whole or any part of its present or future undertaking, assets or revenues (including uncalled capital) to secure any Relevant Indebtedness or Guarantee of Relevant Indebtedness without (a) at the same time or prior thereto securing the Notes equally and rateably therewith or (b) providing such other security for the Notes as may be approved by an Extraordinary Resolution of Noteholders.

6. **Fixed Rate Note Provisions**

- (a) *Application*: This Condition 6 (*Fixed Rate Note Provisions*) is applicable to the Notes only if the Fixed Rate Note Provisions are specified in the relevant Pricing Supplement as being applicable.
- (b) *Accrual of interest*: The Notes bear interest from the Interest Commencement Date at the Rate of Interest payable in arrear on each Interest Payment Date, subject as provided in Condition 10 (*Payments – Bearer Notes*) and Condition 11 (*Payments – Registered Notes*). Each Note will cease to bear interest from the due date for final redemption unless, upon due presentation, payment of the Redemption Amount is improperly withheld or refused, in which case it will continue to bear interest in accordance with this Condition 6 (*Fixed Rate Note Provisions*) (as well after as before judgment) until whichever is the earlier of (i) the day on which all sums due in respect of such Note up to that day are received by or on behalf of the relevant Noteholder and (ii) the day which is seven days after the Principal Paying Agent has notified the Noteholders that it has received all sums due in respect of the Notes up to such seventh day (except to the extent that there is any subsequent default in payment).

- (c) *Fixed Coupon Amount:* Other than if the Notes are redeemed on any date that is not an Interest Payment Date, the amount of interest payable in respect of each Note for any Interest Period shall be the relevant Fixed Coupon Amount and, if the Notes are in more than one Specified Denomination, shall be the relevant Fixed Coupon Amount in respect of the relevant Specified Denomination.
- (d) *Calculation of interest amount:* The amount of interest payable in respect of each Note for any period for which a Fixed Coupon Amount is not specified shall be calculated by applying the Rate of Interest to the Calculation Amount, multiplying the product by the relevant Day Count Fraction, rounding the resulting figure to the nearest sub-unit of the Specified Currency (half a sub-unit being rounded upwards) and multiplying such rounded figure by a fraction equal to the Specified Denomination of such Note divided by the Calculation Amount. For this purpose a "**sub-unit**" means, in the case of any currency other than euro, the lowest amount of such currency that is available as legal tender in the country of such currency and, in the case of euro, means one cent.

7. **Floating Rate Note Provisions**

- (a) *Application:* This Condition 7 (*Floating Rate Note Provisions*) is applicable to the Notes only if the Floating Rate Note Provisions are specified in the relevant Pricing Supplement as being applicable.
- (b) *Accrual of interest:* The Notes bear interest from the Interest Commencement Date at the Rate of Interest payable in arrear on each Interest Payment Date, subject as provided in Condition 10 (*Payments – Bearer Notes*) and Condition 11 (*Payments – Registered Notes*). Each Note will cease to bear interest from the due date for final redemption unless, upon due presentation, payment of the Redemption Amount is improperly withheld or refused, in which case it will continue to bear interest in accordance with this Condition (as well after as before judgment) until whichever is the earlier of (i) the day on which all sums due in respect of such Note up to that day are received by or on behalf of the relevant Noteholder and (ii) the day which is seven days after the Principal Paying Agent has notified the Noteholders that it has received all sums due in respect of the Notes up to such seventh day (except to the extent that there is any subsequent default in payment).
- (c) *Screen Rate Determination:* If Screen Rate Determination is specified in the relevant Pricing Supplement as the manner in which the Rate(s) of Interest is/are to be determined, the Rate of Interest applicable to the Notes for each Interest Period will be (other than in respect of Notes for which SONIA, SOFR and/or €STR or any related index is specified as the Reference Rate in the relevant Pricing Supplement) determined by the Calculation Agent on the following basis:
 - (i) if the Reference Rate is a composite quotation or customarily supplied by one entity, the Calculation Agent will determine the Reference Rate which appears on the Relevant Screen Page as of the Relevant Time on the relevant Interest Determination Date;
 - (ii) if Linear Interpolation is specified as applicable in respect of an Interest Period in the applicable Pricing Supplement, the Rate of Interest for such Interest Period shall be calculated by the Calculation Agent by straight-line linear interpolation by reference to two rates which appear on the Relevant Screen Page as of the Relevant Time on the relevant Interest Determination Date, where:
 - (A) one rate shall be determined as if the relevant Interest Period were the period of time for which rates are available next shorter than the length of the relevant Interest Period; and
 - (B) the other rate shall be determined as if the relevant Interest Period were the period of time for which rates are available next longer than the length of the relevant Interest Period;

provided, however, that if no rate is available for a period of time next shorter or, as the case may be, next longer than the length of the relevant Interest Period, then the Calculation Agent shall calculate the Rate of Interest at such time and by reference to such sources as the Issuer, in consultation with an Independent Adviser appointed by the Issuer

(and such Independent Adviser to act in good faith and in a commercially reasonable manner), determines appropriate;

- (iii) in any other case, the Calculation Agent will determine the arithmetic mean of the Reference Rates which appear on the Relevant Screen Page as of the Relevant Time on the relevant Interest Determination Date;
- (iv) if, in the case of (i) above, such rate does not appear on that page or, in the case of (ii) above, fewer than two such rates appear on that page or if, in either case, the Relevant Screen Page is unavailable, the Calculation Agent will:
 - (A) request the principal Relevant Financial Centre office of each of the Reference Banks to provide a quotation of the Reference Rate at approximately the Relevant Time on the Interest Determination Date to prime banks in the Relevant Financial Centre interbank market in an amount that is representative for a single transaction in that market at that time; and
 - (B) determine the arithmetic mean of such quotations; and
- (v) if fewer than two such quotations are provided as requested, the Calculation Agent will determine the arithmetic mean of the rates (being the nearest to the Reference Rate, as determined by the Calculation Agent) quoted by major banks in the Principal Financial Centre of the Specified Currency, selected by the Calculation Agent, at approximately 11.00 a.m. (local time in the Principal Financial Centre of the Specified Currency) on the first day of the relevant Interest Period for loans in the Specified Currency to leading European banks for a period equal to the relevant Interest Period and in an amount that is representative for a single transaction in that market at that time,

and the Rate of Interest for such Interest Period shall be the sum of the Margin and the rate or (as the case may be) the arithmetic mean so determined; **provided, however, that** if the Calculation Agent is unable to determine a rate or (as the case may be) an arithmetic mean in accordance with the above provisions in relation to any Interest Period, the Rate of Interest applicable to the Notes during such Interest Period will be the sum of the Margin and the rate or (as the case may be) the arithmetic mean last determined in relation to the Notes in respect of a preceding Interest Period.

(d) *Interest – Floating Rate Notes referencing SONIA (Screen Rate Determination)*

- (i) This Condition 7(d) is applicable to the Notes only if the Floating Rate Note Provisions are specified in the relevant Pricing Supplement as being applicable, Screen Rate Determination is specified in the relevant Pricing Supplement as the manner in which the Rate(s) of Interest is/are to be determined, and the "Reference Rate" is specified in the relevant Pricing Supplement as being "SONIA".
- (ii) Where "SONIA" is specified as the Reference Rate in the Pricing Supplement, the Rate of Interest for each Interest Accrual Period will, subject to Condition 7(m) (*Benchmark Discontinuation*) and as provided below, be Compounded Daily SONIA plus or minus (as specified in the relevant Pricing Supplement) the applicable Margin, all as determined by the Calculation Agent.
- (iii) For the purposes of this Condition 7(d):

"**Compounded Daily SONIA**", with respect to an Interest Accrual Period, the rate of return of a daily compound interest investment (with the daily Sterling overnight reference rate as reference rate for the calculation of interest) as calculated by the Calculation Agent on the relevant Interest Determination Date in accordance with the following formula, and the resulting percentage will be rounded, if necessary, to the fourth decimal place, with 0.000005 being rounded upwards:

$$\left[\prod_{i=1}^{d_o} \left(1 + \frac{SONIA_i \times n_i}{D} \right) - 1 \right] \times \frac{D}{d}$$

where:

"*d*" means the number of calendar days in:

- (i) where "Lag" is specified as the Observation Method in the relevant Pricing Supplement, the relevant Interest Accrual Period; or
- (ii) where "Observation Shift" is specified as the Observation Method in the relevant Pricing Supplement, the relevant Observation Period;

"*D*" is the number specified in the relevant Pricing Supplement (or, if no such number is specified, 365);

"*d_o*" means the number of London Banking Days in:

- (i) where "Lag" is specified as the Observation Method in the relevant Pricing Supplement, the number of London Banking Days in the relevant Interest Accrual Period; or
- (ii) where "Observation Shift" is specified as the Observation Method in the relevant Pricing Supplement, the number of London Banking Days in the relevant Observation Period;

"*i*" means a series of whole numbers from one to *d_o*, each representing the relevant London Banking Day in chronological order from, and including, the first London Banking Day, in:

- (i) where "Lag" is specified as the Observation Method in the relevant Pricing Supplement, the relevant Interest Accrual Period; or
- (ii) where "Observation Shift" is specified as the Observation Method in the relevant Pricing Supplement, the relevant Observation Period;

to, and including, the last London Banking Day in such period;

"**Interest Determination Date**" means, in respect of any Interest Accrual Period, the date falling "*p*" London Banking Days prior to the Interest Payment Date for such Interest Accrual Period (or the date falling *p* London Banking Days prior to such earlier date, if any, on which the Notes are due and payable).

"**London Banking Day**" means any day on which commercial banks are open for general business (including dealing in foreign exchange and foreign currency deposits) in London;

"*n_i*" for any London Banking Day "*i*", in the relevant Interest Accrual Period or Observation Period (as applicable) means the number of calendar days from, and including, such London Banking Day "*i*" up to, but excluding, the following London Banking Day;

"**Observation Period**" means the period from, and including, the date falling "*p*" London Banking Days prior to the first day of the relevant Interest Accrual Period (and the first Interest Accrual Period shall begin on and include the Interest Commencement Date) to, but excluding, the date which is "*p*" London Banking Days prior to the (A) (in the case of an Interest Period) the Interest Payment Date for such Interest Period or (B) in the case of any other Interest Accrual Period) the date on which the relevant payment of interest falls due;

"*p*" for any Interest Accrual Period or Observation Period (as applicable), means the number of London Banking Days specified as the "Lag Period" or the "Observation Shift Period" (as applicable) in the relevant Pricing Supplement or if no such period is specified, five London Banking Days;

"**SONIA Reference Rate**" means, in respect of any London Banking Day, a reference rate equal to the daily Sterling Overnight Index Average ("**SONIA**") rate for such London Banking Day as provided by the administrator of SONIA to authorised distributors and as then published on the Relevant Screen Page (or if the Relevant Screen Page is unavailable, as otherwise is published by such authorised distributors) on the London Banking Day immediately following such London Banking Day; and

"**SONIA_i**" means the SONIA Reference Rate for:

- (i) where "Lag" is specified as the Observation Method in the relevant Pricing Supplement, the London Banking Day falling "p" London Banking Days prior to the relevant London Banking Day "i"; or
- (ii) where "Observation Shift" is specified as the Observation Method in the relevant Pricing Supplement, the relevant London Banking Day "i";

For the avoidance of doubt, the formula for the calculation of Compounded Daily SONIA only compounds the SONIA Reference Rate in respect of any London Banking Day. The SONIA Reference Rate applied to a day that is a non-London Banking Day will be taken by applying the SONIA Reference Rate for the previous London Banking Day but without compounding.

- (iv) If, in respect of any London Banking Day in the relevant Interest Accrual Period or Observation Period (as applicable), the Calculation Agent determines that the SONIA Reference Rate is not available on the Relevant Screen Page and has not otherwise been published by the relevant authorised distributors, such SONIA Reference Rate shall, subject to Condition 7(m) (*Benchmark Replacement (Independent Adviser)*), be:
 - (A) the sum of (a) the Bank of England's Bank Rate (the "**Bank Rate**") prevailing at 5.00 p.m. (London time) (or, if earlier, close of business) on the relevant London Banking Day; and (b) the mean of the spread of the SONIA Reference Rate to the Bank Rate over the previous five London Banking Days on which a SONIA Reference Rate has been published, excluding the highest spread (or, if there is more than one highest spread, one only of those highest spreads) and lowest spread (or, if there is more than one lowest spread, one only of those lowest spreads); or
 - (B) if the Bank Rate is not published by the Bank of England at 5.00 p.m. (London time) (or, if earlier, close of business) on the relevant London Banking Day, (a) the SONIA Reference Rate published on the Relevant Screen Page (or otherwise published by the relevant authorised distributors) for the first preceding London Banking Day on which the SONIA Reference Rate was published on the Relevant Screen Page (or otherwise published by the relevant authorised distributors) or (b) if this is more recent, the latest determined rate under (A) above.

and, in each case, references to "SONIA reference rate" in Condition 7(d) above shall be construed accordingly

- (v) Subject to Condition 7(m) (*Benchmark Replacement (Independent Adviser)*), if the Rate of Interest cannot be determined in accordance with the foregoing provisions of this Condition 7(d), the Rate of Interest shall be
 - (A) that determined as at the last preceding Interest Determination Date (though substituting, where a different Margin is to be applied to the relevant Interest Accrual Period from that which applied to the last preceding Interest Period, the Margin relating to the relevant Interest Accrual Period, in place of the Margin relating to that last preceding Interest Accrual Period) or
 - (B) if there is no such preceding Interest Determination Date, the initial Rate of Interest which would have been applicable to the Notes for the first Interest Accrual Period had the Notes been in issue for a period equal in duration to the scheduled first Interest Accrual Period but ending on (and excluding) the Interest

Commencement Date (but applying the Margin applicable to the first Interest Accrual Period).

(e) *Interest – Floating Rate Notes referencing SOFR (Screen Rate Determination)*

- (i) This Condition 7(e) is applicable to the Notes only if the Floating Rate Note Provisions are specified in the relevant Pricing Supplement as being applicable, Screen Rate Determination is specified in the relevant Pricing Supplement as the manner in which the Rate(s) of Interest is/are to be determined, and the "Reference Rate" is specified in the relevant Pricing Supplement as being "SOFR".
- (ii) Where "SOFR" is specified as the Reference Rate in the Pricing Supplement, the Rate of Interest for each Interest Accrual Period will, subject as provided below, be the Benchmark plus or minus (as specified in the relevant Pricing Supplement) the Margin, all as determined by the Calculation Agent on each Interest Determination Date.
- (iii) For the purposes of this Condition 7(e):

"Benchmark" means Compounded SOFR, which is a compounded average of daily SOFR, as determined for each Interest Period in accordance with the specific formula and other provisions set out in this Condition 7(e).

Daily SOFR rates will not be published in respect of any day that is not a U.S. Government Securities Business Day, such as a Saturday, Sunday or holiday. For this reason, in determining Compounded SOFR in accordance with the specific formula and other provisions set forth herein, the daily SOFR rate for any U.S. Government Securities Business Day that immediately precedes one or more days that are not U.S. Government Securities Business Days will be multiplied by the number of calendar days from and including such U.S. Government Securities Business Day to, but excluding, the following U.S. Government Securities Business Day.

If the Issuer determines that a Benchmark Transition Event and its related Benchmark Replacement Date have occurred in respect of Compounded SOFR (or the daily SOFR used in the calculation hereof) prior to the relevant SOFR Determination Time, then the provisions under Condition 7(e)(i) below will apply.

"Compounded SOFR" with respect to any Interest Accrual Period, means the rate of return of a daily compound interest investment (with the daily U.S. dollars secured overnight finance rate as reference rate for the calculation of interest) as calculated by the Calculation Agent as at the relevant Interest Determination Date in accordance with the following formula (and the resulting percentage will be rounded, if necessary, to the nearest one hundred-thousandth of a percentage point, with 0.000005 being rounded upwards to 0.00001):

$$\left[\prod_{i=1}^{a_0} \left(1 + \frac{SOFR_i \times n_i}{D} \right) - 1 \right] \times \frac{D}{d}$$

where:

"d" is the number of calendar days in:

- (i) where "Lag" is specified as the Observation Method in the relevant Pricing Supplement, the relevant Interest Accrual Period; or
- (ii) where "Observation Shift" is specified as the Observation Method in the relevant Pricing Supplement, the relevant Observation Period.

"D" is the number specified in the relevant Pricing Supplement (or, if no such number is specified, 360);

" d_0 " is the number of U.S. Government Securities Business Days in:

- (i) where "Lag" is specified as the Observation Method in the relevant Pricing Supplement, the relevant Interest Accrual Period; or
- (ii) where "Observation Shift" is specified as the Observation Method in the relevant Pricing Supplement, the relevant Observation Period.

" i " is a series of whole numbers from one to d_0 , each representing the relevant U.S. Government Securities Business Day in chronological order from, and including, the first U.S. Government Securities Business Day in:

- (i) where "Lag" is specified as the Observation Method in the relevant Pricing Supplement, the relevant Interest Period; or
- (ii) where "Observation Shift" is specified as the Observation Method in the relevant Pricing Supplement, the relevant Observation Period,

to and including the last U.S. Government Securities Business Day in such period;

"Interest Determination Date" means, in respect of any Interest Accrual Period, the date falling " p " U.S. Government Securities Business Days prior to the Interest Payment Date for such Interest Accrual Period (or the date falling " p " U.S. Government Securities Business Days prior to such earlier date, if any, on which the Notes are due and payable);

" n_i " for any U.S. Government Securities Business Day " i " in the relevant Interest Period or Observation Period (as applicable), is the number of calendar days from, and including, such U.S. Government Securities Business Day " i " to, but excluding, the following U.S. Government Securities Business Day (" $i+1$ ");

"Observation Period" in respect of an Interest Accrual Period means the period from, and including, the date falling " p " U.S. Government Securities Business Days prior to the first day in such Interest Accrual Period (and the first Interest Accrual Period shall begin on and include the Interest Commencement Date) to, but excluding, the date falling " p " U.S. Government Securities Business Days prior to (A) (in the case of an Interest Period) the Interest Payment Date for such Interest Period or (B) (in the case of any other Interest Accrual period) the date on which the relevant payment of interest falls due;

" p " for any Interest Period or Observation Period (as applicable) means the number of U.S. Government Securities Business Days specified as the "Lag Period" or the "Observation Shift Period" (as applicable) in the relevant Pricing Supplement or if no such period is specified, five U.S. Government Securities Business Days;

"SOFR" with respect to any U.S. Government Securities Business Day, means:

- (i) the Secured Overnight Financing Rate published for such U.S. Government Securities Business Day as such rate appears on the SOFR Administrator's Website at 3:00 p.m. (New York City time) on the immediately following U.S. Government Securities Business Day (the **"SOFR Determination Time"**); or
- (ii) Subject to Condition 7(e)(iv) below, if the rate specified in (i) above does not so appear, the Secured Overnight Financing Rate as published in respect of the first preceding U.S. Government Securities Business Day for which the Secured Overnight Financing Rate was published on the SOFR Administrator's Website;

"SOFR Administrator" means the Federal Reserve Bank of New York (or any successor administrator of the Secured Overnight Financing Rate);

"SOFR Administrator's Website" means the website of the Federal Reserve Bank of New York, or any successor source;

"**SOFR_i**" means the SOFR for:

- (i) where "Lag" is specified as the Observation Method in the applicable Pricing Supplement, the U.S. Government Securities Business Day falling "p" U.S. Government Securities Business Days prior to the relevant U.S. Government Securities Business Day "i"; or
- (ii) where "Observation Shift" is specified as the Observation Method in the relevant Pricing Supplement, the relevant U.S. Government Securities Business Day "i"; and

"**U.S. Government Securities Business Day**" means any day except for a Saturday, a Sunday or a day on which the Securities Industry and Financial Markets Association recommends that the fixed income departments of its members be closed for the entire day for purposes of trading in U.S. government securities.

- (iv) If the Issuer determines on or prior to the relevant Reference Time that a Benchmark Transition Event and its related Benchmark Replacement Date have occurred with respect to the then-current Benchmark, the Benchmark Replacement will replace the then-current Benchmark for all purposes relating to the Notes in respect of all determinations on such date and for all determinations on all subsequent dates. In connection with the implementation of a Benchmark Replacement, the Issuer will have the right to make Benchmark Replacement Conforming Changes from time to time, without any requirement for the consent or approval of the Noteholders.

Any determination, decision or election that may be made by the Issuer pursuant to this section, including any determination with respect to a tenor, rate or adjustment or of the occurrence or non-occurrence of an event, circumstance or date and any decision to take or refrain from taking any action or any selection:

- (i) will be conclusive and binding absent manifest error;
- (ii) will be made in the sole discretion of the Issuer; and
- (iii) notwithstanding anything to the contrary in the documentation relating to the Notes, shall become effective without consent from the holders of the Notes or any other party.

"**Benchmark**" means, initially, Compounded SOFR, as such term is defined above; provided that if the Issuer determines on or prior to the Reference Time that a Benchmark Transition Event and its related Benchmark Replacement Date have occurred with respect to Compounded SOFR (or the published daily SOFR used in the calculation thereof) or the then-current Benchmark, then "Benchmark" shall mean the applicable Benchmark Replacement.

"**Benchmark Replacement**" means the first alternative set forth in the order below that can be determined by the Issuer as of the Benchmark Replacement Date:

- (i) the sum of: (A) the alternate rate of interest that has been selected or recommended by the Relevant Governmental Body as the replacement for the then-current Benchmark and (B) the Benchmark Replacement Adjustment;
- (ii) the sum of: (A) the ISDA Fallback Rate and (B) the Benchmark Replacement Adjustment; or
- (iii) the sum of: (A) the alternate rate of interest that has been selected by the Issuer as the replacement for the then-current Benchmark giving due consideration to any industry-accepted rate of interest as a replacement for the then-current Benchmark for U.S. dollar-denominated floating rate notes at such time and (B) the Benchmark Replacement Adjustment;

"Benchmark Replacement Adjustment" means the first alternative set forth in the order below that can be determined by the issuer or its designee as of the Benchmark Replacement Date:

- (i) the spread adjustment, or method for calculating or determining such spread adjustment, (which may be a positive or negative value or zero) that has been selected or recommended by the Relevant Governmental Body for the applicable Unadjusted Benchmark Replacement;
- (ii) if the applicable Unadjusted Benchmark Replacement is equivalent to the ISDA Fallback Rate, the ISDA Fallback Adjustment; or
- (iii) the spread adjustment (which may be a positive or negative value or zero) that has been selected by the Issuer giving due consideration to any industry-accepted spread adjustment, or method for calculating or determining such spread adjustment, for the replacement of the then-current Benchmark with the applicable Unadjusted Benchmark Replacement for U.S. dollar-denominated floating rate notes at such time;

"Benchmark Replacement Conforming Changes" means, with respect to any Benchmark Replacement, any technical, administrative or operational changes (including changes to any Interest Period, Interest Accrual Period, timing and frequency of determining rates and making payments of interest, rounding of amounts or tenors, and other administrative matters) that the Issuer decides may be appropriate to reflect the adoption of such Benchmark Replacement in a manner substantially consistent with market practice (or, if the Issuer decides that adoption of any portion of such market practice is not administratively feasible or if the Issuer determines that no market practice for use of the Benchmark Replacement exists, in such other manner as the Issuer determines is reasonably necessary);

"Benchmark Replacement Date" means the earliest to occur of the following events with respect to the then-current Benchmark (including the daily published component used in the calculation thereof):

- (i) in the case of clause (i) or (ii) of the definition of "Benchmark Transition Event", the later of (a) the date of the public statement or publication of information referenced therein and (b) the date on which the administrator of the Benchmark permanently or indefinitely ceases to provide the Benchmark (or such component); or
- (ii) in the case of clause (iii) of the definition of "**Benchmark Transition Event**", the date of the public statement or publication of information referenced therein.

For the avoidance of doubt, if the event that gives rise to the Benchmark Replacement Date occurs on the same day as, but earlier than, the Reference Time in respect of any determination, the Benchmark Replacement Date will be deemed to have occurred prior to the Reference Time for such determination;

"Benchmark Transition Event" means the occurrence of one or more of the following events with respect to the then-current Benchmark (including the daily published component used in the calculation thereof):

- (i) a public statement or publication of information by or on behalf of the administrator of the Benchmark (or such component) announcing that such administrator has ceased or will cease to provide the Benchmark (or such component), permanently or indefinitely, provided that, at the time of such statement or publication, there is no successor administrator that will continue to provide the Benchmark (or such component); or
- (ii) a public statement or publication of information by the regulatory supervisor for the administrator of the Benchmark (or such component), the central bank for the currency of the Benchmark (or such component), an insolvency official with

jurisdiction over the administrator for the Benchmark (or such component), a resolution authority with jurisdiction over the administrator for the Benchmark (or such component) or a court or an entity with similar insolvency or resolution authority over the administrator for the Benchmark, which states that the administrator of the Benchmark (or such component) has ceased or will cease to provide the Benchmark (or such component) permanently or indefinitely, provided that, at the time of such statement or publication, there is no successor administrator that will continue to provide the Benchmark (or such component); or

- (iii) a public statement or publication of information by the regulatory supervisor for the administrator of the Benchmark announcing that the Benchmark is no longer representative;

"2006 ISDA Definitions" means, in relation to a Series of Notes, the 2006 ISDA Definitions (as supplemented, amended and updated as at the date of issue of the first Tranche of the Notes of such Series) as published by ISDA (copies of which may be obtained from ISDA at www.isda.org);

"ISDA Fallback Adjustment" means the spread adjustment (which may be a positive or negative value or zero) that would apply for derivatives transactions referencing the 2006 ISDA Definitions to be determined upon the occurrence of an index cessation event with respect to the Benchmark;

"ISDA Fallback Rate" means the rate that would apply for derivatives transactions referencing the 2006 ISDA Definitions to be effective upon the occurrence of an index cessation date with respect to the Benchmark for the applicable tenor excluding the applicable ISDA Fallback Adjustment;

"Reference Time" with respect to any determination of the Benchmark means (i) if the Benchmark is Compounded SOFR, the SOFR Determination Time, and (ii) if the Benchmark is not Compounded SOFR, the time determined by the Issuer after giving effect to the Benchmark Replacement Conforming Changes;

"Relevant Governmental Body" means the Federal Reserve Board and/or the Federal Reserve Bank of New York, or a committee officially endorsed or convened by the Federal Reserve Board and/or the Federal Reserve Bank of New York or any successor thereto; and

"Unadjusted Benchmark Replacement" means the Benchmark Replacement excluding the Benchmark Replacement Adjustment.

- (v) Any Benchmark Replacement, Benchmark Replacement Adjustment and the specific terms of any Benchmark Replacement Conforming Changes, determined under Condition 7(e)(iv) above will be notified promptly by the Issuer to the Fiscal Agent, the Calculation Agent, the Paying Agents and, in accordance with Condition 20 (*Notices*), the Noteholders. Such notice shall be irrevocable and shall specify the effective date on which such changes take effect.

No later than notifying the Fiscal Agent of the same, the Issuer shall deliver to the Fiscal Agent a certificate signed by two authorised signatories of the Issuer:

- (A) confirming (x) that a Benchmark Transition Event has occurred, (y) the relevant Benchmark Replacement and, (z) where applicable, any Benchmark Replacement Adjustment and/or the specific terms of any relevant Benchmark Replacement Conforming Changes, in each case as determined in accordance with the provisions of this Condition 7(e)(v); and
- (B) certifying that the relevant Benchmark Replacement Conforming Changes are necessary to ensure the proper operation of such Benchmark Replacement and/or Benchmark Replacement Adjustment.

- (vi) If the Rate of Interest cannot be determined in accordance with the foregoing provisions of this Condition 7(e)(vi), the Rate of Interest shall be (A) that determined as at the last preceding Interest Determination Date (though substituting, where a different Margin is to be applied to the relevant Interest Accrual Period from that which applied to the last preceding Interest Accrual Period, the Margin relating to the relevant Interest Accrual Period, in place of the Margin relating to that last preceding Interest Accrual Period) or (B) if there is no such preceding Interest Determination Date, the initial Rate of Interest which would have been applicable to the Notes for the first Interest Accrual Period had the Notes been in issue for a period equal in duration to the scheduled first Interest Accrual Period but ending on (and excluding) the Interest Commencement Date (but applying the Margin applicable to the first Interest Accrual Period).

(f) *Interest – Floating Rate Notes referencing €STR (Screen Rate Determination)*

- (i) This Condition 7(f)(i) is applicable to the Notes only if the Floating Rate Note Provisions are specified in the relevant Pricing Supplement as being applicable, Screen Rate Determination is specified in the relevant Pricing Supplement as the manner in which the Rate(s) of Interest is/are to be determined, and the "Reference Rate" is specified in the relevant Pricing Supplement as being "€STR".
- (ii) Where "€STR" is specified as the Reference Rate in the Pricing Supplement, the Rate of Interest for each Interest Accrual Period will, subject as provided below, be Compounded Daily €STR plus or minus (as specified in the relevant Pricing Supplement) the Margin, all as determined by the Calculation Agent on each Interest Determination Date.
- (iii) For the purposes of this Condition 7(f)(iii):

"**Compounded Daily €STR**" means, with respect to any Interest Accrual Period, the rate of return of a daily compound interest investment (with the daily euro short-term rate as reference rate for the calculation of interest) as calculated by the Calculation Agent as at the relevant Interest Determination Date in accordance with the following formula (and the resulting percentage will be rounded if necessary to the nearest fifth decimal place, with 0.000005 being rounded upwards):

$$\left[\prod_{i=1}^{d_o} \left(1 + \frac{\text{€STR}_i \times n_i}{D} \right) - 1 \right] \times \frac{D}{d}$$

where:

"*d*" means the number of calendar days in:

- (i) where "Lag" is specified as the Observation Method in the relevant Pricing Supplement, the relevant Interest Accrual Period; or
- (ii) where "Observation Shift" is specified as the Observation Method in the relevant Pricing Supplement, the relevant Observation Period;

"**D**" means the number specified as such in the relevant Pricing Supplement (or, if no such number is specified, 360);

"*d_o*" means the number of TARGET Settlement Days in:

- (i) where "Lag" is specified as the Observation Method in the relevant Pricing Supplement, the relevant Interest Accrual Period; or
- (ii) where "Observation Shift" is specified as the Observation Method in the relevant Pricing Supplement, the relevant Observation Period;

the "**€STR reference rate**", in respect of any TARGET Settlement Day, is a reference rate equal to the daily euro short-term rate ("€STR") for such TARGET Settlement Day as provided by the €STR Administrator on the €STR Administrator's Website (or, if no

longer published on its website, as otherwise published by it or provided by it to authorised distributors and as then published on the Relevant Screen Page or, if the Relevant Screen Page is unavailable, as otherwise published by such authorised distributors) on the TARGET Settlement Day immediately following such TARGET Settlement Day (in each case, at the time specified by, or determined in accordance with, the applicable methodology, policies or guidelines, of the €STR Administrator of such rate);

"€STR Administrator" means the European Central Bank (or any successor administrator of €STR);

"€STR Administrator's Website" means the website of the European Central Bank or any successor source;

"€STR_i" means the €STR reference rate for:

- (i) where "Lag" is specified as the Observation Method in the relevant Pricing Supplement, the TARGET Settlement Day falling "p" TARGET Settlement Days prior to the relevant TARGET Settlement Day "i"; or
- (ii) where "Observation Shift" is specified as the Observation Method in the relevant Pricing Supplement, the relevant TARGET Settlement Day "i".

"i" is a series of whole numbers from one to "d_o", each representing the relevant TARGET Settlement Day in chronological order from, and including, the first TARGET Settlement Day in:

- (i) where "Lag" is specified as the Observation Method in the relevant Pricing Supplement, the relevant Interest Period; or
- (ii) where "Observation Shift" is specified as the Observation Method in the relevant Pricing Supplement, the relevant Observation Period;

to, and including, the last TARGET Settlement Day in such period;

"Interest Determination Date" means, in respect of any Interest Accrual Period, the date falling "p" TARGET Settlement Days prior to the Interest Payment Date for such Interest Accrual Period (or the date falling "p" TARGET Settlement Days prior to such earlier date, if any, on which the Notes are due and payable);

"n_i" for any TARGET Settlement Day "i" in the relevant Interest Accrual Period or Observation Period (as applicable), means the number of calendar days from (and including) such TARGET Settlement Day "i" up to (but excluding) the following TARGET Settlement Day;

"Observation Period" means, in respect of any Interest Period, the period from (and including) the date falling "p" TARGET Settlement Days prior to the first day of the relevant Interest Accrual Period (and the first Interest Period shall begin on and include the Interest Commencement Date) to (but excluding) the date falling "p" TARGET Settlement Days prior to (A) (in the case of an Interest Accrual Period) the Interest Payment Date for such Interest Accrual Period or (B) such earlier date, if any, on which the Notes become due and payable; and

"p" for any latest Interest Accrual Period or Observation Period (as applicable), means the number of TARGET Settlement Days specified as the "Lag Period" or the "Observation Shift Period" (as applicable) in the relevant Pricing Supplement or, if no such period is specified, five TARGET Settlement Days.

- (iv) Subject to Condition 7(m) (*Benchmark Discontinuation*), if, where any Rate of Interest is to be calculated pursuant to Condition 7(f)(ii) above, in respect of any TARGET Settlement Day in respect of which an applicable €STR reference rate is required to be determined, such €STR reference rate is not made available on the Relevant Screen Page and has not otherwise been published by the relevant authorised distributors, then the

€STR reference rate in respect of such TARGET Settlement Day shall be the €STR reference rate for the first preceding TARGET Settlement Day in respect of which €STR reference rate was published by the €STR Administrator on the €STR Administrator's website, as determined by the Calculation Agent.

- (v) Subject to Condition 7(m) (*Benchmark Discontinuation*), if the Rate of Interest cannot be determined in accordance with the foregoing provisions of this Condition 7(f)(v), the Rate of Interest shall be (A) that determined as at the last preceding Interest Determination Date (though substituting, where a different Margin is to be applied to the relevant Interest Accrual Period from that which applied to the last preceding Interest Accrual Period, the Margin relating to the relevant Interest Accrual Period, in place of the Margin relating to that last preceding Interest Accrual Period) or (B) if there is no such preceding Interest Determination Date, the initial Rate of Interest which would have been applicable to the Notes for the first Interest Accrual Period had the Notes been in issue for a period equal in duration to the scheduled first Interest Accrual Period but ending on (and excluding) the Interest Commencement Date (but applying the Margin applicable to the first Interest Accrual Period).

- (g) *Interest – SONIA Compounded Index and SOFR Compounded Index (Screen Rate Determination)*

This Condition 7(g) is applicable to the Notes only if the Floating Rate Note Provisions are specified in the relevant Pricing Supplement as being applicable, Screen Rate Determination is specified in the relevant Pricing Supplement as the manner in which the Rate(s) of Interest is/are to be determined, and "Index Determination" is specified in the relevant Pricing Supplement as being applicable.

Where "Index Determination" is specified in the relevant Pricing Supplement as being applicable, the Rate of Interest for each Interest Accrual Period will be the compounded daily reference rate for the relevant Interest Accrual Period, calculated in accordance with the following formula:

$$\left(\frac{\text{Compounded Index End}}{\text{Compounded Index Start}} - 1 \right) \times \frac{\text{Numerator}}{d}$$

and rounded to the Relevant Decimal Place, plus or minus the Margin (if any), all as determined and calculated by the Calculation Agent, where:

"**Compounded Index**" means either the SONIA Compounded Index or the SOFR Compounded Index, as specified in the relevant Pricing Supplement;

"**Compounded Index End**" means the relevant Compounded Index value on the End date;

"**Compounded Index Start**" means the relevant Compounded Index value on the Start date;

"*d*" is the number of calendar days from (and including) the day on which the relevant Compounded Index Start is determined to (but excluding) the day on which the relevant Compounded Index End is determined;

"**End**" means the day falling the Relevant Number of Index Days prior to the Interest Payment Date for such Interest Accrual Period, or such other date on which the relevant payment of interest falls due (but which by its definition or the operation of the relevant provisions is excluded from such Interest Accrual Period);

"**Index Days**" means, in the case of the SONIA Compounded Index, London Banking Days, and, in the case of the SOFR Compounded Index, U.S. Government Securities Business Days;

"**Numerator**" means, in the case of the SONIA Compounded Index, 365 and, in the case of the SOFR Compounded Index, 360;

"**Relevant Decimal Place**" shall, unless otherwise specified in the Pricing Supplement, be the fifth decimal place, rounded up or down, if necessary (with 0.000005 being rounded upwards); and

"**Relevant Number**" is as specified in the applicable Pricing Supplement, but, unless otherwise specified shall be five.

"**SONIA Compounded Index**" means the Compounded Daily SONIA rate as published at 10:00 (London time) by the Bank of England (or a successor administrator of SONIA) on the Bank of England's Interactive Statistical Database, or any successor source;

"**SOFR Compounded Index**" means the Compounded SOFR rate as published at 15:00 (New York time) by Federal Reserve Bank of New York (or a successor administrator of SOFR) on the website of the Federal Reserve Bank of New York, or any successor source; and

"**Start**" means the day falling the Relevant Number of Index Days prior to the first day of the relevant Interest Accrual Period.

If, with respect to any Interest Accrual Period, the relevant rate is not published for the relevant Compounded Index either on the relevant Start or End date, then the Calculation Agent shall calculate the rate of interest for that Interest Accrual Period as if Index Determination was not specified in the applicable Pricing Supplement and as if Compounded Daily SONIA or Compounded Daily SOFR (as defined in Condition 7(d) or Condition 7(e), as applicable) had been specified instead in the Pricing Supplement, and in each case "Observation Shift" had been specified as the Observation Method in the relevant Pricing Supplement, and where the Observation Shift Period for the purposes of the references to that term in Condition 7(d) or Condition 7(e) (as applicable) shall be deemed to be the same as the Relevant Number specified in the Pricing Supplement and where, in the case of Compounded Daily SONIA, the Relevant Screen Page will be determined by the Issuer. For the avoidance of doubt, if (i) (in the case of SONIA Compounded Index) a Benchmark Event has occurred in respect of SONIA, the provisions of Condition 7(m) (*Benchmark Discontinuation*) shall apply, and (ii) (in the case of SOFR Compounded Index) a Benchmark Transition Event and its related Benchmark Replacement Date has occurred in respect of SOFR, the provisions of Condition 7(e)(iv) shall apply.

- (h) *Maximum or Minimum Rate of Interest:* If any Maximum Rate of Interest or Minimum Rate of Interest is specified in the relevant Pricing Supplement, then the Rate of Interest shall in no event be greater than the maximum or be less than the minimum so specified.
- (i) *Calculation of Interest Amount:* The Calculation Agent will, as soon as practicable after the time at which the Rate of Interest is to be determined in relation to each Interest Accrual Period, calculate the Interest Amount payable in respect of each Note for such Interest Accrual Period. The Interest Amount will be calculated by applying the Rate of Interest for such Interest Accrual Period to the Calculation Amount, multiplying the product by the relevant Day Count Fraction, rounding the resulting figure to the nearest sub-unit of the Specified Currency (half a sub-unit being rounded upwards) and multiplying such rounded figure by a fraction equal to the Specified Denomination of the relevant Note divided by the Calculation Amount. For this purpose a "**sub-unit**" means, in the case of any currency other than euro, the lowest amount of such currency that is available as legal tender in the country of such currency and, in the case of euro, means one cent.
- (j) *Publication:* The Calculation Agent will cause each Rate of Interest and Interest Amount determined by it, together with the relevant Interest Payment Date, and any other amount(s) required to be determined by it together with any relevant payment date(s) to be notified to the Paying Agents and each competent authority, stock exchange and/or quotation system (if any) by which the Notes have then been admitted to listing, trading and/or quotation as soon as practicable after such determination but (in the case of each Rate of Interest, Interest Amount and Interest Payment Date) in any event not later than the first day of the relevant Interest Accrual Period. Notice thereof shall also promptly be given to the Noteholders. The Calculation Agent will be entitled to recalculate any Interest Amount (on the basis of the foregoing provisions) without notice in the event of an extension or shortening of the relevant Interest Accrual Period. If the Calculation Amount is less than the minimum Specified Denomination the Calculation Agent shall not be obliged to publish each Interest Amount but instead may publish only the Calculation Amount and the Interest Amount in respect of a Note having the minimum Specified Denomination.
- (k) *Notifications etc.:* All notifications, opinions, determinations, certificates, calculations, quotations and decisions given, expressed, made or obtained for the purposes of this Condition 7 (*Floating*

Rate Note Provisions) by the Calculation Agent will (in the absence of manifest error) be binding on the Issuer, the Guarantor, the Paying Agents, the Noteholders and the Couponholders and (subject as aforesaid) no liability to any such Person will attach to the Calculation Agent in connection with the exercise or non-exercise by it of its powers, duties and discretions for such purposes.

- (l) *Determination of Rate of Interest following acceleration:* If (i) the Notes become due and payable in accordance with Condition 14 (*Events of Default*) and (ii) the Rate of Interest for the Interest Accrual Period during which the Notes become due and payable is to be determined by reference to any of Conditions 7(d) (*Interest – Floating Rate Notes referencing SONIA (Screen Rate Determination)*), 7(e) (*Interest – Floating Rate Notes referencing SOFR (Screen Rate Determination)*), 7(f) (*Interest – Floating Rate Notes referencing €STR (Screen Rate Determination)*) and 7(g) (*Interest – SONIA Compounded Index and SOFR Compounded Index (Screen Rate Determination)*), then the final Interest Determination Date shall be the date on which the Notes become so due and payable, and such Rate of Interest shall continue to apply to the Notes for so long as interest continues to accrue thereon as provided in the Conditions.

- (m) *Benchmark Discontinuation*

Other than in the case of a U.S. dollar-denominated floating rate Note for which the Reference Rate is specified in the relevant Pricing Supplement as being "SOFR", if the relevant Issuer, in consultation with the party responsible for determining the Rate of Interest (being the Calculation Agent or such other party specified in the applicable Pricing Supplement, as applicable), determines that a Benchmark Event has occurred in relation to the Reference Rate when the Rate of Interest (or any component part thereof) for any Interest Period remains to be determined by reference to such Reference Rate, then the following provisions shall apply:

- (A) *Independent Adviser*

The Issuer shall use its reasonable endeavours to appoint an Independent Adviser, as soon as reasonably practicable, to determine (acting in good faith and in a commercial reasonable manner) a Successor Rate, failing which an Alternative Rate (in accordance with this Condition 7(m) and, in either case, an Adjustment Spread, (in accordance with Condition 7(m)(C)) and any Benchmark Amendments (in accordance with Condition 7(m)(D)) no later than 5 Business Days prior to the Interest Determination Date relating to the next succeeding Interest Period (the "**IA Determination Cut-off Date**") for the purposes of determining the Rate of Interest applicable to the Notes for such next succeeding Interest Period and for all future Interest Periods (subject to the subsequent operation of this Condition 7(m) during any other future Interest Period(s)).

- (b) *Successor Rate or Alternative Rate*

In the absence of bad faith or fraud, the Independent Adviser shall have no liability whatsoever to the Issuer, the Principal Paying Agent or the Noteholders for any determination made by it pursuant to Condition 7(m) (*Benchmark Discontinuation*).

- (aa) If (i) the Issuer is unable to appoint an Independent Adviser or (ii) the Independent Adviser appointed by it fails to determine (acting in good faith and in a commercially reasonable manner) a Successor Rate or, failing which, an Alternative Rate in accordance with this Condition 7(m) prior to the relevant IA Determination Cut-off Date, the Reference Rate applicable to the immediate following Interest Period shall be the Reference Rate applicable as at the last preceding Interest Determination Date. If there has not been a first Interest Payment Date, the Reference Rate shall be the Reference Rate applicable to the first Interest Period. For the avoidance of doubt, any adjustment pursuant to this Condition 7(m)(aa) shall apply to the immediately following Interest Period only. Any subsequent Interest Period may be subject to the subsequent operation of this Condition 7(m) (*Benchmark Discontinuation*).

(bb) If the Independent Adviser (acting in good faith and in a commercially reasonable manner) determines in its discretion that:

- (i) there is a Successor Rate, then such Successor Rate shall (as adjusted by the applicable Adjustment Spread as provided in Condition 7(m)(C) subsequently be used in place of the Reference Rate to determine the Rate of Interest (or any component part thereof) for the immediately following Interest Period and all following Interest Periods, subject to the subsequent operation of this Condition 7(m) (*Benchmark Discontinuation*) in the event of a further Benchmark Event affecting the Successor Rate; or
- (ii) there is no Successor Rate but that there is an Alternative Rate, then such Alternative Rate shall (subject to adjustment as provided in Condition 7(m)(cc)) subsequently be used in place of the Reference Rate to determine the Rate of Interest (or any component part thereof) for the immediately following Interest Period and all following Interest Periods, subject to the subsequent operation of this Condition 7(m) (*Benchmark Discontinuation*) in the event of a further Benchmark Event affecting the Alternative Rate.

(C) *Adjustment Spread*

If any relevant Successor Rate or Alternative Rate is determined in accordance with this Condition 7(m) (*Benchmark Discontinuation*), the Independent Adviser (acting in good faith and in a commercially reasonable manner) shall determine an Adjustment Spread (which may be expressed as a specified quantum or a formula or methodology for determining the applicable Adjustment Spread (and, for the avoidance of doubt, an Adjustment Spread may be positive, negative or zero)), which Adjustment Spread shall be applied to the Successor Rate or the Alternative Rate (as the case may be) for each subsequent determination of a relevant Rate of Interest (or a relevant component part thereof) by reference to such Successor Rate or Alternative Rate (as applicable), subject to the subsequent further operation of, and adjustment as provided in, this Condition 7(m) (*Benchmark Discontinuation*).

(D) *Benchmark Amendments*

If any Successor Rate, Alternative Rate or Adjustment Spread is determined in accordance with this Condition 7(m) (*Benchmark Discontinuation*) and the Independent Adviser (acting in good faith and in a commercially reasonable manner) determines in its discretion (i) that amendments to these Conditions are necessary to ensure the proper operation of such Successor Rate, Alternative Rate and/or Adjustment Spread (such amendments, the "**Benchmark Amendments**") and (ii) the terms of the Benchmark Amendments, then the Issuer shall, following consultation with the Calculation Agent (or the person specified in the applicable Pricing Supplement as the party responsible for calculating the Rate of Interest and the Interest Amount(s)) in respect of the operational feasibility of the Benchmark Amendments, subject to giving notice thereof in accordance with Condition 7(m)(E), without any requirement for the consent or approval of relevant Noteholders, vary these Conditions to give effect to such Benchmark Amendments with effect from the date specified in such notice (and for the avoidance of doubt, the Principal Paying Agent shall, at the direction and expense of the Issuer, consent to and effect such consequential amendments to the Agency Agreement and these Conditions as may be required in order to give effect to this Condition 7(m) (*Benchmark Discontinuation*)).

(E) *Fallbacks*

If, following the occurrence of a Benchmark Event and in relation to the determination of the Rate of Interest on the immediately following Interest Determination Date, (A) the Issuer is unable to appoint an Independent Adviser or (B) the Independent Adviser appointed by it fails to determine a Successor Rate or, failing which, an Alternative Rate in accordance with this Condition 7(m) prior to the relevant Interest Determination Date, and the Relevant Screen Page is no longer available for use, the Reference Rate applicable to the relevant Interest Period shall be the Reference Rate applicable as at the last

preceding Interest Determination Date. If there has not been a first Interest Payment Date, the Reference Rate shall be the Reference Rate that would have been applicable to the Notes for the first Interest Period had the Notes been in issue for a period equal in duration to the scheduled first Interest Period but ending on (and excluding) the Interest Commencement Date. For the avoidance of doubt, any adjustment pursuant to this Condition 7(m)(E) shall apply to the relevant Interest Period only. Any subsequent Interest Period may be subject to the subsequent operation of this Condition 7(m).

(F) *Survival of Original Reference Rate*

Without prejudice to the obligations of the Issuer under this Condition 7(m), the Original Reference Rate and the fallback provisions provided for in Condition 7(m) will continue to apply unless and until the party responsible for determining the Rate of Interest (being the Calculation Agent or such other party specified in the applicable Pricing Supplement, as applicable) has been notified of the Successor Rate or the Alternative Rate (as the case may be), the applicable Adjustment Spread and Benchmark Amendments (if applicable), in accordance with Condition 7(m).

(G) *Notices*

Any Successor Rate, Alternative Rate, Adjustment Spread and the specific terms of any Benchmark Amendments, determined under this Condition 7(m) will be notified promptly by the Issuer to the Calculation Agent and the Paying Agents and, in accordance with Condition 20 (*Notices*), the Noteholders. Such notice shall be irrevocable and shall specify the effective date of the Benchmark Amendments, if any.

As used in this Condition 7(m) (*Benchmark Discontinuation*):

"Adjustment Spread" means either a spread (which may be positive or negative or zero), or the formula or methodology for calculating a spread, in either case, which the Independent Adviser (acting in good faith and in a commercially reasonable manner) determines is required to be applied to the relevant Successor Rate or the relevant Alternative Rate (as the case may be) and is the spread, formula or methodology which:

- (A) in the case of a Successor Rate, is formally recommended, or formally provided as an option for parties to adopt, in relation to the replacement of the Reference Rate with the Successor Rate by any Relevant Nominating Body; or
- (B) (if no such recommendation has been made, or in the case of an Alternative Rate), the Independent Adviser, determines is customarily applied to the relevant Successor Rate or Alternative Rate (as the case may be) in international debt capital markets transactions to produce an industry-accepted replacement rate for the Reference Rate; or
- (C) (if no such determination has been made) the Independent Adviser determines, is recognised or acknowledged as being the industry standard for over-the-counter derivative transactions which reference the Reference Rate, where such rate has been replaced by the Successor Rate or the Alternative Rate (as the case may be); or
- (D) (if the Independent Adviser determines that no such industry standard is recognised or acknowledged) the Independent Adviser determines to be appropriate to reduce or eliminate, to the extent reasonably practicable in the circumstances, any economic prejudice or benefit (as the case may be) to Noteholders as a result of the replacement of the Reference Rate with the Successor Rate or the Alternative Rate (as the case may be).

"Alternative Rate" means an alternative benchmark or screen rate which the Independent Adviser (acting in good faith and in a commercially reasonable manner) determines in accordance with this Condition 7(m) has replaced the Reference Rate in customary market usage in the international debt capital markets for the purposes of determining floating rates of interest (or the relevant component part thereof) for the same interest period and

in the same Specified Currency as the Notes or, if the Independent Adviser determines there is no such rate, such other rate as the Independent Adviser (acting in good faith and in a commercially reasonable manner) determines is most comparable to the relevant Reference Rate.

"Benchmark Event" means:

- (A) the relevant Reference Rate ceasing to be published for a period of at least 5 Business Days or ceasing permanently to be calculated, administered or published; or
- (B) the later of (i) the making of a public statement by the administrator or an insolvency official with jurisdiction over the administrator of the relevant Reference Rate that (in circumstances where no successor administrator has been or will be appointed that will continue publication of such Reference Rate) it will, on or before a specified date, cease publishing such Reference Rate permanently or indefinitely and (ii) the date falling six months prior to the date specified in (B)(i); or
- (C) the making of a public statement by the supervisor of the administrator of the relevant Reference Rate that the Reference Rate has been permanently or indefinitely discontinued; or
- (D) the later of (i) the making of a public statement by the supervisor of the administrator of the relevant Reference Rate that the Reference Rate will, on or before a specified date, be permanently or indefinitely discontinued and (ii) the date falling six months prior to the date specified in (D)(i); or
- (E) the later of (i) the making of a public statement by the supervisor of the administrator of the relevant Reference Rate that means that the Reference Rate will be prohibited from being used or that its use will be subject to restrictions or adverse consequences, in each case on or before a specified date and (ii) the date falling six months prior to the specified date referred to in (E)(i); or
- (F) it has or will, prior to the next Interest Determination Date, become unlawful for the Calculation Agent to calculate any payments due to be made to any Noteholder using the relevant Reference Rate (as applicable) (including, without limitation, under the Benchmarks Regulation (EU) 2016/1011, if applicable); or
- (G) the later of (i) the making of a public statement by the supervisor of the administrator of such relevant Reference Rate announcing that such relevant Reference Rate is or will, on or before a specified date, be no longer representative and (ii) the date falling six months prior to the specified date referred to in (i) above.

"Benchmark Amendments" has the meaning given to it in Condition 7(m) (dd).

"Independent Adviser" means an independent financial institution of international repute or other independent financial adviser experienced in the international capital markets, in each case appointed by the Issuer at its own expense under Condition 7(m).

"Relevant Nominating Body" means, in respect of a Reference Rate:

- (A) the central bank, reserve bank, monetary authority or any similar institution for the currency to which the Reference Rate relates, or any central bank or other supervisory authority which is responsible for supervising the administrator of the Reference Rate; or
- (B) any working group or committee sponsored by, chaired or co-chaired by or constituted at the request of (a) the central bank, reserve bank, monetary authority or any similar institution for the currency to which the Reference Rate relates, (b) any central bank or other supervisory authority which is responsible for

supervising the administrator of the Reference Rate, (c) a group of the aforementioned central banks or other supervisory authorities or (d) the Financial Stability Board or any part thereof.

"**Successor Rate**" means a successor to or replacement of the Reference Rate which is formally recommended, or formally provided as an option for parties to adopt, by any Relevant Nominating Body.

8. **Zero Coupon Note Provisions**

- (a) *Application:* This Condition 8 (*Zero Coupon Note Provisions*) is applicable to the Notes only if the Zero Coupon Note Provisions are specified in the relevant Pricing Supplement as being applicable.
- (b) *Late payment on Zero Coupon Notes:* If the Redemption Amount in respect of any Zero Coupon Note upon its becoming due and payable is improperly withheld or refused, the Redemption Amount shall thereafter be an amount equal to the sum of:
 - (i) the Reference Price; and
 - (ii) the product of the Accrual Yield (compounded annually) being applied to the Reference Price on the basis of the relevant Day Count Fraction from (and including) the Issue Date to (but excluding) whichever is the earlier of (i) the day on which all sums due in respect of such Note up to that day are received by or on behalf of the relevant Noteholder and (ii) the day which is seven days after the Principal Paying Agent has notified the Noteholders that it has received all sums due in respect of the Notes up to such seventh day (except to the extent that there is any subsequent default in payment).

9. **Redemption and Purchase**

- (a) *Scheduled redemption:* Unless previously redeemed, or purchased and cancelled, the Notes will be redeemed at their Final Redemption Amount on the Maturity Date, subject as provided in Condition 10 (*Payments – Bearer Notes*) and Condition 11 (*Payments – Registered Notes*).
- (b) *Redemption for tax reasons:* The Notes may be redeemed at the option of the Issuer in whole, but not in part:
 - (i) at any time (if the Floating Rate Note Provisions are not specified in the relevant Pricing Supplement as being applicable); or
 - (ii) on any Interest Payment Date (if the Floating Rate Note Provisions are specified in the relevant Pricing Supplement as being applicable),

on giving not less than 30 nor more than 60 days' notice to the Noteholders, or such other period(s) as may be specified in the relevant Pricing Supplement, (which notice shall be irrevocable), at their Early Redemption Amount, together with interest accrued (if any) to the date fixed for redemption, if:

- (A) the Issuer has or will become obliged to pay additional amounts as provided or referred to in Condition 13 (*Taxation*) or the Guarantor would be unable for reasons outside its control to procure payment by the Issuer and in making payment itself would be required to pay such additional amounts, in each case as a result of any change in, or amendment to, the laws or regulations of the Kingdom of Denmark or any political subdivision or any authority thereof or therein having power to tax, or any change in the application or official interpretation of such laws or regulations (including a holding by a court of competent jurisdiction), which change or amendment becomes effective on or after agreement is reached to issue the first Tranche of the Notes; and

- (B) such obligation cannot be avoided by the Issuer taking reasonable measures available to it,

provided, however, that no such notice of redemption shall be given earlier than:

- (1) where the Notes may be redeemed at any time, 90 days (or such other period as may be specified in the relevant Pricing Supplement) prior to the earliest date on which the Issuer or, as the case may be, the Guarantor, would be obliged to pay such additional amounts if a payment in respect of the Notes were then due; or
- (2) where the Notes may be redeemed only on an Interest Payment Date, 60 days (or such other period as may be specified in the relevant Pricing Supplement) prior to the Interest Payment Date occurring immediately before the earliest date on which the Issuer would be obliged to pay such additional amounts if a payment in respect of the Notes were then due.

Prior to the publication of any notice of redemption pursuant to this Condition, the Issuer shall deliver to the Principal Paying Agent (A) a certificate signed by two directors of the Issuer or, as the case may be, two directors of the Guarantor, stating that the Issuer is entitled to effect such redemption and setting forth a statement of facts showing that the conditions precedent to the right of the Issuer so to redeem have occurred and (B) an opinion of independent legal advisers of recognised standing to the effect that the Issuer or, as the case may be, the Guarantor has or will become obliged to pay such additional amounts as a result of such change or amendment. Upon the expiry of any such notice as is referred to in this Condition 9(b) (*Redemption and Purchase - Redemption for tax reasons*), the Issuer shall be bound to redeem the Notes in accordance with this Condition 9(b) (*Redemption and Purchase - Redemption for tax reasons*).

- (c) *Redemption at the option of the Issuer:* If the Call Option is specified in the relevant Pricing Supplement as being applicable, the Notes may be redeemed at the option of the Issuer in whole or, if so specified in the relevant Pricing Supplement, in part on any Optional Redemption Date (Call) on the Issuer's giving not less than 10 nor more than 30 days' notice to the Noteholders, or such other period(s) as may be specified in the relevant Pricing Supplement (which notice shall be irrevocable and shall, subject to the remaining provisions of this Condition 9(c) below, oblige the Issuer to redeem the Notes or, as the case may be, the Notes specified in such notice on the relevant Optional Redemption Date (Call) at the applicable amount specified in the relevant Pricing Supplement (together, if appropriate, with accrued interest to (but excluding) the relevant Optional Redemption Date (Call)) at one of:
- (i) the Optional Redemption Amount (Call); or
 - (ii) the Make Whole Redemption Price.

The "**Make Whole Redemption Price**" will, in respect of Notes to be redeemed, be:

- (i) if "**Sterling Make Whole Redemption Amount**" is specified as being applicable in the relevant Pricing Supplement an amount equal to the higher of (i) 100 per cent. of the nominal amount outstanding of such Notes and (ii) the nominal amount outstanding of such Notes multiplied by the price (expressed as a percentage), as reported in writing to the Issuer by the Determination Agent (if one is specified in the relevant Pricing Supplement), at which the Gross Redemption Yield on such Notes on the Reference Date is equal to the sum of (x) the Gross Redemption Yield (as determined by reference to the middle market price) at the Quotation Time on the Reference Date of the Reference Bond, plus (y) the Redemption Margin; or
- (ii) if "**Non-Sterling Make Whole Redemption Amount**" is specified as being applicable in the relevant Pricing Supplement an amount equal to the higher of (i) 100 per cent. of the nominal amount outstanding of such Notes and (ii) the nominal amount outstanding of such Notes multiplied by the price (expressed as a percentage), as reported in writing to

the Issuer by the Determination Agent (if applicable), at which the yield for the Remaining Term on such Notes on the Reference Date is equal to the Reference Bond Rate at the Quotation Time on the Reference Date, plus the Redemption Margin, as determined by the Determination Agent.

Any such notice of the redemption of the Notes may, at the Issuer's discretion, be subject to one or more conditions precedent, in which case such notice shall state that, in the Issuer's discretion, the Optional Redemption Date may be delayed until such time as any or all such conditions shall be satisfied (or waived by the Issuer in its sole discretion), or such redemption may not occur and such notice may be rescinded in the event that any or all such conditions shall not have been satisfied (or waived by the Issuer in its sole discretion) by the Optional Redemption Date, or by the Optional Redemption Date so delayed. The Issuer shall notify the Paying Agents and, in accordance with Condition 20 (*Notices*), the Holders of any delay to the Optional Redemption Date or rescindment of the notice of the redemption of the Notes (as applicable).

- (d) *Partial redemption*: If the Notes are to be redeemed in part only on any date in accordance with Condition 9(c) (*Redemption and Purchase - Redemption at the option of the Issuer*), in the case of Bearer Notes, the Notes to be redeemed shall be selected by the drawing of lots in such place as the Principal Paying Agent approves and in such manner as the Principal Paying Agent considers appropriate, subject to compliance with applicable law, the rules of each competent authority, stock exchange and/or quotation system (if any) by which the Notes have then been admitted to listing, trading and/or quotation and the notice to Noteholders referred to in Condition 9(c) (*Redemption and Purchase - Redemption at the option of the Issuer*) shall specify the serial numbers of the Notes so to be redeemed, and, in the case of Registered Notes, each Note shall be redeemed in part in the proportion which the aggregate principal amount of the outstanding Notes to be redeemed on the relevant Optional Redemption Date (Call) bears to the aggregate principal amount of outstanding Notes on such date. If any Maximum Redemption Amount or Minimum Redemption Amount is specified in the relevant Pricing Supplement, then the Optional Redemption Amount (Call) shall in no event be greater than the maximum or be less than the minimum so specified.
- (e) *Redemption upon the occurrence of a Special Redemption Event (Issuer Call)*: If Special Redemption Event (Issuer Call) is specified as applicable in the relevant Pricing Supplement, upon the occurrence of a Special Redemption Event, the relevant Issuer (if the Basis of the Call is specified as being Mandatory in the applicable Pricing Supplement) shall or (if the Basis of the Call is specified as being Optional in the applicable Pricing Supplement) may, on giving not less than 10 nor more than 30 days' notice to Noteholders in accordance with Condition 20 (*Notices*) during the Special Redemption Event Period (as specified in the applicable Pricing Supplement), redeem all (but not some only) of the Notes then outstanding at the Special Redemption Amount (as specified in the relevant Pricing Supplement), together with any interest accrued to, but excluding, the date set for redemption.

All Notes in respect of which any such notice is given shall be redeemed, on the date specified in such notice in accordance with this Condition.

For the purposes of this Condition:

a "**Special Redemption Event**" shall be deemed to have occurred if the Group: (i) has not completed and closed the acquisition of the Acquisition Target (as specified in the relevant Pricing Supplement) by the Special Redemption Longstop Date (as specified in the relevant Pricing Supplement); or (ii) has published an announcement that it no longer intends to pursue the acquisition of the Acquisition Target.

- (f) *Clean-up Call option of the Issuer*: If the Clean-up Call Option is specified in the relevant Pricing Supplement as being applicable, in the event that Notes representing an aggregate amount equal to or exceeding the Minimum Percentage of the Notes then outstanding (which shall include, for these purposes, any further Notes issued pursuant to Condition 19 (*Further Issues*)) have been purchased and cancelled or redeemed by the Issuer (other than as a result of the exercise by the relevant Issuer of its redemption right under Condition 9(c)), the Issuer may, on giving not less than 10 nor more than 30 days' irrevocable notice to the Noteholders (or such other notice period as may be specified hereon), redeem on the date specified in such notice all, but not some only, of the remaining Notes

in that Series at their Early Redemption Amount together with any interest accrued to but excluding the date set for redemption.

- (g) *Redemption at the option of Noteholders*: If the Put Option is specified in the relevant Pricing Supplement as being applicable, the Issuer shall, at the option of the Holder of any Note redeem such Note on the Optional Redemption Date (Put) specified in the relevant Put Option Notice at the relevant Optional Redemption Amount (Put) together with interest (if any) accrued to such date. In order to exercise the option contained in this Condition 9(g) (*Redemption and Purchase - Redemption at the option of Noteholders*), the holder of a Note must, not less than 30 nor more than 60 days before the relevant Optional Redemption Date (Put) (or such other period(s) as may be specified in the relevant Pricing Supplement), deposit with any Paying Agent such Note together with all unmatured Coupons relating thereto and a duly completed Put Option Notice in the form obtainable from any Paying Agent. The Paying Agent with which a Note is so deposited shall deliver a duly completed Put Option Receipt to the depositing Noteholder. No Note, once deposited with a duly completed Put Option Notice in accordance with this Condition 9(g) (*Redemption and Purchase - Redemption at the option of Noteholders*), may be withdrawn; **provided, however, that** if, prior to the relevant Optional Redemption Date (Put), any such Note becomes immediately due and payable or, upon due presentation of any such Note on the relevant Optional Redemption Date (Put), payment of the redemption moneys is improperly withheld or refused, the relevant Paying Agent shall mail notification thereof to the depositing Noteholder at such address as may have been given by such Noteholder in the relevant Put Option Notice and shall hold such Note at its Specified Office for collection by the depositing Noteholder against surrender of the relevant Put Option Receipt. For so long as any outstanding Note is held by a Paying Agent in accordance with this Condition 9(g) (*Redemption and Purchase - Redemption at the option of Noteholders*), the depositor of such Note and not such Paying Agent shall be deemed to be the holder of such Note for all purposes.
- (h) *Redemption at the option of Noteholders following a change of control*: If the Change of Control Put Option is specified in the relevant Pricing Supplement as being applicable, then if at any time while any Note remains outstanding, (i) a Change of Control occurs and (ii) within the Change of Control Period (A) (if at the time that the Change of Control occurs either the Notes are or the Issuer or its debt are rated by a Rating Agency) a Rating Downgrade in respect of that Change of Control occurs, or (B) (if at such time the Notes or the Issuer or its debt are not rated) a Negative Rating Event in respect of that Change of Control occurs, then any Noteholder will have the option (the "**Change of Control Put Option**") (unless, prior to the giving of the Change of Control Notice (as defined below), the Issuer gives notice of its intention to redeem the Notes under Condition 9(b) (*Redemption and Purchase - Redemption for tax reasons*)) to require the Issuer to redeem or, at the Issuer's option, to purchase or procure the purchase of that Note on the Change of Control Optional Redemption Date (as defined below), at its principal amount together with (or, where purchased, together with an amount equal to) accrued interest (if any) up to but excluding the Change of Control Optional Redemption Date.

For the purposes of this Condition:

"**Change of Control**" shall be deemed to have occurred if any person or group of persons acting in concert gains control of the Issuer or if the Issuer ceases to be organised as a Danish co-operative whose members have limited liability (Danish: *andelsselskab med begrænset ansvar*) or an SCE, in each case registered in the Kingdom of Denmark;

"**Change of Control Period**" means the period ending 180 days after the Relevant Announcement Date (or such longer period for which the Notes are under consideration (such consideration having been announced publicly within the period ending 180 days after the Change of Control) for rating review or, as the case may be, rating by a Rating Agency, such period not to exceed 60 days after the public announcement of such consideration);

"**control**" means the power to direct the management and policies or affairs of an entity, directly or indirectly, and whether through the ownership of voting capital, by contract or otherwise;

"**acting in concert**" means acting together pursuant to an agreement or understanding (whether formal or informal);

"Investment Grade Rating" means a rating of BBB- by S&P or Fitch, Baa3 by Moody's (or their respective successor companies) or an equivalent rating for the time being, or better;

A **"Negative Rating Event"** shall be deemed to have occurred if (i) the Issuer does not on or before the 45th Business Day after the relevant Change of Control seek, and use all reasonable endeavours to obtain from a Rating Agency, a rating in respect of the Notes or the Issuer or its debt or (ii) if it does so seek and use such endeavours, it has not at the expiry of the Change of Control Period obtained an Investment Grade Rating, provided that the Rating Agency publicly announces or confirms in writing to the Issuer that its declining to assign an Investment Grade Rating was the result, in whole or in part, of the applicable Change of Control;

"Rating Agency" means each of Standard & Poor's Rating Services, a division of The McGraw-Hill Companies, Inc. ("**S&P**"), Moody's Investors Service Limited ("**Moody's**") and Fitch Ratings Limited ("**Fitch**") and their successors or any other rating agency of equivalent international standing specified from time to time by the Issuer;

A **"Rating Downgrade"** shall be deemed to have occurred in respect of a Change of Control if within the Change of Control Period the rating previously assigned to the Notes by any Rating Agency is (x) withdrawn or (y) changed from an Investment Grade Rating to a non-Investment Grade Rating (BB+ by S&P or Fitch/Ba1 by Moody's, or their equivalent for the time being, or worse) or (z) (if the rating assigned to the Notes by any Rating Agency shall, immediately prior to the Change of Control Period, be below an Investment Grade Rating) lowered one full rating category (for example, from BB+ to BB by S&P or Fitch or Ba1 to Ba2 by Moody's or such similar lower or equivalent rating), provided that a Rating Downgrade otherwise arising by virtue of a particular change in rating shall be deemed not to have occurred in respect of a particular Change of Control if the Rating Agency making the change in rating to which this definition would otherwise apply does not publicly announce or confirm in writing to the Issuer that the reduction was the result, in whole or in part, of any event or circumstance comprised in or arising as a result of, or in respect of, the applicable Change of Control;

"Relevant Announcement Date" means the date that is the earlier of (a) the date of the first public announcement of the relevant Change of Control and (b) the date of the earliest Relevant Potential Change of Control Announcement (if any);

"Relevant Potential Change of Control Announcement" means any public announcement or statement by or on behalf of the Issuer, any actual or potential bidder or any adviser acting on behalf of any actual or potential bidder relating to any potential Change of Control where, within 90 days following the date of such announcement or statement, a Change of Control occurs; and

An **"SCE"** means a European Cooperative Society established in accordance with Council Regulation (EC) No 1435/2003 of 22 July 2003 on the Statute for a European Cooperative Society (SCE), as such may be amended or restated from time to time.

Within three Business Days of the Issuer becoming aware that a Change of Control has occurred, the Issuer shall give notice (a **"Change of Control Notice"**) to the Noteholders in accordance with Condition 20 (*Notices*) specifying the nature of the Change of Control and the circumstances giving rise to it and the procedure for exercising the Change of Control Put Option contained in this Condition.

To exercise the Change of Control Put Option, the Noteholder must deliver to the Issuer, within the period (the **"Change of Control Put Period"**) of 45 days after the day on which the Change of Control Notice is given a duly signed and completed Put Option Notice obtainable from the registered office of the Issuer. The Issuer shall make available to the Noteholder promptly on request a form of the Put Option Notice.

The Issuer shall redeem, or at its option, purchase or procure the purchase of the Notes in respect of which the Change of Control Put Option has been validly exercised as provided above on the date which is the fifth Business Day following the end of the Change of Control Put Period, in accordance with Condition 10 (*Payments – Bearer Notes*) and Condition 11 (*Payments – Registered Notes*) (the **"Change of Control Optional Redemption Date"**). No duly completed Put Option Notice, once so delivered in accordance with this Condition 9(h) (*Redemption and*

Purchase - Redemption at the option of Noteholders following a change of control) may be withdrawn.

If 80 per cent. or more in principal amount of the Notes outstanding at the beginning of the Change of Control Put Period have been redeemed or purchased, the Issuer may, at its option, on not less than 30 nor more than 60 days' notice to the Noteholders given in accordance with Condition 20 (*Notices*) within 30 days after the Change of Control Optional Redemption Date redeem or, at its option, purchase (or procure the purchase of) all (but not some only) of the remaining Notes, as a whole at their principal amount together with interest accrued to but excluding the date of redemption or purchase.

- (i) *No other redemption*: The Issuer shall not be entitled to redeem the Notes otherwise than as provided in Conditions 9(a) (*Redemption and Purchase - Scheduled redemption*) to (e) (*Redemption and Purchase - Redemption at the option of Noteholders following a change of control*.) above.
- (j) *Early redemption of Zero Coupon Notes*: Unless otherwise specified in the relevant Pricing Supplement, the Redemption Amount payable on redemption of a Zero Coupon Note at any time before the Maturity Date shall be an amount equal to the sum of:
 - (i) the Reference Price; and
 - (ii) the product of the Accrual Yield (compounded annually) being applied to the Reference Price from (and including) the Issue Date to (but excluding) the date fixed for redemption or (as the case may be) the date upon which the Note becomes due and payable.

Where such calculation is to be made for a period which is not a whole number of years, the calculation in respect of the period of less than a full year shall be made on the basis of such Day Count Fraction as may be specified in the Pricing Supplement for the purposes of this Condition 9(j) (*Redemption and Purchase - Early redemption of Zero Coupon Notes*) or, if none is so specified, a Day Count Fraction of 30E/360.

- (k) *Purchase*: The Issuer, the Guarantor or any of their respective Subsidiaries may at any time purchase Notes in the open market or otherwise and at any price, **provided that** all unmatured Coupons are purchased therewith. Such Notes may be held, reissued, resold or, at the option of the Issuer, surrendered for cancellation and cancelled.
- (l) *Cancellation*: All Notes so redeemed or purchased and surrendered for cancellation by the Issuer, the Guarantor or any of their respective Subsidiaries and any unmatured Coupons attached to or surrendered with them shall be cancelled and may not be reissued or resold.

10. **Payments – Bearer Notes**

This Condition 10 (*Payments – Bearer Notes*) is only applicable to Bearer Notes.

- (a) *Principal*: Payments of principal shall be made only against presentation and (**provided that** payment is made in full) surrender of Bearer Notes at the Specified Office of any Paying Agent outside the United States by cheque drawn in the currency in which the payment is due on, or by transfer to an account denominated in that currency (or, if that currency is euro, any other account to which euro may be credited or transferred) and maintained by the payee with, a bank in the Principal Financial Centre of that currency.
- (b) *Interest*: Payments of interest shall, subject to Condition 10(h) (*Payments – Bearer Notes - Payments other than in respect of matured Coupons*) below, be made only against presentation and (**provided that** payment is made in full) surrender of the appropriate Coupons at the Specified Office of any Paying Agent outside the United States in the manner described in Condition 10(a) (*Payments – Bearer Notes – Principal*) above.
- (c) *Payments in New York City*: Payments of principal or interest may be made at the Specified Office of a Paying Agent in New York City if (i) the Issuer has appointed Paying Agents outside the United States with the reasonable expectation that such Paying Agents will be able to make payment of the full amount of the interest on the Notes in the currency in which the payment is due

when due, (ii) payment of the full amount of such interest at the offices of all such Paying Agents is illegal or effectively precluded by exchange controls or other similar restrictions and (iii) payment is permitted by applicable United States law.

(d) *Payments subject to fiscal laws:* All payments in respect of the Bearer Notes are subject in all cases to any applicable fiscal or other laws and regulations in the place of payment, but without prejudice to the provisions of Condition 13 (*Taxation*). No commissions or expenses shall be charged to the Noteholders or Couponholders in respect of such payments.

(e) *Deductions for unmatured Coupons:* If the relevant Pricing Supplement specifies that the Fixed Rate Note Provisions are applicable and a Bearer Note is presented without all unmatured Coupons relating thereto:

(i) if the aggregate amount of the missing Coupons is less than or equal to the amount of principal due for payment, a sum equal to the aggregate amount of the missing Coupons will be deducted from the amount of principal due for payment; **provided, however, that** if the gross amount available for payment is less than the amount of principal due for payment, the sum deducted will be that proportion of the aggregate amount of such missing Coupons which the gross amount actually available for payment bears to the amount of principal due for payment;

(ii) if the aggregate amount of the missing Coupons is greater than the amount of principal due for payment:

(A) so many of such missing Coupons shall become void (in inverse order of maturity) as will result in the aggregate amount of the remainder of such missing Coupons (the "**Relevant Coupons**") being equal to the amount of principal due for payment; **provided, however, that** where this sub-paragraph would otherwise require a fraction of a missing Coupon to become void, such missing Coupon shall become void in its entirety; and

(B) a sum equal to the aggregate amount of the Relevant Coupons (or, if less, the amount of principal due for payment) will be deducted from the amount of principal due for payment; **provided, however, that**, if the gross amount available for payment is less than the amount of principal due for payment, the sum deducted will be that proportion of the aggregate amount of the Relevant Coupons (or, as the case may be, the amount of principal due for payment) which the gross amount actually available for payment bears to the amount of principal due for payment.

Each sum of principal so deducted shall be paid in the manner provided in Condition 10(a) (*Payments – Bearer Notes – Principal*) above against presentation and (**provided that** payment is made in full) surrender of the relevant missing Coupons.

(f) *Unmatured Coupons void:* If the relevant Pricing Supplement specifies that the Floating Rate Note Provisions are applicable, on the due date for final redemption of any Note or early redemption in whole of such Note pursuant to Condition 9(b) (*Redemption and Purchase - Redemption for tax reasons*), Condition 9(c) (*Redemption and Purchase - Redemption at the option of the Issuer*), Condition 9(e) (*Redemption upon the occurrence of a Special Redemption Event (Issuer Call)*), Condition 9(f) (*Clean-up Call option of the Issuer*), Condition 9(g) (*Redemption and Purchase - Redemption at the option of Noteholders*), Condition 9(h) (*Redemption and Purchase – Redemption at the option of Noteholders following a change of control*), or Condition 14 (*Events of Default*), all unmatured Coupons relating thereto (whether or not still attached) shall become void and no payment will be made in respect thereof.

(g) *Payments on business days:* If the due date for payment of any amount in respect of any Bearer Note or Coupon is not a Payment Business Day in the place of presentation, the holder shall not be entitled to payment in such place of the amount due until the next succeeding Payment Business Day in such place and shall not be entitled to any further interest or other payment in respect of any such delay.

- (h) *Payments other than in respect of matured Coupons:* Payments of interest other than in respect of matured Coupons shall be made only against presentation of the relevant Bearer Notes at the Specified Office of any Paying Agent outside the United States (or in New York City if permitted by Condition 10(c)) (*Payments – Bearer Notes - Payments in New York City*) above).
- (i) *Partial payments:* If a Paying Agent makes a partial payment in respect of any Note or Coupon presented to it for payment, such Paying Agent will endorse thereon a statement indicating the amount and date of such payment.
- (j) *Exchange of Talons:* On or after the maturity date of the final Coupon which is (or was at the time of issue) part of a Coupon Sheet relating to the Notes, the Talon forming part of such Coupon Sheet may be exchanged at the Specified Office of the Principal Paying Agent for a further Coupon Sheet (including, if appropriate, a further Talon but excluding any Coupons in respect of which claims have already become void pursuant to Condition 15 (*Prescription*)). Upon the due date for redemption of any Note, any unexchanged Talon relating to such Note shall become void and no Coupon will be delivered in respect of such Talon.

11. **Payments - Registered Notes**

This Condition 11 (*Payments – Registered Notes*) is only applicable to Registered Notes.

- (a) *Principal:* Payments of principal shall be made by cheque drawn in the currency in which the payment is due, drawn on, or, upon application by a Holder of a Registered Note to the Specified Office of the Principal Paying Agent not later than the fifteenth day before the due date for any such payment, by transfer to an account denominated in that currency (or, if that currency is euro, any other account to which euro may be credited or transferred) and maintained by the payee with, a bank in the Principal Financial Centre of that currency (in the case of a sterling cheque, a town clearing branch of a bank in the City of London) and (in the case of redemption) upon surrender (or, in the case of part payment only, endorsement) of the relevant Note Certificates at the Specified Office of any Paying Agent.
- (b) *Interest:* Payments of interest shall be made by cheque drawn in the currency in which the payment is due drawn on, or, upon application by a Holder of a Registered Note to the Specified Office of the Principal Paying Agent not later than the fifteenth day before the due date for any such payment, by transfer to an account denominated in that currency (or, if that currency is euro, any other account to which euro may be credited or transferred) and maintained by the payee with, a bank in the Principal Financial Centre of that currency (in the case of a sterling cheque, a town clearing branch of a bank in the City of London) and (in the case of interest payable on redemption) upon surrender (or, in the case of part payment only, endorsement) of the relevant Note Certificates at the Specified Office of any Paying Agent.
- (c) *Payments subject to fiscal laws:* All payments in respect of the Registered Notes are subject in all cases to any applicable fiscal or other laws and regulations in the place of payment, but without prejudice to the provisions of Condition 13 (*Taxation*). No commissions or expenses shall be charged to the Noteholders in respect of such payments.
- (d) *Payments on business days:* Where payment is to be made by transfer to an account, payment instructions (for value the due date, or, if the due date is not Payment Business Day, for value the next succeeding Payment Business Day) will be initiated and, where payment is to be made by cheque, the cheque will be mailed (i) (in the case of payments of principal and interest payable on redemption) on the later of the due date for payment and the day on which the relevant Note Certificate is surrendered (or, in the case of part payment only, endorsed) at the Specified Office of a Paying Agent and (ii) (in the case of payments of interest payable other than on redemption) on the due date for payment. A Holder of a Registered Note shall not be entitled to any interest or other payment in respect of any delay in payment resulting from (A) the due date for a payment not being a Payment Business Day or (B) a cheque mailed in accordance with this Condition 11 (*Payments – Registered Notes*) arriving after the due date for payment or being lost in the mail.
- (e) *Partial payments:* If a Paying Agent makes a partial payment in respect of any Registered Note, the Issuer shall procure that the amount and date of such payment are noted on the Register and, in

the case of partial payment upon presentation of a Note Certificate, that a statement indicating the amount and the date of such payment is endorsed on the relevant Note Certificate.

- (f) *Record date:* Each payment in respect of a Registered Note will be made to the person shown as the Holder in the Register at the opening of business in the place of the Registrar's Specified Office on the fifteenth day before the due date for such payment (the "**Record Date**"). Where payment in respect of a Registered Note is to be made by cheque, the cheque will be mailed to the address shown as the address of the Holder in the Register at the opening of business on the relevant Record Date.

12. **Payments - General**

Payments will be subject in all cases to (i) any fiscal or other laws and regulations applicable thereto in the place of payment or other laws and regulations to which the Issuer, the Guarantor or their Agents are subject, but without prejudice to the provisions of Condition 13 (*Taxation*) and (ii) any withholding or deduction required pursuant to an agreement described in Section 1471(b) of the US Internal Revenue Code of 1986 (the "**Code**") or otherwise imposed pursuant to Sections 1471 through 1474 of the Code, any regulations or agreements thereunder, any official interpretations thereof, or any law implementing an intergovernmental approach thereto.

13. **Taxation**

- (a) *Gross up:* All payments of principal and interest in respect of the Notes and the Coupons by or on behalf of the Issuer or the Guarantor shall be made free and clear of, and without withholding or deduction for or on account of, any present or future taxes, duties, assessments or governmental charges of whatever nature imposed, levied, collected, withheld or assessed by or on behalf of the Kingdom of Denmark or any political subdivision therein or any authority therein or thereof having power to tax, unless the withholding or deduction of such taxes, duties, assessments, or governmental charges is required by law. In that event, the Issuer or (as the case may be) the Guarantor shall pay such additional amounts as will result in receipt by the Noteholders and the Couponholders after such withholding or deduction of such amounts as would have been received by them had no such withholding or deduction been required, except that no such additional amounts shall be payable in respect of any Note or Coupon presented for payment:

- (i) in the Kingdom of Denmark; or
- (ii) by or on behalf of a Holder which is liable to such taxes, duties, assessments or governmental charges in respect of such Note or Coupon by reason of its having some connection with the jurisdiction by which such taxes, duties, assessments or charges have been imposed, levied, collected, withheld or assessed other than the mere holding of the Note or Coupon; or
- (iii) more than 30 days after the Relevant Date except to the extent that the holder of such Note or Coupon would have been entitled to such additional amounts on presenting such Note or Coupon for payment on the last day of such period of 30 days; or
- (iv) where such withholding or deduction is required pursuant to an agreement described in Section 1471(b) of the Code or otherwise imposed pursuant to Sections 1471 through 1474 of the Code, any regulations or agreements thereunder, any official interpretations thereof, or any law implementing an intergovernmental approach thereto.

- (b) *Taxing jurisdiction:* If the Issuer or the Guarantor becomes subject at any time to any taxing jurisdiction other than the Kingdom of Denmark, references in these Conditions to the Kingdom of Denmark shall be construed as references to the Kingdom of Denmark and/or such other jurisdiction.

14. **Events of Default**

If any of the following events occurs:

- (a) *Non-payment:* the Issuer fails to pay any amount of principal in respect of the Notes on the due date for payment thereof or fails to pay any amount of interest in respect of the Notes on the due

date for payment thereof and the default continues for a period of 7 days (in the case of principal) or 14 days (in the case of interests); or

(b) *Breach of other obligations*: the Issuer or the Guarantor defaults in the performance or observance of any of its other obligations under or in respect of the Notes or the Guarantee of the Notes and such default remains unremedied for 30 days after written notice thereof, addressed to the Issuer and the Guarantor by any Noteholder, has been delivered to the Issuer and the Guarantor (with a copy to the Principal Paying Agent); or

(c) *Cross-default of Issuer, Guarantor or Material Subsidiary*:

Subject to an aggregate threshold of EUR 50,000,000:

(i) any Indebtedness of the Issuer, the Guarantor or any Material Subsidiary is not paid when due or (as the case may be) within any originally applicable grace period;

(ii) any such Indebtedness becomes due and payable prior to its stated maturity otherwise than at the option of the Issuer, the Guarantor or (as the case may be) the relevant Material Subsidiary or (**provided that** no event of default, howsoever described, has occurred) any Person entitled to such Indebtedness; or

(iii) the Issuer, the Guarantor or any of any Material Subsidiary fails to pay when due any amount payable by it under any Guarantee of any Indebtedness;

"Material Subsidiary" means, at any particular time, a Subsidiary of Arla Foods amba whose revenue, EBITDA or total assets as shown in the most recent audited financial statements represent 10 per cent. or more of the consolidated revenue, EBITDA or total assets of Arla Foods amba as calculated by reference to the most recent consolidated audited financial statements of the Arla Foods amba.

(d) *Unsatisfied judgment*: one or more judgment(s) or order(s) by a court of competent jurisdiction from which there is no right of appeal is rendered against the Issuer, the Guarantor or any of their respective Material Subsidiaries and continue(s) unsatisfied and unstayed for a period of 30 days after the date(s) thereof or, if later, the date therein specified for payment, in an amount in excess of EUR 50,000,000 (or its equivalent in any other currency or currencies); or

(e) *Security enforced*: a secured party takes possession, or a receiver, manager or other similar officer is appointed, of the whole or any part of the undertaking, assets and revenues of the Issuer, the Guarantor or any of their respective Material Subsidiaries provided that such security secures Indebtedness in an amount exceeding EUR 50,000,000 (or its equivalent in any other currencies); or

(f) *Insolvency etc.*: (i) the Issuer, the Guarantor or any of their respective Material Subsidiaries becomes insolvent or is unable to pay its debts as they fall due, (ii) an administrator, reconstructor (*rekonstruktør*) or liquidator of the Issuer, the Guarantor or any of their respective Material Subsidiaries or the whole or any part of the undertaking, assets and revenues of the Issuer, the Guarantor or any of their respective Material Subsidiaries is appointed (or application for any such appointment is made), (iii) the Issuer, the Guarantor or any of their respective Material Subsidiaries takes any action for a readjustment or deferment of any of its obligations or makes a general assignment or an arrangement or composition with or for the benefit of its creditors or declares a moratorium in respect of any of its Indebtedness or any Guarantee of any Indebtedness given by it or (iv) the Issuer or the Guarantor ceases or threatens to cease to carry on all, or substantially all, of its business save (A) for the purposes of any reorganisation, amalgamation, adjustment or restructuring of the Group whilst solvent; or (B) on terms previously approved by an Extraordinary Resolution; or

(g) *Winding up etc.*: an order is made or an effective resolution is passed for the winding up, liquidation or dissolution of the Issuer, the Guarantor or any of their respective Material Subsidiaries; or

(h) *Analogous event*: any event occurs which under the laws of the Kingdom of Denmark has an analogous effect to any of the events referred to in Conditions 14(d) (*Events of Default – Unsatisfied judgment*) to (g) (*Events of Default – Winding up etc.*) above; or

- (i) *Failure to take action etc.:* any action, condition or thing at any time required to be taken, fulfilled or done in order (i) to enable the Issuer and the Guarantor lawfully to enter into, exercise their respective rights and perform and comply with their respective obligations under and in respect of the Notes and the Deed of Guarantee, (ii) to ensure that those obligations are legal, valid, binding and enforceable and (iii) to make the Notes, the Coupons and the Deed of Guarantee admissible in evidence in the courts of the Kingdom of Denmark is not taken, fulfilled or done; or
- (j) *Unlawfulness:* it is or will become unlawful for the Issuer or the Guarantor to perform or comply with any of its obligations under or in respect of the Notes or the Deed of Guarantee; or
- (k) *Guarantee not in force:* the Deed of Guarantee is not (or is claimed by the Guarantor not to be) in full force and effect,

then any Note may, by written notice addressed by the Holder thereof to the Issuer and the Guarantor and delivered to the Issuer and the Guarantor (with a copy to the Principal Paying Agent), be declared immediately due and payable, whereupon it shall become immediately due and payable at its Early Termination Amount together with accrued interest (if any) without further action or formality.

15. **Prescription**

Claims for principal in respect of Bearer Notes shall become void unless the relevant Notes are presented for payment within ten years of the appropriate Relevant Date. Claims for interest in respect of Bearer Notes shall become void unless the relevant Coupons are presented for payment within five years of the appropriate Relevant Date. Claims for principal in respect of Registered Notes shall become void unless the relevant Note Certificates are surrendered for payment within ten years of the appropriate Relevant Date. Claims for interest in respect of Registered Notes shall become void unless the relevant Note Certificates are presented for payment within five years of the appropriate Relevant Date.

16. **Replacement of Notes and Coupons**

If any Note, Note Certificate or Coupon is lost, stolen, mutilated, defaced or destroyed, it may be replaced at the Specified Office of the Principal Paying Agent, in the case of Bearer Notes, or the Registrar, in the case of Registered Notes (and, if the Notes are then admitted to listing, trading and/or quotation by any competent authority, stock exchange and/or quotation system which requires the appointment of a Paying Agent or Transfer Agent in any particular place, the Paying Agent or Transfer Agent having its Specified Office in the place required by such competent authority, stock exchange and/or quotation system), or, if specified in the Pricing Supplement, the Replacement Agent referred to therein, subject to all applicable laws and competent authority, stock exchange and/or quotation system requirements, upon payment by the claimant of the expenses incurred in connection with such replacement and on such terms as to evidence, security, indemnity and otherwise as the Issuer may reasonably require. Mutilated or defaced Notes, Note Certificates or Coupons must be surrendered before replacements will be issued.

17. **Agents**

In acting under the Agency Agreement and in connection with the Notes and the Coupons, the Paying Agents act solely as agents of the Issuer and the Guarantor and do not assume any obligations towards or relationship of agency or trust for or with any of the Noteholders or Couponholders.

The initial Paying Agents and their initial Specified Offices are listed below. The initial Calculation Agent (if any) is specified in the relevant Pricing Supplement. The Issuer and the Guarantor reserve the right at any time to vary or terminate the appointment of any Paying Agent and to appoint a successor principal paying agent or Calculation Agent and additional or successor paying agents; **provided, however, that:**

- (a) the Issuer and the Guarantor shall at all times maintain a principal paying agent and, so long as any Registered Notes are outstanding, a registrar;

- (b) if a Calculation Agent is specified in the relevant Pricing Supplement, the Issuer and the Guarantor shall at all times maintain a Calculation Agent; and
- (c) if and for so long as the Notes are admitted to listing, trading and/or quotation by any competent authority, stock exchange and/or quotation system which requires the appointment of a Paying Agent and/or a Transfer Agent in any particular place, the Issuer and the Guarantor shall maintain a Paying Agent and/or a Transfer Agent having its Specified Office in the place required by such competent authority, stock exchange and/or quotation system.

Notice of any change in any of the Paying Agents or in their Specified Offices shall promptly be given to the Noteholders.

18. **Meetings of Noteholders; Modification and Waiver**

- (a) *Meetings of Noteholders:* The Agency Agreement contains provisions for convening meetings of Noteholders to consider matters relating to the Notes, including the modification of any provision of these Conditions. Any such modification may be made if sanctioned by an Extraordinary Resolution. Such a meeting may be convened by the Issuer and the Guarantor (acting together) and shall be convened by them upon the request in writing of Noteholders holding not less than one-tenth of the aggregate principal amount of the outstanding Notes. The quorum at any meeting convened to vote on an Extraordinary Resolution will be two or more Persons holding or representing one more than half of the aggregate principal amount of the outstanding Notes or, at any adjourned meeting, two or more Persons being or representing Noteholders whatever the principal amount of the Notes held or represented; **provided, however, that** Reserved Matters may only be sanctioned by an Extraordinary Resolution passed at a meeting of Noteholders at which two or more Persons holding or representing not less than three-quarters or, at any adjourned meeting, one quarter of the aggregate principal amount of the outstanding Notes form a quorum. Any Extraordinary Resolution duly passed at any such meeting shall be binding on all the Noteholders and Couponholders, whether present or not.

Any such meeting of the Noteholders may be convened at a physical location, or such other method (which may include, without limitation, a conference call or video conference) as the Fiscal Agent may determine in accordance with the provisions of the Agency Agreement.

In addition, a resolution in writing signed by or on behalf of all Noteholders who for the time being are entitled to receive notice of a meeting of Noteholders will take effect as if it were an Extraordinary Resolution. Such a resolution in writing may be contained in one document or several documents in the same form, each signed by or on behalf of one or more Noteholders.

- (b) *Modification:* The Notes, these Conditions and the Deed of Guarantee may be amended without the consent of the Noteholders or the Couponholders to correct a manifest error. In addition, the parties to the Agency Agreement may agree to modify any provision thereof, but the Issuer and the Guarantor shall not agree, without the consent of the Noteholders, to any such modification unless it is of a formal, minor or technical nature, it is made to correct a manifest error or it is, in the opinion of such parties, not materially prejudicial to the interests of the Noteholders.

19. **Further Issues**

The Issuer may from time to time, without the consent of the Noteholders or the Couponholders, create and issue further notes having the same terms and conditions as the Notes in all respects (or in all respects except for the first payment of interest) so as to form a single series with the Notes.

20. **Notices**

- (a) *Bearer Notes:* Notices to the Holders of Bearer Notes shall be valid if published in a leading English language daily newspaper published in London (which is expected to be the *Financial Times*) or, if such publication is not practicable, in a leading English language daily newspaper having general circulation in Europe. Any such notice shall be deemed to have been given on the date of first publication (or if required to be published in more than one newspaper, on the first date on which publication shall have been made in all the required newspapers). Couponholders

shall be deemed for all purposes to have notice of the contents of any notice given to the Noteholders.

- (b) *Registered Notes*: Notices to the Holders of Registered Notes shall be sent to them by first class mail (or its equivalent) or (if posted to an overseas address) by airmail at their respective addresses on the Register or, if such publication is not practicable, in a leading English language daily newspaper having general circulation in Europe. Any such notice shall be deemed to have been given on the fourth day after the date of mailing.

21. **Currency Indemnity**

If any sum due from the Issuer in respect of the Notes or the Coupons or any order or judgment given or made in relation thereto has to be converted from the currency (the "**first currency**") in which the same is payable under these Conditions or such order or judgment into another currency (the "**second currency**") for the purpose of (a) making or filing a claim or proof against the Issuer, (b) obtaining an order or judgment in any court or other tribunal or (c) enforcing any order or judgment given or made in relation to the Notes, the Issuer shall indemnify each Noteholder, on the written demand of such Noteholder addressed to the Issuer and delivered to the Issuer (with a copy to the Principal Paying Agent), against any loss suffered as a result of any discrepancy between (i) the rate of exchange used for such purpose to convert the sum in question from the first currency into the second currency and (ii) the rate or rates of exchange at which such Noteholder may in the ordinary course of business purchase the first currency with the second currency upon receipt of a sum paid to it in satisfaction, in whole or in part, of any such order, judgment, claim or proof.

This indemnity constitutes a separate and independent obligation of the Issuer and shall give rise to a separate and independent cause of action.

22. **Rounding**

For the purposes of any calculations referred to in these Conditions (unless otherwise specified in these Conditions or the relevant Pricing Supplement), (a) all percentages resulting from such calculations will be rounded, if necessary, to the nearest one hundred-thousandth of a percentage point (with 0.000005 per cent. being rounded up to 0.00001 per cent.), (b) all United States dollar amounts used in or resulting from such calculations will be rounded to the nearest cent (with one half cent being rounded up), (c) all Japanese Yen amounts used in or resulting from such calculations will be rounded downwards to the next lower whole Japanese Yen amount, and (d) all amounts denominated in any other currency used in or resulting from such calculations will be rounded to the nearest two decimal places in such currency, with 0.005 being rounded upwards.

23. **Governing Law and Jurisdiction**

- (a) *Governing law*: The Notes and any non-contractual obligations arising out of or in connection with the Notes are governed by English law.
- (b) *English courts*: The courts of England have exclusive jurisdiction to settle any dispute (a "**Dispute**") arising out of or in connection with the Notes (including any non-contractual obligation arising out of or in connection with the Notes).
- (c) *Appropriate forum*: The Issuer agrees that the courts of England are the most appropriate and convenient courts to settle any Dispute and, accordingly, that it will not argue to the contrary.
- (d) *Rights of the Noteholders to take proceedings outside England*: Notwithstanding Condition 23(a) (*English courts*) any Noteholder may take proceedings relating to a Dispute ("**Proceedings**") in any other court of a Member State under the Brussels Ia Regulation or of a State that is a party to the Lugano II Convention. To the extent allowed by law, any Noteholder may take concurrent Proceedings in any number of the jurisdictions identified in this Condition 23 (*Governing Law and Jurisdiction*) are competent to hear those Proceedings.

In this sub-condition 23 (d), "**Brussels Ia Regulation**" means Regulation (EU) No 1215/2012 of the European Parliament and of the Council of 12 December 2012 on jurisdiction and the recognition and enforcement of judgments in civil and commercial matters, as amended; and

"Lugano II Convention" means the Convention on jurisdiction and the recognition and enforcement of judgments in civil and commercial matters, signed on 30 October 2007.

- (e) *Process agent*: The Issuer agrees that the documents which start any Proceedings and any other documents required to be served in relation to those Proceedings may be served on it by being delivered to Arla Foods Limited at Arla House, 4 Savannah Way, Leeds Valley Park, Leeds LS10 1AB or, if different, its registered office for the time being or at any address of the Issuer in England at which process may be served on it in accordance with the Companies Act 2006. If such person is not or ceases to be effectively appointed to accept service of process on behalf of the Issuer, the Issuer shall, on the written demand of any Noteholder addressed and delivered to the Issuer (with a copy to the Principal Paying Agent) appoint a further person in England to accept service of process on its behalf and, failing such appointment within 15 days, any Noteholder shall be entitled to appoint such a person by written notice addressed to the Issuer and delivered to the Issuer or to the Specified Office of the Principal Paying Agent. Nothing in Condition 23(e) (*Governing Law and Jurisdiction – Process agent*) shall affect the right of any Noteholder to serve process in any other manner permitted by law. This Condition applies to Proceedings in England and to Proceedings elsewhere.

USE OF PROCEEDS

Each Issuer will use an amount equal to the net proceeds from the issue of each Series of Notes for its general corporate purposes, unless otherwise specified in the applicable Pricing Supplement.

In particular, if the applicable Pricing Supplement in respect of any Notes specifies that they are issued as Green Bonds, Sustainability Bonds or Social Bonds, the relevant Issuer intends to apply an amount equal to the net proceeds from the issue of such Notes to finance or re-finance eligible projects that have been evaluated and selected by Arla Foods in accordance with Arla Foods's Green Finance/Sustainability Framework ("**Eligible Projects**"). The Green Finance/Sustainability Framework is available for viewing on Arla Foods's website at <https://www.arla.com/company/investor/sustainable-financing-framework/>.

Arla Foods has obtained a Second-Party Opinion from Sustainalytics, an external environmental, social and corporate governance research and analysis provider, to confirm the Green Finance/Sustainability Framework's alignment with the International Capital Market Association's Sustainability Bond Guidelines 2018. The Second Party Opinion is available for viewing on Arla Foods's website at <https://www.arla.com/company/investor/sustainable-financing-framework/>. Arla Foods may update or revise the Green Finance/Sustainability Framework from time to time and the current Second Party Opinion will not apply to any future frameworks prepared by Arla Foods. If Arla Foods obtains a new second party opinion from a provider in respect of any such updated or revised Green Finance/Sustainability Framework, it is expected to be made available for viewing on Arla Foods's website at <https://www.arla.com/company/investor/sustainable-financing-framework/>.

Eligible Projects have been (or will be, as the case may be) selected by the Arla Foods from time to time in accordance with the categorisation of eligibility for Green Bonds, Social Bonds or Sustainability Bonds set out in the Green Finance/Sustainability Framework which sets out the added criteria required for such issuances. The criteria for qualification as Eligible Projects under the Green Finance/Sustainability Framework may change from time to time. Arla Foods may, from time to time and in its sole discretion, make appropriate updates to the Green Finance/Sustainability Framework in order to reflect best market practice. Any updates to the Green Finance/Sustainability Framework will be available on Arla Foods's website.

Decisions relating to the choice and financing of Eligible Projects will be made by a specific committee of Arla Foods comprising members of the treasury and corporate social responsibility team. Arla Foods has established a Sustainable Financing Register for the purpose of monitoring the Eligible Projects and the allocation of proceeds to such Eligible Projects. The Green Finance/Sustainability Framework provides that any proceeds of Green Bonds, Social Bonds or Sustainability Bonds that are not yet allocated to Eligible Projects will be held in accordance with Arla Foods's normal liquidity management policy.

Arla Foods will publish a yearly report which will describe the use of proceeds and adherence to the criteria set out in the Green Finance/Sustainability Framework. The report will include details of the Eligible Projects including information on certain key environmental indicators (such as energy consumption, greenhouse gas emissions, sustainability of packaging, water use/savings and milk yields) and will be generally available on Arla Foods's website at <https://www.arla.com/company/investor/sustainable-financing-framework/> for so long as any Issuer has Green Bonds, Social Bonds or Sustainability Bonds outstanding.

No assurance or representation is given as to the suitability or reliability for any purpose whatsoever of any opinion, review, certification or post-issuance report of any third party (whether or not solicited by the Issuers) which may be made available in connection with the issue of any Green Bonds, Social Bonds or Sustainability Bonds and in particular with any Eligible Projects to fulfil any environmental, sustainability, social and/or other criteria. For the avoidance of doubt, neither any such opinion, review, certification or post-issuance report nor the Green Finance/Sustainability Framework are, nor shall be deemed to be, incorporated in and/or form part of this Base Listing Particular. Neither such opinion, review, certification or post-issuance report nor the Green Finance/Sustainability Framework are, nor should be deemed to be, a recommendation by the Issuers, the Guarantor or any of the Dealers or any other person to buy, sell or hold any such Green Bonds, Social Bonds or Sustainability Bonds. Any such opinion, review, certification or post-issuance report is only current as at the date that opinion, review, certification or post-issuance report was initially issued. Prospective investors must determine for themselves the relevance of any such opinion, review, certification or post-issuance report and/or the information contained therein and/or the provider of such opinion, review, certification or post-issuance report for the purpose of any investment in

such Green Bonds, Social Bonds or Sustainability Bonds. Currently, the providers of such opinions, reviews, certifications and post-issuance report are not subject to any specific regulatory or other regime or oversight. Prospective investors in any Green Bonds, Social Bonds or Sustainability Bonds should also refer to the risk factor above headed, "*Notes issued as Green Bonds, Sustainability Bonds or Social Bonds with a specific use of proceeds may not meet investor expectations or requirements*".

FORM OF PRICING SUPPLEMENT

The Pricing Supplement in respect of each Tranche of Notes will be substantially in the following form, duly completed to reflect the particular terms of the relevant Notes and their issue. Text in this section appearing in italics does not form part of the form of the Pricing Supplement but denotes directions for completing the Pricing Supplement.

[PROHIBITION OF SALES TO EEA RETAIL INVESTORS – The Notes are not intended to be offered, sold or otherwise made available to and should not be offered, sold or otherwise made available to any retail investor in the European Economic Area ("**EEA**"). For these purposes, a retail investor means a person who is one (or more) of: (i) a retail client as defined in point (11) of Article 4(1) of Directive 2014/65/EU (as amended, "**EU MiFID II**"); or (ii) a customer within the meaning of Directive (EU) 2016/97 (the "**EU Insurance Distribution Directive**"), where that customer would not qualify as a professional client as defined in point (10) of Article 4(1) of EU MiFID II. Consequently, no key information document required by Regulation (EU) No 1286/2014 (the "**EU PRIIPs Regulation**") for offering or selling the Notes or otherwise making them available to retail investors in the EEA has been prepared and therefore offering or selling the Notes or otherwise making them available to any retail investor in the EEA may be unlawful under the EU PRIIPs Regulation.]

[PROHIBITION OF SALES TO UK RETAIL INVESTORS – The Notes are not intended to be offered, sold, distributed or otherwise made available to and should not be offered, sold, distributed or otherwise made available to any retail investor in the United Kingdom ("**UK**"). For these purposes, a retail investor means a person who is either one (or both) of the following: (i) not a professional client, as defined in point (8) of Article 2(1) of Regulation (EU) No 600/2014 as it forms part of domestic law by virtue of the European Union (Withdrawal) Act 2018 ("**EUWA**"); or (ii) not a qualified investor as defined in paragraph 15 of Schedule 1 to the Public Offers and Admissions to Trading Regulations 2024. Consequently, no disclosure document required by the FCA Product Disclosure Sourcebook ("**DISC**") for offering, selling or distributing the Notes or otherwise making them available to retail investors in the UK has been prepared and therefore offering, selling or distributing the Notes or otherwise making them available to any retail investor in the UK may be unlawful under DISC and the Consumer Composite Investments (Designated Activities) Regulations 2024.]

[EU MIFID II product governance / Professional investors and ECPs only target market – Solely for the purposes of [the/each] manufacturer's product approval process, the target market assessment in respect of the Notes has led to the conclusion that: (i) the target market for the Notes is eligible counterparties and professional clients only, each as defined in [Directive 2014/65/EU (as amended, "**EU MiFID II**")] [EU MiFID II]; or (ii) all channels for distribution of the Notes to eligible counterparties and professional clients are appropriate. [*Consider any negative target market*] Any person subsequently offering, selling or recommending the Notes (a "**distributor**") should take into consideration the manufacturer['s/s'] target market assessment; however, a distributor subject to EU MiFID II is responsible for undertaking its own target market assessment in respect of the Notes (by either adopting or refining the manufacturer['s/s'] target market assessment) and determining appropriate distribution channels.]

[UK MIFIR product governance / Professional investors and ECPs only target market – Solely for the purposes of [the/each] manufacturer's product approval process, the target market assessment in respect of the Notes has led to the conclusion that: (i) the target market for the Notes is only eligible counterparties, as defined in the FCA Handbook Conduct of Business Sourcebook ("**COBS**"), and professional clients, as defined in Regulation (EU) No 600/2014 as it forms part of domestic law by virtue of the [European Union (Withdrawal) Act 2018][EUWA] ("**UK MiFIR**"); and (ii) all channels for distribution of the Notes to eligible counterparties and professional clients are appropriate. [*Consider any negative target market*]. Any person subsequently offering, selling or recommending the Notes (a "**distributor**") should take into consideration the manufacturer['s/s'] target market assessment; however, a distributor subject to the FCA Handbook Product Intervention and Product Governance Sourcebook (the "**UK MiFIR Product Governance Rules**") is responsible for undertaking its own target market assessment in respect of the Notes (by either adopting or refining the manufacturer['s/s'] target market assessment) and determining appropriate distribution channels.]

[Singapore Securities and Futures Act Product Classification – Solely for the purposes of its obligations pursuant to Sections 309B(1)(a) and 309B(1)(c) of the Securities and Futures Act 2001) of Singapore (as modified or amended from time to time, the "**SFA**"), the Issuer has determined, and hereby notifies all relevant persons (as defined in Section 309A of the SFA) that the Notes are ["prescribed capital markets

products "]/["capital markets products other than prescribed capital markets products"] (as defined in the Securities and Futures (Capital Markets Products) Regulations 2018).]

Pricing Supplement dated [•]

[Arla Foods amba]/[Arla Foods Finance A/S]
Issue of [Aggregate Nominal Amount of Tranche] [Title of Notes]

[Guaranteed by Arla Foods amba]
under the EUR 3,000,000,000 Euro Medium Term Note Programme

The Base Listing Particulars referred to below (as completed by this Pricing Supplement) has been prepared on the basis that any offer of Notes in any Member State of the European Economic Area (each, a "**Member State**") will be made pursuant to an exemption under the EU Prospectus Regulation in that Member State, from the requirement to publish a prospectus for offers of the Notes. Accordingly, any person making or intending to make an offer in that Member State of the Notes may only do so in circumstances in which no obligation arises for the Issuer or any Dealer to publish a prospectus pursuant to Article 3 of the EU Prospectus Regulation or supplement a prospectus pursuant to Article 23 of the EU Prospectus Regulation, in each case, in relation to such offer. Neither the Issuer nor any Dealer has authorised, nor do they authorise, the making of any offer of Notes in any other circumstances. The expression "**EU Prospectus Regulation**" means Regulation (EU) 2017/1129.

PART A – CONTRACTUAL TERMS

Terms used herein shall be deemed to be defined as such for the purposes of the Conditions (the "**Conditions**") set forth in the Base Listing Particulars dated 8 May 2026 [and the supplemental Base Listing Particulars dated [•]] which [together] constitute[s] a base listing particulars (the "**Base Listing Particulars**"). This document constitutes the Pricing Supplement of the Notes described herein and must be read in conjunction with the Base Listing Particulars.

Full information on the Issuer[, the Guarantor] and the offer of the Notes is only available on the basis of the combination of this Pricing Supplement and the Base Listing Particulars. The Base Listing Particulars is available for viewing at <http://www.arla.com/company/investor/> and copies may be obtained during normal business hours from the Issuer's registered office at Sønderhøj 14, 8260 Viby J, Denmark.

[The following alternative language applies if the first tranche of an issue which is being increased was issued under a Base Listing Particulars with an earlier date.]

Terms used herein shall be deemed to be defined as such for the purposes of the Conditions (the "**Conditions**") set forth in the Base Listing Particulars dated [original date]. This document constitutes the Pricing Supplement of the Notes described herein and must be read in conjunction with the Base Listing Particulars dated [current date] [and the supplement[s] to it dated [date] [and [date]] which [together] constitute[s] a base listing particulars (the "**Base Listing Particulars**"), save in respect of the Conditions which are set forth in the Base Listing Particulars dated [original date].

Full information on the Issuer[, the Guarantor] and the offer of the Notes is only available on the basis of the combination of this Pricing Supplement and the Base Listing Particulars. The Base Listing Particulars is available for viewing [at [website]] [and] during normal business hours at [address] [and copies may be obtained from [address]].

[Include whichever of the following apply or specify as "Not Applicable" (N/A). Note that the numbering should remain as set out below, even if "Not Applicable" is indicated for individual paragraphs or subparagraphs. Italics denote guidance for completing the Pricing Supplement.]

[When completing any Pricing Supplement, or adding any other terms or information, consideration should be given as to whether such terms or information constitute "significant new factors" and consequently whether any supplement to the Base Listing Particulars may be required.]

1. (i) Issuer: [Arla Foods amba]
[Arla Foods Finance A/S]

2. [(ii) Guarantor: Arla Foods amba]
- (i) Series Number: [•]
- (ii) Tranche Number: [•]
- [(iii) Date on which the Notes become fungible: [Not Applicable/The Notes shall be consolidated, form a single series and be interchangeable for trading purposes with the [*identify earlier tranches*] on [[•]/the Issue Date/exchange of the Temporary Global Note for interests in the Permanent Global Note, as referred to in paragraph 21 (*Early Redemption Amount*) below [which is expected to occur on or about [•]].
3. Specified Currency or Currencies: [•]
4. Aggregate Nominal Amount: [•]
- (i) Series: [•]
- (ii) Tranche: [•]
5. Issue Price: [•] per cent. of the Aggregate Nominal Amount [plus accrued interest from [*insert date (if applicable)*]
6. (i) Specified Denominations: [•]
- (ii) Calculation Amount: [•]
7. (i) Issue Date: [•]
- (ii) Interest Commencement Date: [[•]/Issue Date/Not Applicable]
8. Maturity Date: [*Specify date or (for Floating Rate Notes) Interest Payment Date falling in or nearest to the relevant month and year*]
9. Interest Basis: [[•] per cent. Fixed Rate]
- [•][•] [EURIBOR/ /CIBOR/NIBOR/STIBOR/[SONIA Compounded Index]/[SOFR Compounded Index] +/- [•] per cent. Floating Rate]
- [Zero Coupon]
- (see paragraph [14/15/16] below)
10. Redemption/Payment Basis: Subject to any purchase and cancellation or early redemption, the Notes will be redeemed on the Maturity Date at 100 per cent. of their nominal amount.
11. Change of Interest Redemption/Payment Basis: or [*Specify details of any provision for change of Notes into another Interest Basis or Redemption/Payment Basis*][Not Applicable]
12. Put/Call Options: [Investor Put]

- [Special Redemption Event (Issuer Call)]
 [Change of Control Put]
 [Issuer Call]
 [Clean-up Call Option]
 [(see paragraph [17/18/19/20/21] below)]
 [Not Applicable]
13. [(i)] Status of the Notes: [Senior]
 [(ii)] Status of the Guarantee: [Senior]
 [(iii)] [Date [Board] approval for issuance of Notes [and Guarantee] [respectively]] obtained: [•] [and [•], respectively]

PROVISIONS RELATING TO INTEREST (IF ANY) PAYABLE

14. Fixed Rate Note Provisions [Applicable/Not Applicable]
(If not applicable, delete the remaining subparagraphs of this paragraph)
- (i) Rate[(s)] of Interest: [•] per cent. per annum payable in arrear on each Interest Payment Date
 (ii) Interest Payment Date(s): [•] in each year up to and including the Maturity Date
 (iii) Fixed Coupon Amount[(s)]: [•] per Calculation Amount
 (iv) Fixed Coupon Amount for short or long Interest Period (the "Broken Amount"): [•] per Calculation Amount, payable on the Interest Payment Date falling [in/on] [•]
 (v) Day Count Fraction: [30/360 / Actual/Actual (ICMA/ISDA)]
 (vi) [Determination Dates]: [•] in each year][Not Applicable]
(Only relevant where Day Count Fraction is Actual/Actual (ICMA). In such a case, insert regular interest payment dates, ignoring issue date or maturity date in the case of a long or short first or last coupon)
15. Floating Rate Note Provisions [Applicable/Not Applicable]
(If not applicable, delete the remaining subparagraphs of this paragraph)
- (i) Interest Period(s): [•]
 (ii) Specified Period: *(Specified Period and Specified Interest Payment Dates are alternatives. A Specified Period, rather than Specified Interest Payment Dates, will only be relevant if the Business Day Convention is the FRN Convention, Floating Rate Convention or*

Eurodollar Convention. Otherwise, insert "Not Applicable")

- (iii) Specified Interest Payment Dates: [Not Applicable/[•], subject to adjustment in accordance with the Business Day Convention set out in (v) below/not subject to adjustment, as the Business Day Convention in (v) below is specified to be Not Applicable]

(Specified Period and Specified Interest Payment Dates are alternatives. If the Business Day Convention is the FRN Convention, Floating Rate Convention or Eurodollar Convention, insert "Not Applicable")

- (iv) [First Interest Payment Date]: [•]

- (v) Business Day Convention: [Floating Rate Convention/Following Business Day Convention/ Modified Following Business Day Convention/ Preceding Business Day Convention][Not Applicable]

- (vi) Additional Business Centre(s): [Not Applicable/[•]]

- (vii) Manner in which the Rate(s) of Interest is/are to be determined: Screen Rate Determination

- (viii) Party responsible for calculating the Rate(s) of Interest and/or Interest Amount(s) (if not the [Principal Paying Agent]): [•] shall be the Calculation Agent *(no need to specify if the Principal Paying Agent is to perform this function)*

- (ix) Screen Rate Determination:

- Reference Rate:
- Reference Rate: [•][•] [EURIBOR/SONIA/SOFR/€STR/SONIA Compounded Index /SOFR Compounded Index]
- Observation Method: [Lag / Observation Shift]
- Lag Period: [5 / []] [TARGET Settlement Days/U.S. Government Securities Business Days/London Banking Days/[Not Applicable]
- Observation Shift Period: [5 / []] [TARGET Settlement Days/U.S. Government Securities Business Days/London Banking Days/[Not Applicable]

(NB: A minimum of 5 London Banking Days if SONIA Compounded Index, or 2 U.S. Government Securities Business Days if SOFR Compounded Index, should be specified for the Lag Period or Observation Shift Period, unless otherwise agreed with the Calculation Agent)

- D: [360/365/[]] / [Not Applicable]
 - Index Determination: [Applicable/Not Applicable]
 - Compounded Index: [SONIA Compounded Index /SOFR Compounded Index /Not Applicable]
 - Relevant Decimal Place: [] [5] *(unless otherwise specified in the Pricing Supplement, it should be the fifth decimal place)*
 - Relevant Number: [] [5] *(unless otherwise specified in the Pricing Supplement, the Relevant Number shall be 5)*
 - Interest Determination Date(s): [The first Business Day in the relevant Interest Period]/ (select where Interest Determination Date has the meaning specified in Condition 7(d), 7(e) or 7(f)) [•] [London Banking Days/U.S. Government Securities Business Days/TARGET Settlement Days] prior to each Interest Payment Date]
 - Relevant Screen Page: [•]
 - Relevant Time: [•]
 - Relevant Financial Centre: [•]
- (x) Linear interpolation: [Not Applicable]/[Applicable – the Rate of Interest for the [long/short] [first/last] Interest Period shall be calculated using Linear Interpolation (*specify for each short or long interest period*)
- (xi) Margin(s): [+/-][•] per cent. per annum
- (xii) Minimum Rate of Interest: [The Minimum Rate of Interest shall not be less than zero] / The Minimum Rate of Interest shall not be less than [•] per cent. per annum
- (xiv) Maximum Rate of Interest: [•] per cent. per annum
- (xv) Day Count Fraction: [•]
16. Zero Coupon Note Provisions [Applicable/Not Applicable]
- (If not applicable, delete the remaining subparagraphs of this paragraph)*
- (i) Accrual Yield: [•] per cent. per annum
- (ii) Reference Price: [•]
- (iii) Day Count Fraction: [30/360 / Actual/Actual (ICMA/ISDA)]

PROVISIONS RELATING TO REDEMPTION

17. Call Option [Applicable/Not Applicable]
- (If not applicable, delete the remaining subparagraphs of this paragraph)*

- (i) Optional Redemption Date(s): [•]
- (ii) Optional Redemption Amount(s) of each Note: [For the period from, [but excluding]/[and including], [the Issue Date]/[...] to, but excluding, [the Par Call Commencement Date]/[...], the Make Whole Redemption Price].
[For the period from, [and including]/[but excluding], the [Par Call Commencement Date]/[Issue Date]/[...] to [and including]/[but excluding] [...]/[the Maturity Date] [•] per Calculation Amount].
- (iii) Make Whole Redemption Price: [Non-Sterling Make Whole Redemption Amount/Sterling Make Whole Redemption Amount/Not Applicable]
- (a) Reference Bond: [Insert applicable Reference Bond]
- (b) Quotation Time: [•]
- (c) Redemption Margin: [•] per cent.
- (d) Par Call Commencement Date: [•]/[Not Applicable]
- (iv) If redeemable in part: [Applicable/Not Applicable]
- [(a) Minimum Redemption Amount: [•] per Calculation Amount]
- (b) Maximum Redemption Amount: [•] per Calculation Amount]
- (v) Notice period: [•]
18. Put Option [Applicable/Not Applicable]
- (If not applicable, delete the remaining subparagraphs of this paragraph)*
- (i) Optional Redemption Date(s): [•]
- (ii) Optional Redemption Amount(s) of each Note and method, if any, of calculation of such amount(s): [•] per Calculation Amount
- (iii) Notice period: [•]
19. Clean-up Call Option [Applicable/Not Applicable]
- (If not applicable, delete the remaining subparagraphs of this paragraph)*

- (i) Early Redemption Amount: [•] per Calculation Amount
- (ii) Minimum Percentage: [•] per cent.
- (iii) Notice period: [•]
20. Special Redemption Event (Issuer Call) [Applicable/Not Applicable]
(If not applicable, delete the remaining subparagraphs of this paragraph 20)
- (i) Acquisition Target: [•]
- (ii) Basis of the Call: [Mandatory]/[Optional]
- (iii) Special Redemption Longstop Date: [•]
- (iv) Special Redemption Amount: [•]
- (v) Special Redemption Event Period: The period from [•]/[the Issue Date]] to [•]/the Special Redemption Longstop Date]
- (i) Notice Periods: Minimum period: [•]
Maximum period: [•]
(When setting notice periods, the Issuer is advised to consider the practicalities of distribution of information through intermediaries, for example, clearing systems (which require a minimum of 5 clearing system business days' notice for a call) and custodians, as well as any other notice requirements which may apply, for example, as between the Issuer and the Principal Paying Agent or Trustee.)
21. Change of Control Put Option: [Applicable/Not Applicable]
22. Final Redemption Amount of each Note [•] per Calculation Amount
23. Early Redemption Amount
Early Redemption Amount(s) per Calculation Amount payable on redemption for taxation reasons or on event of default or other early redemption: [Not Applicable *(If both the Early Redemption Amount and the Early Termination Amount are the principal amount of the Notes/specify the Early Redemption Amount and/or the Early Termination Amount if different from the principal amount of the Notes)*]

GENERAL PROVISIONS APPLICABLE TO THE NOTES

24. Form of Notes: [Bearer Notes:]
[Temporary Global Note exchangeable for a Permanent Global Note which is exchangeable for Definitive Notes on [•] days' notice/at any time/in

the limited circumstances specified in the Permanent Global Note]

[Permanent Global Note exchangeable for Definitive Notes on [•] days' notice/at any time/in the limited circumstances specified in the Permanent Global Note]

[Registered Notes:]

[Global Note Certificate exchangeable for Individual Note Certificates [on [•] days' notice/at any time/in the limited circumstances specified in the Global Note Certificate] [and registered in the name of a nominee for [a common depository for Euroclear and Clearstream/a common safekeeper for Euroclear and Clearstream (held under the New Safekeeping Structure)]]

- | | | |
|-----|---|---|
| 25. | New Global Note: | [Yes] [No] [Not Applicable] |
| 26. | New Safekeeping Structure: | [Yes] [No] [Not Applicable] |
| 27. | Additional Financial Centre(s): | [Not Applicable/ <i>give details.</i>] |
| 28. | Talons for future Coupons or Receipts to be attached to Definitive Notes (and dates on which such Talons mature): | [Yes/No. As the Notes have more than 27 coupon payments, talons may be required if, on exchange into definitive form, more than 27 coupon payments are left.] |

Signed on behalf of [Arla Foods amba]/[Arla Foods Finance A/S]:

By:
Duly authorised

[Signed on behalf of the Arla Foods amba as Guarantor:

By:
Duly authorised]

PART B – OTHER INFORMATION

1. LISTING AND ADMISSION TO TRADING

- (i) Admission to Trading: [Application has been made by the Issuer (or on its behalf) for the Notes to be admitted to trading on [•] with effect from [•].] [Application is expected to be made by the Issuer (or on its behalf) for the Notes to be admitted to trading on [•] with effect from [•].] [Not Applicable.]

2. RATINGS

The Notes to be issued [have been/are expected to be] rated/[The following ratings reflect ratings assigned to Notes of this type issued under the Programme generally]:

S&P Global Ratings Europe Limited ("**S&P**"): [•]

S&P is established in the EEA and registered under Regulation (EC) No 1060/2009, on credit rating agencies (the "**EU CRA Regulation**"), and appears on the latest update of the list of registered credit rating agencies on the ESMA website

(www.esma.europa.eu/supervision/credit-rating-agencies/risk).

The rating given by S&P is endorsed by S&P Global Ratings UK Limited, which is established in the UK and registered under Regulation (EC) No 1060/2009 on credit rating agencies as it forms part of domestic law of the United Kingdom by virtue of the European Union (Withdrawal) Act 2018 (the "**UK CRA Regulation**").

3. INTERESTS OF NATURAL AND LEGAL PERSONS INVOLVED IN THE ISSUE/OFFER

- (i) Interests of natural and legal persons involved in the issue: [Save for any fees payable to the [Managers/Dealers], so far as the Issuer is aware, no person involved in the issue of the Notes has an interest material to the offer. The [Managers/Dealers] and their affiliates have engaged, and may in the future engage, in investment banking and/or commercial banking transactions with, and may perform other services for, the Issuer [and the Guarantor] and [its/their] affiliates in the ordinary course of business - *Amend as appropriate if there are other interests*
- (ii) Method of distribution: [Syndicated/Non-syndicated]

- (iii) If syndicated: [Not Applicable]
- (a) Names of Managers and underwriting commitments: [•]
- (b) Stabilisation Manager(s) (if any): [Not Applicable/[•]]
- (iv) If non-syndicated, name of Dealer: [Not Applicable/[•]]

4. **[Fixed Rate Notes only – YIELD]**

Indication of yield: [•]

5. **OPERATIONAL INFORMATION**

ISIN: [•]

Common Code: [•]

[FISN: [•]]

[CFI Code: [•]]

[Intended to be held in a manner which would allow Eurosystem eligibility:

[Yes. Note that the designation "Yes" simply means that the Notes are intended upon issue to be deposited with one of Euroclear Bank SA/NV and/or Clearstream Banking S.A. [(together, the "ICSDs")] as common safe-keeper [(and registered in the name of a nominee of one of the ICSDs acting as common safe-keeper,][include this text for Registered Notes] and does not necessarily mean that the Notes will be recognised as eligible collateral for Eurosystem monetary policy and intraday credit operations by the Eurosystem either upon issue or at any or all times during their life. Such recognition will depend upon the ECB being satisfied that Eurosystem eligibility criteria have been met.]

[No. Whilst the designation is specified as "No" at the date of this Pricing Supplement, should the Eurosystem eligibility criteria be amended in the future such that the Notes are capable of meeting them the Notes may then be deposited with one of Euroclear Bank SA/NV and/or Clearstream Banking S.A. [(together, the "ICSDs")] as common safe-keeper [(and registered in the name of a nominee of one of the ICSDs acting as common safe-keeper,][include this text for Registered Notes]. Note that this does not necessarily mean that the Notes will then be recognised as eligible collateral for Eurosystem monetary policy and intraday credit operations by the Eurosystem at any time during their life. Such recognition will depend upon the ECB being satisfied that Eurosystem eligibility criteria have been met.]]

Any clearing system(s) other than Euroclear and Clearstream and the relevant identification number(s): [Not Applicable/give name(s) and number(s)]

Delivery: Delivery[against/free of] payment

Name(s) and address(es) of initial Paying Agents(s): [HSBC/[•]]

Name(s) and address(es) of additional Paying Agents(s) (if any): [•]

Replacement Agent (if not the Principal Paying Agent): [•]

6. DISTRIBUTION

US Selling Restrictions: Reg S Compliance Category 2.
[TEFRA C / TEFRA D / TEFRA not applicable]

Prohibition of Sales to EEA Retail Investors: [Applicable]/[Not Applicable]

(If the Notes clearly do not constitute "packaged" products, or the Notes do constitute "packaged" products and a key information document will be prepared in the EEA, "Not Applicable" should be specified. If the Notes may constitute "packaged" products, "Applicable" should be specified.)

Prohibition of Sales to UK Retail Investors: [Applicable]/[Not Applicable]

(If the Notes clearly do not constitute consumer composite investments under the CCI regime, or the Notes do constitute consumer composite investments and a product summary will be prepared in the UK, "Not Applicable" should be specified. If the Notes may constitute consumer composite investments and no product summary will be prepared in the UK, "Applicable" should be specified.)

7. **REASONS FOR THE OFFER**

Reasons for the offer:

[] [See ["*Use of Proceeds*"] in Base Listing Particulars"/*Give details*/The Notes are intended to be issued as Green Bonds/Sustainability Bonds/Social Bonds, [*further particulars to be provided*]] [*If reasons differ from what is disclosed in the Base Listing Particulars [including for Green/Social/Sustainability bond], give details here.*] [The Issuer intends to apply an amount equal to the net proceeds from this offer of Notes for acquisition consideration, directly or indirectly, in whole or in part, and related fees in respect of the acquisition of the Acquisition Target[.], although if the Special Redemption Event occurs but the Issuer elects not to exercise the Special Redemption Event Call, the Issuer intends to apply the net proceeds from this offer of Notes for general corporate purposes. (*only if the Basis of the Call is specific as Optional*).

DESCRIPTION OF ARLA FOODS AMBA

General

Arla Foods is a co-operative with limited liability under Danish law, owned by 7,265 milk producers (as at 31 December 2025), incorporated and registered in Denmark on 17 April 2000 with registered number 25313763. The head office and registered office is located at Sønderhøj 14, 8260 Viby J, Denmark and its telephone number is +45 89 38 10 00. The fiscal year of Arla Foods is the calendar year, and in the financial year ended 31 December 2025, the Group processed 14.3 billion kilograms of raw milk and had a net revenue of EUR 15,066 million. On 31 December 2025, the total assets of Arla Foods on a consolidated basis amounted to EUR 9,427 million, and the total equity of Arla Foods amounted to EUR 3,016 million.

The financial information included in this section *Description of Arla Foods amba* for the years ended 31 December 2024 and 31 December 2025 has been derived from, or produced based on, the consolidated financial statements of Arla Foods prepared in accordance with IFRS Accounting Standards as adopted by the EU and additional requirements of the Danish Financial Statements Act, or the accounting records or the internal management reporting systems of Arla Foods or has been calculated based on figures from the aforementioned sources.

The European Commercial Zone (see "European Commercial Zone", below) accounts for 57.8 per cent. of the Group's revenue, with the UK, Sweden, Denmark and Germany as the largest markets. Arla Foods exports its products to more than 166 countries, with the Middle East as the biggest region outside Europe. Most of the production is based on milk supply from its farmer owners located in the four Northern European countries mentioned above, but Arla Foods also has important production facilities in the Netherlands, Bahrain and Saudi Arabia.

Arla Foods provides retailers and the food industry with the full dairy product range of cheese, milk, butter, milk powder, whey powder and functional whey proteins as well as cooking and convenient on-the-go products. Furthermore, Arla Foods has engaged in the development of plant-based products, with the first products launched in 2020. Arla Foods produces bulk and tailor-made products for both local markets and export markets.

The Rabobank Global Dairy Top 20, published in August 2025, ranked Arla Foods as the sixth largest dairy company in the world by turnover and the second largest dairy cooperative.

Arla Foods is the holding company of the Group as well as the largest operating company. Most of the Danish operations (including the processing and sale of 5.47 billion kilograms of raw milk within Denmark (2025)), are part of Arla Foods's business.

History

Arla Foods can trace its roots back more than 100 years. In 2000 Swedish Arla Ekonomisk Förening and Danish MD Foods amba de facto merged to form Arla Foods amba. Between 2011 and 2013 Arla Foods added approximately 6,000 cooperative members following mergers with Hansa Milch, Germany (2011), Milch-Union Hocheifel (MUH), Germany (2012), Milk Link, UK (2012), and finally Arla Foods Milk Partnership, UK (2013).

Since 2000, Arla Foods has developed from a Swedish-Danish cooperative to a North European cooperative with owners in seven countries: Sweden, Denmark, the UK, Germany, Belgium, Luxembourg and the Netherlands.

On 16 June 2025, the governing bodies of Arla Foods and Deutsches Milchkontor eG and Drents Overijsselse Coöperatie Kaas U.A. approved the intention to merge with Arla Foods as the surviving entity. See the section "*Description of the DMK Merger*" below for further information. The DMK Merger (as defined below) is expected to close in the second quarter of 2026, subject to regulatory approvals and customary closing conditions.

Cooperative Characteristics

As a Danish cooperative, Arla Foods is fully owned by the milk producers, being cooperative members. Membership offers all members the same terms and rights. Arla Foods buys the milk supplied by its

members in each country and thereafter sells the collected milk to its local subsidiaries who take care of all logistics, processing and final sales to the consumers of the dairy products in each local market or for export.

The ownership rights in Arla Foods are not tradable by the cooperative members and there is only one class of membership. Members holding individual capital in form of delivery-based owner certificates and/or contributed capital may, upon cessation of membership, at the discretion of the Board of Representatives, withdraw any capital which they have accumulated in their member accounts. As of 31 December 2025, the total amount of Contributed Capital and Delivery-Based Owner Certificates in such accounts was EUR 452 million. The unallocated equity (total equity excluding Contributed Capital, Delivery-Based Owner Certificates and Proposed Supplementary Payment to owners) of Arla Foods as at 31 December 2025 was EUR 2,330 million. A reserve for special purposes was created with effect from 1 January 2012 and may upon the proposal of the Board of Directors only be applied by the Board of Representatives for the full or partial offsetting of material, extraordinary losses or impairments, in accordance with article 20(3) of Arla Foods' Articles of Association. Other than the delivery-based owner certificates and contributed capital, the capital is owned collectively by Arla Foods as a cooperative.

The liability of members is limited to the capital which they have accumulated within their member's accounts and each member is entitled to one vote irrespective of the amount in such accounts. The governance set-up of a Danish cooperative is very much like that of a limited company. The functions of the Board of Directors and the Executive Management Team are substantively the same as those of a limited company. The cooperative members' influence is exercised via the Board of Representatives, which consists of 175 democratically elected cooperative members plus 12 employee representatives. These representatives are elected to represent the collective interests of the cooperative's members. The Board of Representatives meets at least three times a year: in March, May and at a time fixed by the Board of Directors.

Corporate Governance Structure (numbers as per 31 December 2025):

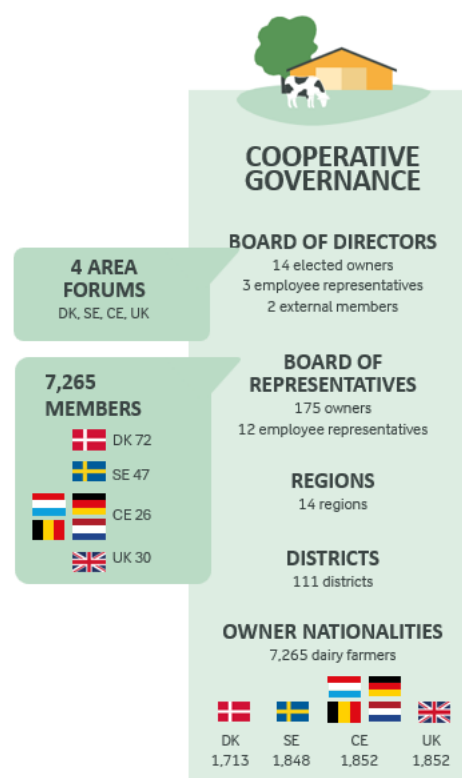
The Group's corporate governance structure is set out on the right.

Board of Directors

As at the date of this Base Listing Particulars, the Board of Directors consists of 14 cooperative members elected amongst the members, three elected from amongst the employees, and two external board members elected by the Board of Representatives. The Board shall consist of not less than 10 and not more than 16 cooperative members, three elected from amongst the employees and up to two external persons to ensure that the Board's skill set covers all important areas for leading an international business. The number of members on the Board of Directors is decided by the Board of Representatives at the May meeting every other year.

The business address of the Board of Directors is: Arla Foods ambA, Sønderhøj 14, 8260 Viby J, Denmark.

To the best of their knowledge, there are no potential conflicts of interest between any duties of the members of the Board of Directors to Arla Foods and their private interests or other duties. The composition of the elected members of the Board of Directors reflects Arla Food's ownership structure across the countries.



The table below lists the current Board members.

<u>Name</u>	<u>Position</u>	<u>Resides</u>	<u>Born</u>	<u>Member since</u>
Jan Toft Nørgaard.....	Chairman	Denmark	1960	1998

<u>Name</u>	<u>Position</u>	<u>Resides</u>	<u>Born</u>	<u>Member since</u>
Inger-Lise Sjöström.....	Vice Chairman	Germany	1973	2017
Marcel Goffinet.....		Belgium	1988	2019
Steen Nørgaard Madsen		Denmark	1956	2005
Jørn Kjær Madsen		Denmark	1967	2019
René Lund Hansen		Denmark	1967	2019
Carl Gustav Daniel Halmsjö		Sweden	1982	2022
Bjørn Jepsen.....		Denmark	1963	2011
Simon Simonsen.....		Denmark	1970	2017
George Bright Holmes		UK	1965	2024
Arthur Richard Fearnall		UK	1963	2018
Karl Evert Gustav Kämpe		Sweden	1977	2021
Karin Marita Pernilla Wolf		Sweden	1959	2021
Markus Hübers		Germany	1975	2024
Bo Anders Roland Olsson	Employee rep.	Sweden	1966	2022
Holger Steen Lund	Employee rep.	Denmark	1964	2024
Paul Francis Cullen	Employee rep.	UK	1962	2024
Nana Sejbæk	External	Denmark	1978	2022
Florence Marie Cécile Rollet	External	France	1966	2019

Areas of responsibility

The Board of Representatives and the Board of Directors make decisions relating to long-term strategic plans.

The Board of Representatives comprises 187 members, of whom 175 are cooperative owners and 12 are employee representatives. Owner representatives are elected every other year. The Board of Representatives decides on the distribution of the profits for the year, changes to the Articles of Association and discusses the strategy and consolidation policy as well as farm related requirements of the Group.

The Board of Directors is responsible for monitoring the company's activities and asset management, maintaining the accounts satisfactorily and appointing the Executive Management Board.

The objective of Arla Foods is to further the financial interests of its cooperative members by conducting dairy business, including receiving, processing and selling the milk produced by its members as well as to conduct any business which is directly or indirectly related to the above activities. Hence, Arla Foods is considered the marketing arm of its cooperative members and it is generally accepted that the payment to

members for raw milk is directly linked to the return generated by the Group's processing and sale of the milk.

Arla Foods' Articles of Association stipulate in article 20.2 that "no payment can be made to the cooperative's members which reduce (i) the capital account of the Arla Foods group... (ii) any statutory equity accounts of the Arla Foods Group..." Hence, Arla Foods is required to regulate the price of raw milk bought from its members to reach a positive net profit, and which in practice is determined as a target profit for the year of 2.8 to 3.2 per cent. of revenue.

As Arla Foods' members are both owners of and suppliers to the cooperative, Arla Foods has a high degree of member stability in terms of raw milk supply, even though milk producers are leaving for retirement, reflecting the general structural trend in agricultural production towards fewer and larger production units. Members have an obligation to deliver the bulk part or all their production of raw milk to Arla Foods. This gives a steady supply of raw materials to Arla Foods and the Group's processing companies.

Executive Board

The Executive Board, appointed by the Board of Directors, is responsible for managing the company, ensuring the proper long-term growth, setting the strategic direction, following up on targets and defining company policies, while striving for a sustainable increase in company value. Furthermore, the Executive Board ensures appropriate risk management and risk control, as well as compliance with statutory regulations and internal guidelines. The Executive Board comprises the Chief Executive Officer ("**CEO**") and the Executive Vice President & Chief Financial Officer ("**CFO**") of Arla Foods.

<u>Name</u>	<u>Position</u>	<u>Held since</u>	<u>Activities performed outside the Group</u>
Peder Tuborgh	CEO	2005	Member of the Global Dairy Platform (2006) and Chairman of Food & BioCluster (2025)
Torben Dahl Nyholm	Executive Vice President & CFO	2024	None

Executive Management Team

The Executive Management Team ("**EMT**") is responsible for Arla Foods' day-to-day business operations and for preparing strategies and planning the future dairy structure.

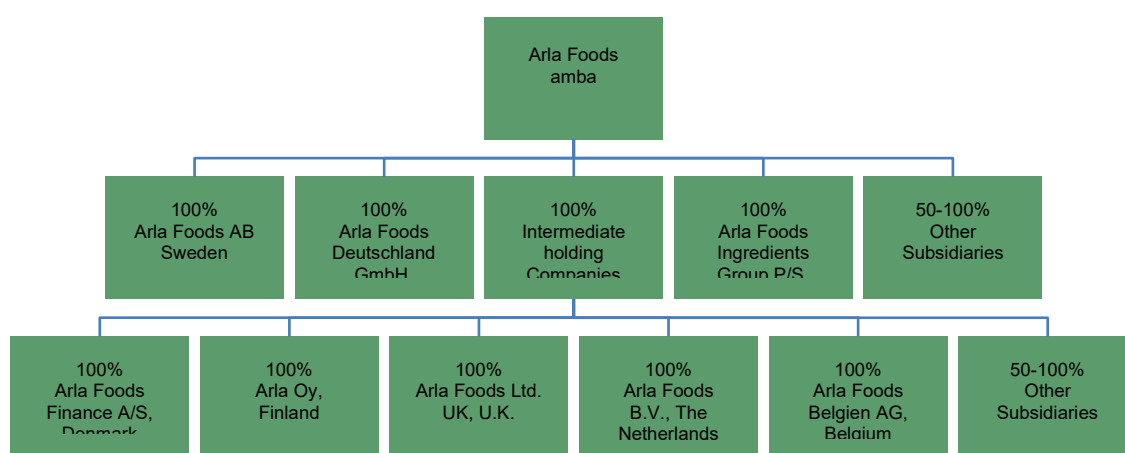
The EMT is appointed by the Executive Board. The EMT consists of the CEO, Executive Vice Presidents and leaders of the International and European commercial segments and five functional experts. The functional experts cover the management areas of Supply Chain ("**CSO**"), Agriculture, Sustainability and Communications ("**CASO**"), Marketing and Innovation ("**CMO**"), Human Resources ("**CHRO**") and Finance, IT, Legal and Strategy (CFO). The members of the EMT keep each other informed of all significant developments in their business areas and align on all cross-functional measures.

<u>Name</u>	<u>Position</u>	<u>Held since</u>
Peder Tuborgh	CEO	2005
Mark Boot	EVP Europe	2025
Torben Dahl Nyholm	CFO	2020
Lillie Li Valeur.....	EVP International	2025
Ola Arvidsson.....	CHRO	2007

<u>Name</u>	<u>Position</u>	<u>Held since</u>
David Boulanger.....	CSO	2020
Hanne Søndergaard.....	CASO	2021
Patrik Hansson.....	CMO	2022

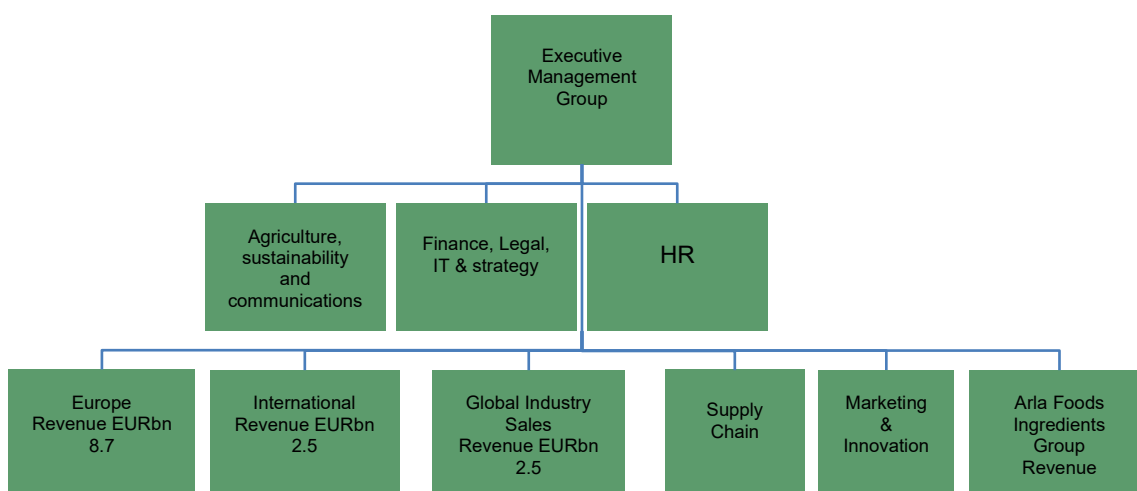
Legal Group Structure

Arla Foods holds, directly or indirectly, the respective interests in the Group's operating companies. The following diagram shows a summary of the structure of the Group as of 31 December 2025 (without taking into account the DMK Merger, which is discussed in the section *Description of the DMK Merger* below).



Business structure

The business structure of Arla Foods consists of two commercial zones, organised to serve European and International market needs. Furthermore four global organisations: Global Industry Sales, Supply Chain, Marketing & Innovation, and Arla Foods Ingredients Group P/S. These six commercial functions are supported by three corporate functions: Agriculture, Sustainability and Communications, Finance, Legal, IT & Strategy, and HR.



Europe Commercial Zone

The Europe Commercial Zone is responsible for sales activities in the established and homogeneous markets in Northern and Central Europe. The zone offers the full assortment of milk, cheese and yoghurt with a focus on growing market share of the Group's branded products directed towards consumers. The Zone also has overall responsibility for the Arla Pro® product range aimed at the food service sector.

In 2025 the European business generated revenue of EUR 8,704 million, representing 58 per cent. of Arla Foods' revenue (2024: EUR 8,066 million, representing 59 per cent Arla Foods' revenue).

Over the years, Arla Foods has built a strong position in Northern Europe, where Arla Foods' brands are among the strongest in the dairy industry. Food cultures and trends are common across Europe. Arla Foods utilises its production scale and product assortment across markets to efficiently introduce new products, packaging and marketing campaigns with strong leverage and fast adoption with relatively homogenous direct customers (retailers) and consumers.

In the UK, Sweden and Denmark Arla Foods holds number 1 positions in the dairy category and is a top 3 player in both the Netherlands and Finland (Source: Euromonitor, April 2026), with a strong presence in both branded products and as a private label supplier. Following the DMK Merger, the Combined Dairy Group is expected to hold the number 1 position in the dairy category in Germany (Source: based on data included in German Monopolies Commission Special Report 84, November 2025).

Country	UK	Sweden	Denmark	Germany	The Netherlands, Belgium and France	Finland
Revenue 2025 EUR million.	3,207	1,849	1,336	1,333	568	411

International Commercial Zone

The International Commercial Zone handles the sales activities of consumer and food service products from Arla Foods outside the European region, focussing on the four strategic regions: Middle East and North Africa, Rest of World, South East Asia and Single Markets (Canada, USA and China).

The International business has been and continues to be a growth engine for Arla Foods for dairy products and has a high priority in Arla Foods' strategy. In 2025 the International Zone generated 16 per cent. of Arla Foods' revenue representing revenue of EUR 2,460 million (2024: EUR 2,435 million, representing 18 per cent. of Arla Foods' revenue). The International Commercial Zone encompasses around 140 countries on six continents. In general, these are the regions where Arla Foods experiences the steepest volume growth. Arla Foods' key brands in the International Commercial Zone include Puck®, Arla® Dano, Lurpak®, Castello® and Starbucks™.

Region	Middle East and North Africa	Rest of World	South East Asia	Single Markets (Canada, USA and China)
Revenue 2025 EUR million.	992	679	378	411

Arla Foods Ingredients

Arla Foods Ingredients Group P/S ("**AFI**") is a global supplier of whey-based ingredients that are used in a wide range of categories from infant, clinical and sports nutrition to dairy, confectionary and bakery. AFI is a 100 per cent. owned subsidiary of Arla Foods and operates globally. This highly profitable business generated revenues of EUR 1,452 million or 9.6 per cent. of Arla Foods' total revenue in 2025 (2024: EUR 1,015 million, representing 7.4 per cent. of Arla Foods' revenue). AFI brings protein and lactose solutions with considerable added value to customers. AFI has its own sales, R&D and supply chain organisation. Most of AFI's products are produced in its advanced plant in Denmark but some products are also served out of its plant in Argentina.

AFI's growth is based on value-added sales, refining its products for AFI's strategic business segments: Infant Nutrition, Clinical Nutrition, Sports Nutrition, and Food. Over the years AFI has continuously increased the value-add ratio compared to standard products, delivering more value to Arla Foods' customers and higher profit margins. Value-add products accounted for 79.8 per cent. of AFI's revenue in 2025 (79.5 per cent. in 2024).

Global Industry Sales

In addition to Arla Foods' retail sales channels, Global Industry Sales conducts business-to-business sales of cheese, milk powder and butter to other companies to use as ingredients in their production. The Global Industry Sales business model allows Arla Foods to manage seasonal and regional variability in owner milk production and balance the incoming milk throughout the year. Global Industry Sales contributed 16.3 per cent. of total revenue in 2025 or EUR 2,450 million (EUR 2,254 million in 2024, representing 16.4 per cent. of Arla Foods' revenue), and although this is not a strategic growth segment for Arla Foods, it is still a critical element in balancing the milk intake from owners with the consumption from the Zones.

Supply Chain

Arla Foods has one global supply chain organisation responsible for production, logistics and procurement, to increase the efficiency of Arla Foods. Based on Arla Foods' milk pool it is the responsibility to optimise the production and logistics across geographies to supply the products demanded by customers in the Zones and Global Industry Sales. By having one global supply chain organisation operating more than 50 dairies, best practice, scalability and flexibility is shared among colleagues and dairies across geographies. This organisation is working closely together with the Zones and Global Industry Sales to manage the capacity and develop the production platform.

Marketing & Innovation

Marketing & Innovation drives the category agenda across the entire Arla Foods organisation, being responsible for product management, marketing, innovation and research and development outside AFI.

Agriculture, Sustainability and Communications

As the sustainability agenda has become a central part of Arla Foods' strategy, the responsibility has been separated into Agriculture, Sustainability and Communications.

Subsidiaries

Arla Foods owns and manages several subsidiaries within the functional structure described above. The largest non-holding subsidiaries being Arla Foods Ltd. (UK), Arla Foods AB (Sweden), Arla Foods Germany GmbH and Arla Foods Ingredients Group P/S (Denmark). Outside the functional structure Arla Foods owns and manages several subsidiaries none of which have a material impact on the Group from a revenue perspective.

Strategy

In 2021 Arla Foods launched the Future26 strategy to replace the 'Good Growth 2020'-strategy. The aim of the new strategy is to provide answers as to how to ensure healthy, sustainable growth for Arla Foods business by integrating sustainability ambitions right to its core. Future26 shows how to direct the resources and ways of working towards what Arla believes will define the future of dairy. Arla strives for the vision – to bring health and inspiration to the world, naturally – with a strategic aspiration to be a leader in value creation and sustainability.



Due to the upcoming DMK Merger, the 2026 strategy has been extended to 2028, and under it Arla will continue to build on the experience and lessons from the past strategy period and aim to become a leader in value creation and sustainability by:

Leading Sustainable dairy

- Creating sustainable supply chain and circular packaging
 - Inspiring for healthier living (Feed Life™)
 - Creating and delivering affordable nutrition
- Commercialising sustainability by enabling a higher price for sustainable products compared to conventional dairy products

Scaling to grow

- Strengthening the global brand positions for Arla®, Lurpak®, Castello®, Puck® and Starbucks™
- Staying or becoming #1 and #2 market player in core markets with a broader category assortment
- Building on existing strongholds to generate growth in Butter & Spreads, Mozzarella, Value added milk, Spreadable cheese, milk based beverages, Skyr/Quark and Whey
- Taking Arla Foods Ingredients to the next level

Building growth platforms

- Developing current and new growth markets
- Seeding future strongholds, like flexitarians, plant-based, organic early life nutrition and Nordic yoghurt & fermentation
- Growing channels in food service and e-commerce

Collaborating for efficiencies to fund future through end-to-end efficiencies. Continuously focusing on cost.

FUTURE 26

VISION: Creating the future of dairy to bring health and inspiration to the world, naturally

STRATEGY ASPIRATION: A leader in value creation and sustainability

103-107 PEER GROUP INDEX

4% BRANDED GROWTH

SCOPE I+II -63% & SCOPE III -30%
BY 2030 (1.5°C COMMITMENT)



**LEAD
SUSTAINABLE
DAIRY**



**SCALE
TO GROW**



**BUILD
GROWTH
PLATFORMS**



**COLLABORATE
FOR EFFICIENCIES**

Digital & innovation as accelerators

Win with our owners & people

Capital Expenditure Strategy

Arla's capital expenditure strategy is to maximise investments in the business within the constraints of the Group's conservative financial policy commitments. Since 2021, capital expenditure has increased from EUR 566 million in 2021 to EUR 731 million in 2025, aligned with Arla's strategic ambitions. Historically, capital expenditure has been around 5 per cent. of revenue. Business continuity-related capital expenditure increased from EUR 210 million in 2021 (37 per cent. of total CAPEX) to EUR 277 million in 2025 (38 per cent.), which is closer to the expected long-term level. Business continuity capital expenditure peaked in 2024 at EUR 337 million (55 per cent.). Major strategic investments include the introduction of mozzarella technology in Taw Valley, UK, growth in Arla Foods Ingredients in Denmark, enhancement of butter capacity in Holstebro, Denmark and, most recently, the commitment to invest EUR 300 million in cheese production in Götene, Sweden.

Brands

Arla Foods has a strong platform for growth based on four global trademarks, Arla®, Castello®, Lurpak® and Puck®, as well as the licensed brands Kraft® for the Middle East and Starbuck's chilled products.



Revenue split by brand

Brand	2025	2024
	(EUR millions)	
Arla	4,027	3,737
Lurpak	903	837
Puck	528	514
Castello	248	245
Milk-based beverage	436	393
Other supported brands	887	863
Strategic branded revenue	7,029	6,589
Arla Foods Ingredients	1,452	1,015
Global industry sales	2,450	2,233
Private label and other	4,135	3,933
Total	15,066	13,770

Arla® is the Group's largest strategic brand based on revenue. It is an umbrella brand with diverse successful sub-brands covering milk, yoghurt, cream, powder and cheese. According to Nielsen data, Arla® is the market leader (by sales) in dairy in Denmark and Sweden and, together with the sub-brands, is also an important brand in Germany, Finland, the Netherlands and the UK. The Arla® brand is also present in markets outside Europe, with important sub-brands such as Arla® Dano in South East Asia and Western Africa. The brand's identity is built around health and naturalness.

Lurpak® is one of Arla's oldest brands which turns 125 years old in 2026. It is the leading butter and spreadable brand in Denmark, the UK, and the Middle East and Northern Africa region with strengthening positions across all Arla Foods' key markets.

Castello® has been the heritage and tradition of creative cheese making since 1893. Innovative new cheeses, dozens of varieties and intriguing flavours, all tell their own unique story. Castello® cheeses are developed with a real understanding of how consumers perceive flavour as well as taste, so customers can experience something special with every bite. Castello® is Arla Foods' speciality cheeses brand and is sold all around the world.

Puck® is a large cheese brand in the Middle East and North Africa. Besides spreadable cheese, Puck® has also strong positions in other categories, such as shredded mozzarella and all-purpose cream. The brand is focused on bringing mealtime joy and inspiration to families in the Middle East.

Starbucks™'s essence is to inspire and nurture the human spirit - one person and one cup at a time. Arla has a long-term licence agreement to produce, market and sell Starbucks™ ready-to-drink products in Europe and Middle East and Africa. Starbucks™ is a key driver for growth in EMEA, with multiple market-leading positions.

Environmental ambition

Arla Foods is committed to the solution to the world's most pressing issues. In March 2019, Arla Foods launched a new sustainability strategy 'Stronger Planet - Stronger People', which focuses on improving the environment for future generations, increasing access to healthy dairy nutrition and inspiring good food habits. Further, in 2025, Arla Foods launched Feed Life™ to strengthen engagement with consumers and encourage balanced diets. The launch included a nationwide campaign in Denmark showcasing the Group's full dairy portfolio under one unified brand, and initiatives addressing declining cooking skills among children and families. Through partnerships with schools, chefs, and community programmes, Arla delivered hands-on cooking education to improve food literacy.

Stronger t

Arla continues to advance its strategic focus on "Stronger People," an integral pillar of the Group's broader sustainability and health agenda. Building on the foundations established in 2022 and the subsequent development of the Health Strategy 2025, Arla aims to promote improved access to nutritious, affordable dairy foods and to inspire healthy and sustainable food habits across its markets.

A central challenge for Arla and the wider food industry is balancing the need to safeguard planetary boundaries while ensuring a reliable supply of nutritious food for a growing global population. Addressing this challenge is fundamental to Arla's long-term licence to operate.

Accordingly, Arla is increasing its efforts within healthy innovation, strengthening its nutrition criteria, and expanding initiatives that support consumers in making informed, healthy choices. This includes promoting lifelong healthy food habits, enhancing the nutritional profile of its portfolio, and engaging in partnerships with customers, stakeholders and public authorities to encourage supportive food environments.

Through these measures, Arla seeks to reach and positively influence more people—both in local communities and globally—by offering accessible nutritional guidance, science-based information and products that support sustainable, healthy diets.

Social ambition

Food safety

A core responsibility for Arla is to ensure that the products are safe for consumers to eat and drink. The target for recalls is by default defined as zero. In 2025, Arla had two product recalls.

Access to affordable nutrition

Access to adequate, affordable and healthy food is a basic human right, and Arla want to provide high-quality products that meet consumers' nutritional needs around the world. The ambition is to reach more and more non-European consumers with affordable food.

Increase gender diversity

The long-term target to increase gender diversity is to ensure that there is no more than 60 per cent. of the same gender in any team in Arla. Arla also aims to achieve this in the top management teams.

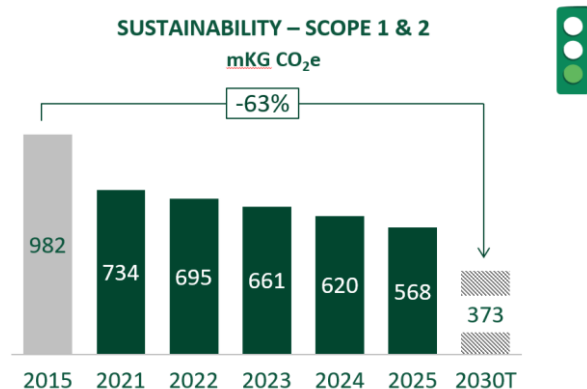
Zero accidents

The safety vision for the employees aims at having zero lost-time accidents per million working hours.

Stronger Planet

Emissions reductions

Arla has set Science Based Targets for 2030, using 2015 as a baseline for scope 1+2 greenhouse gas emissions. Direct greenhouse gas emissions (scope 1) and emissions related to purchased energy (scope 2) should be reduced by 63 per cent. in absolute terms by 2030. In 2025, Arla set two new scope 3 targets aligned to the SBTi based target FLAG (Forest, Land and Agriculture) pathway, shifting from its previous milk and whey intensity target to one absolute scope 3 FLAG emissions reductions target and one scope 3 supplier and partner engagement target. For scope 3 FLAG emissions Arla is using 2020 as a baseline. Among other areas, Arla is focusing on reducing emissions from sourcing of raw milk and whey, and the target is to reduce the carbon footprint from scope 3 by 30.3 per cent. in absolute numbers by 2030.



Following completion of the DMK Merger, Arla will integrate DMK's production footprint and supply chain into its existing science-based climate strategy, ensuring that all combined operations contribute to Arla's established Scope 1, Scope 2 and Scope 3 reduction pathways. As part of the post-merger integration beginning in 2026, Arla will apply its Climate Check methodology, farm-level incentive model and decarbonisation initiatives across the enlarged cooperative, enabling consistent measurement, mitigation and reporting of greenhouse gas emissions. The merged entity will continue to pursue Arla's absolute 2030 emission-reduction targets, including the 63 per cent reduction in Scope 1+2 emissions and the FLAG-aligned Scope 3 reduction pathway.

Renewable electricity

With effect from December 2025, all of Arla's production sites in Europe will operate on 100 per cent. renewable electricity, via contractual instrument or self-generation, marking a major milestone in Arla's sustainability journey. To ensure the availability of renewable electricity, Arla actively supports the development of new solar and wind farms by purchasing electricity directly or through energy attribute certificates and the continuous signing of Power Purchase Agreements ("PPAs").

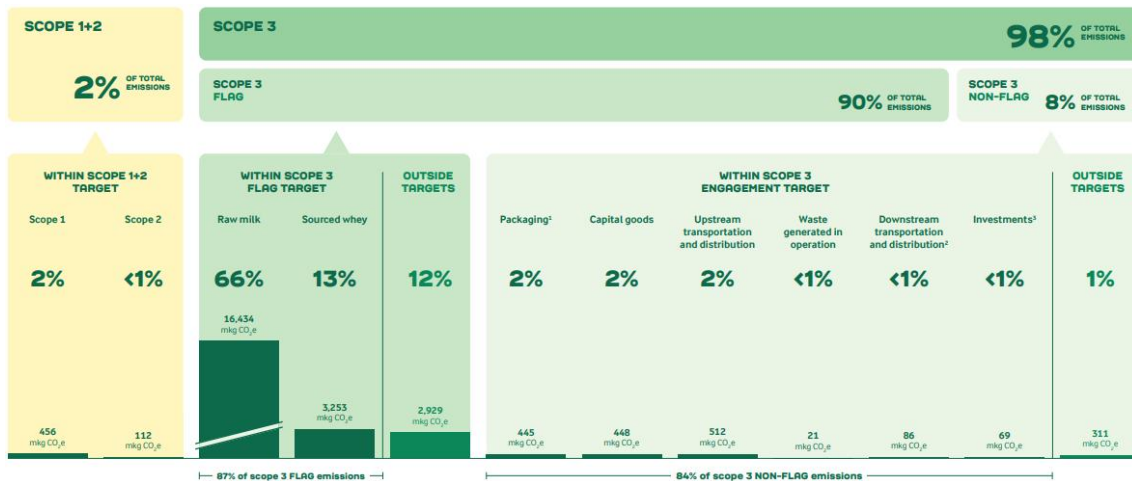
Full recyclability

In 2025 over 94 per cent. of the packaging used for Arla's branded products was designed for recycling, which was below its 2025 target of 100 per cent. recyclability. Some packaging solutions require longer development timelines, which is a challenge faced across the industry.

No virgin plastic

In 2025, Arla maintained its focus on reducing virgin fossil based plastic. While Arla's ambition remains a 0 per cent. use by 2030, progress this year was limited due to slower-than-expected technological developments, particularly in chemical recycling, which is central to achieving this goal. The industry-wide delay in scaling up viable alternatives, combined with pending regulatory clarity from the Packaging and Packaging Waste Regulation ("PPWR"), has made it difficult to move forward decisively. Arla continues to monitor developments and collaborate across the value chain to enable future progress.

Where do our emissions come from

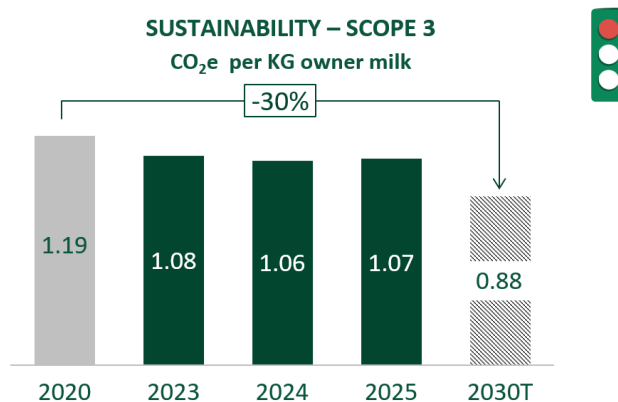


In 2020, Arla Foods introduced a new global Climate Check tool for use by farmer owners. The Climate Check tool helps Arla farmer owners identify farm greenhouse gas emissions (CO₂e) and suggests actions for reducing emissions further. Climate Checks measure six key areas: number of animals, feed composition, crop production, use of fertiliser, manure handling, and use of electricity, fuel and renewable energy. The farmers answers are validated by external climate advisors, who also support farmers in creating personalised emission reduction plans based on their results. In 2025, 96 per cent. of Arla's active farmer owners participated in the Climate Checks, covering 99 per cent. of Arla's owner milk pool. The average Arla owner produces milk with 1.07 kg of CO₂e per kg milk.

Following the introduction of the Climate Check tool in 2020, Arla Foods has conducted a further analysis of the first data set. This shows that 78 per cent. of the variation in carbon footprint between farms stems from five areas, which in Arla is referred to as the Big 5. The big 5 represent the most effective climate action areas that all Arla farmers can work with to lower their farm's carbon footprint, and they also play a key role in the sustainability incentive model. 49 points out of the possible 80 that are available from the start come from big 5 activities. The Big 5 being:

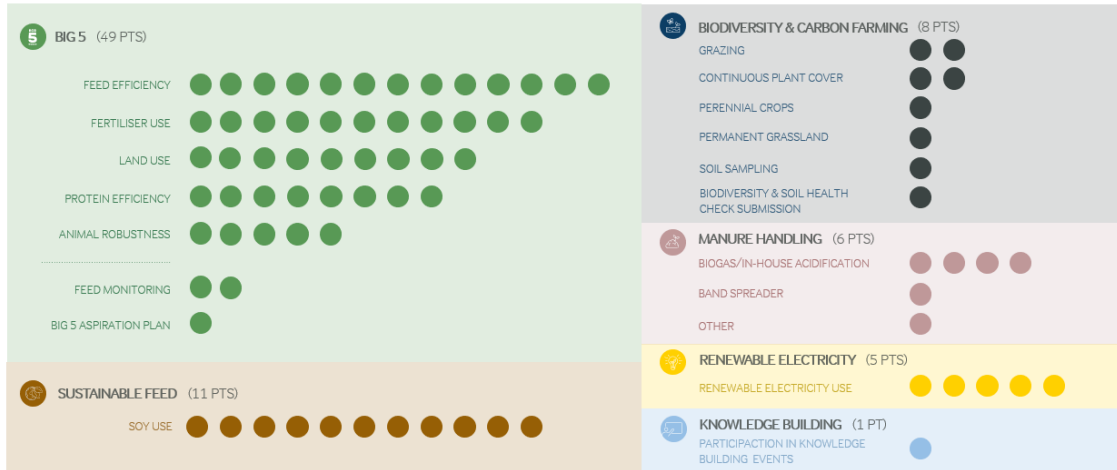
- Feed efficiency
- Protein efficiency
- Animal robustness
- Fertiliser use
- Land use

These actions are also excellent tools for farm management, creating efficiencies for the farmers as they progress.



Since 2023 Arla has operated a structured incentive scheme for farmer owners under the FarmAhead™ Incentive. The FarmAhead™ Incentive is a points-based system that is explicitly designed to reward measurable sustainability actions on farm. The incentive is part of Arla's milk payment system and for each point that the farmer achieves they can earn up to EUR 0.030 per kg of milk that they deliver

to Arla. Sustainability actions with the biggest improvement potential trigger the most points (see below for which actions are included in the model and how many points they translate to). Arla allocates up to EUR 500 million per year to fund the FarmAhead™ Incentive and in 2025 the average score increased from 53 to 55 points out of 80 possible points, which translated into payments of EUR 354 million to farmers to reward their actions in helping to achieve the 2030 target of reducing scope 3 CO₂e emissions by 30.3 per cent. in absolute numbers, as well as other sustainability actions such as enhancing biodiversity.



UN Global Compact

Since 2008, Arla has been a participant of the Global Compact's Nordic Network. In May 2009, Arla signed up to Caring for Climate, a voluntary and complementary action platform seeking to demonstrate leadership around the issue of climate change. In 2010, Arla's CEO signed a CEO Statement of Support for the Women's Empowerment Principles, an initiative from the Global Compact and UNIFEM (the UN Development Fund for Women).

Task Force for Climate Related Financial Disclosures ("TCFD")

In 2022, Arla started to implement TCFD into its reporting and risk assessment practices. In the first phase of implementation Arla focused on integrating climate-related risk assessment and management into the company's existing enterprise risk management framework, and report on the results of the risk assessment. Arla also conducted a high-level analyses of the potential financial impact of climate-related risks.

Responsible sourcing

Clear and consistent procurement practices are fundamental to minimising risks to food safety, the environment and human rights in the supply chain. Arla policy sets out 11 principles for purchasing in Arla to ensure a clear and uniform process when buying goods and services. Among other procedural requirements, the policy also requires compliance with Arla Foods' Code of Conduct for Suppliers. The Code of Conduct for suppliers was revised and further strengthened in 2022 in areas related to climate, health and safety and labour rights such as working hours and recruitment practices.

Sustainable packaging

It has been more difficult to convert packaging into full circularity and unfortunately, Arla has not met its target of implementing fully circular packaging by 2025. However, Arla remains committed to this ambition, which includes improving the recyclability of packaging and reducing the use of virgin fossil-based plastic.

Intellectual Property

Arla Foods has a global intellectual property policy covering both research and innovation, and marketing and sales (including branding). The policy is supported by written standard operations procedures.

Governmental Regulation

Arla Foods is subject to government regulations in the markets in which it operates. Most importantly Arla Foods is subject to EU regulations and Arla Foods' interests are represented in the EU by the Danish Agriculture & Food Council that is working with product, environmental and other regulations on an EU level. Given the cross-border nature of Arla Foods' business, it is in Arla Foods' interest to have as many of these regulations as possible being made by the EU, rather than by individual Member States.

Employees

Arla Foods' workforce encompasses a broad range of skills and experience in areas such as food science, sales and marketing, logistics, engineering and support services. The employees at Arla Foods are vital for the success of its business. It is a key objective for the Group to attract and retain top-quality staff, and to ensure that its employees develop and grow their roles and meet new challenges as their careers progress. Internal governance and education programmes have been put in place to help achieve this.

Arla's strategic ambition is to ensure fair and favourable working conditions for all employees across its global operations. Arla aims to provide a safe, healthy and inclusive work environment that supports personal growth and development.

At the end of 2025, Arla Foods had 22,052 full-time equivalent employees.

Diversity and inclusion

Arla has a diversity and inclusion strategy aimed at fulfilling the employee promise of creating an inclusive work environment where everyone is valued and feels that they belong.

Arla is committed to fostering a diverse and inclusive workplace by ensuring fair and good working conditions, preventing discrimination and harassment, and actively increasing gender diversity in leadership, with women representing 32.4 per cent. of management roles in 2025 and a target of 40 per cent. by 2030. Inclusion is embedded in Arla's governance and sustainability strategy through stakeholder engagement, unbiased recruitment, equal pay practices and human rights due diligence across its global value chain.

Arla Foods is committed to creating a place where people can bring their authentic selves to work every day. Diversity and inclusion are imperative to the success of Arla Foods' business and Arla Foods knows that a diverse and inclusive workforce generates innovation and stronger results. Arla Foods defines diversity broadly as differences between people with a diverse range of backgrounds, while inclusion is about valuing differences among individuals.

Litigation

No member of the Group is or has during the past 12 months been involved in any governmental, legal or arbitration proceedings which may have, or have had, a significant effect on the Group's financial position or profitability, nor is Arla Foods aware that any such proceedings are pending or threatened.

Auditor

The auditor of Arla Foods is EY Godkendt Revisionspartnerselskab (cvr. 3070 0228), Vaerkmestergade 25, DK-8000 Aarhus C., who have audited the consolidated financial statements of Arla Foods, without qualification, in accordance with International Standards on Auditing (ISAs) and additional requirements applicable in Denmark for each of the two financial years ended 31 December 2024 and 31 December 2025. EY Godkendt Revisionspartnerselskab is a member of FSR - danske revisorer, the professional body of Danish auditors.

DESCRIPTION OF ARLA FOODS FINANCE A/S

Arla Foods Finance A/S was incorporated and registered in Denmark on 31 March 1980 with registered number 89 62 28 16 and is a limited liability company under Danish Law. The registered office is located at Sønderhøj 14, 8260 Viby J, Denmark and its telephone number is +45 89 38 10 00. The fiscal year of Arla Foods Finance A/S is the calendar year.

The purpose of Arla Foods Finance A/S is to act as a finance company and financing vehicle for the Group, including lending or otherwise making surplus cash of one member of the Group available to other members of the Group. This also includes performing the cash-management activities for a large number of the members of the Group. Finally, Arla Foods Finance A/S is engaged in the Group's hedging activities with respect to interest rate, currency and energy risks.

Board of Arla Foods Finance A/S:

The Directors of Arla Foods Finance A/S and their principal activities outside the Group

<u>Name</u>	<u>Position</u>	<u>Principal activities outside the Group</u>
Peder Tuborgh.....	Chairman	Member of the Global Dairy Platform (2006) and Chairman of Food & BioCluster (2025)
John Duus Andresen.....	Board member	None
Torben Dahl Nyholm	Board member	None

Executive Board

<u>Name</u>	<u>Position</u>	<u>Principal activities outside the Group</u>
Jesper Mellemkjaer	Managing Director	None

The business address of the Board of Directors is Arla Foods Finance A/S, Sønderhøj 14, 8260 Viby J, Denmark.

There are no potential conflicts of interest between any duties of the members of the Board of Directors to Arla Foods Finance A/S and their private interests or other duties.

Arla Foods Finance A/S's relationship to Arla Foods

As a wholly owned indirect subsidiary of Arla Foods, Arla Foods Finance A/S is dependent on the performance of Arla Foods and the other members of the Group to generate sufficient income to enable Arla Foods Finance A/S to perform and satisfy its payment obligations under the Notes. Whilst Arla Foods Finance A/S is a wholly owned subsidiary of Arla Foods, under Danish corporate law, directors are obliged to act in the interests of the company and not its shareholders.

Auditor

The auditor of Arla Foods Finance A/S is EY Godkendt Revisionspartnerselskab (cvr. 3070 0228), Vaerkmestergade 25, DK-8000 Aarhus C., who have audited the financial statements of Arla Foods Finance A/S, without qualification, in accordance with International Standards on Auditing (ISAs) and additional requirements applicable in Denmark for each of the two financial years ended 31 December 2024 and 31 December 2025. EY Godkendt Revisionspartnerselskab is a member of FSR - danske revisorer, the professional body of Danish auditors.

DESCRIPTION OF THE DMK MERGER

On 16 June 2025, the governing bodies of Arla Foods and Deutsches Milchkontor eG and Drents Overijsselse Coöperatie Kaas U.A. (together with their consolidated subsidiaries, the "**DMK Group**") approved the intention to merge with Arla Foods as the surviving entity. The transaction hereafter referred to as the "**DMK Merger**".

The parties to the merger are all cooperatives and, consequently, the merger will be completed in a series of steps with the final objective to have all cooperative members of the DMK Group as direct members of Arla Foods. From the date of closing, Deutsches Milchkontor GmbH and its consolidated subsidiaries will become subsidiaries of Arla Foods. The merger is subject to customary closing conditions and regulatory approvals and is expected to close in the second quarter of 2026.

The combined business of Arla Foods and the DMK Group are referred to as the "**Combined Dairy Group**".

It is agreed in the merger agreement that the management group of Arla Foods will continue, with the current CEO of the DMK Group joining the EMT as Executive Vice President with responsibility for the merger integration. After a transition period of two years, the Arla Foods and DMK owners will be on equal terms.

The Articles of Association of Arla Foods will survive, except for consequential changes due to the inclusion of the DMK Group and the DMK Group owners. Arla Foods' financial policies and discipline will continue after the DMK Merger.

The DMK Group is the largest dairy company in Germany by sales and a major supplier of consumer dairy products, ingredients, baby nutrition, and private-label solutions. Operating across several European markets with particular focus on Germany and the Netherlands, the DMK Group's portfolio includes milk powders, cheese, fresh dairy, and specialised value-added ingredients. Over recent years, the DMK Group has pursued operational consolidation, efficiency initiatives, and product innovation aimed at strengthening its competitiveness.

Together, the Combined Dairy Group would have a joint workforce (as at 31 December 2024) of more than 28,000 employees and is expected to be the largest dairy co-operative in Europe (source: based on data included in Rabobank Global Dairy Top 20, August 2025).

The Combined Dairy Group expects to have a broadly unchanged leverage following the completion of the DMK Merger and will retain a target leverage ratio (net interest-bearing debt ("**NIBD**") inclusive of pensions to EBITDA) of 2.8 – 3.4 times. The target for net profit as a percentage of revenue will be unchanged at 2.8 – 3.2 per cent.

Refinancing related to the DMK Merger

As part of the refinancing of the DMK Group debt, Arla Foods has entered into a EUR 600 million bridge facilities agreement with Nordea Bank Abp, BNP PARIBAS, Skandinaviska Enskilda Banken AB (publ) and Nykredit Bank A/S as arrangers.

Arla Foods expects to complete the refinancing of the merger by no later than by 15 January 2028, and the net proceeds of certain Notes issued under the Programme may be used to refinance DMK debt and the EUR 600 million bridge facility mentioned in the paragraph above.

Certain Financial Information in respect of Arla Foods and the DMK Group

On 16 June 2025, Arla Foods entered into agreements to carry out the DMK Merger as described in "*Description of the DMK Merger*" above. Once the DMK Merger has closed, it will affect the Group's future earnings, financial position and cash flows.

As the DMK Merger has not been consummated at the date of this Base Listing Particulars, there are customary significant limitations in respect of the relevant detailed information available to Arla Foods. Accordingly, unaudited combined illustrative financial information has not been prepared to illustrate the hypothetical effects of the DMK Merger on certain income statement and balance sheet captions as at any date.

However, certain key financial figures for Arla Foods and the DMK eG Group (as defined below) have been summarised below. Financial figures for Arla Foods have been extracted from the audited consolidated financial statements of Arla Foods for the financial years ended 31 December 2024 and 31 December 2025.

The available historical audited financial information of the DMK eG Group has been prepared in accordance with German HGB Standards. Such financial information has not been restated to IFRS Accounting Standards as adopted by the EU for the purposes of this Base Listing Particulars, or otherwise. Consequently, the applied accounting policies applied by the DMK eG Group may differ significantly from the ones applied by Arla Foods. If financial information of the DMK eG Group were restated and converted into IFRS Accounting Standards as adopted by the EU as applied by Arla Foods, such adjustments would potentially have a material monetary impact.




The historical audited financial information of the DMK eG Group has been prepared and presented in accordance with German HGB Standards, which differ from the classification and presentation applied by Arla Foods.

Solely for the purpose of illustrating the relative scale of Arla Foods and the DMK Group, the DMK eG Group's audited financial information has, for illustrative purposes only and based on a high-level assessment, been adjusted to align with Arla Foods' presentation and classification format in the table below. Whilst the underlying financial data has been derived from audited financial statements prepared and reported in accordance with German HGB Standards, there can be no assurance that the financial information would have been presented as illustrated had the DMK eG Group applied Arla Foods' classification and presentation framework.

The selected illustrative financial information for Arla Foods and the DMK eG Group on a standalone basis for the financial year ended 31 December 2024 (in the case of the DMK eG Group) and for the financial years ended 31 December 2024 and 31 December 2025 (in the case of Arla Foods) is provided solely to facilitate a comparison of relative size. Consequently, it does not show the financial position or the results of the Combined Dairy Group at any historic point in time nor at a future point in time.

Consequently, potential investors should not overstate the importance of the selected financial information, as such information does not purport to represent what the Combined Dairy Group's actual results of operations or financial condition would have been had the merger occurred at an earlier date, nor is it necessarily indicative of future results of operations or financial condition.

Certain Financial Information for Arla and DMK eG Group

mEUR	 Arla (2025) ⁽¹⁾	 Arla (2024) ⁽¹⁾	 DMK eG Group ⁽¹⁾ (Adjusted to Arla Foods classification and presentation format)
Revenue	15,066	13,770	5,106
EBITDA	1,156	1,109	184
EBIT	647	598	81
Profit for the year (net profit) attributable to Arla Foods amba/DMK	415	401	25
Profit share	2.8%	2.9%	0.5%
Total assets	9,427	9,330	1,739
Equity, attributable to Arla Foods amba/DMK	2,950	3,072	561
Total equity	3,016	3,138	617
NIBD excl. pension liabilities	3,607	3,367	314
NIBD incl. pension liabilities	3,766	3,533	442
Leverage	3.3	3.2	2.4
Owners	7,265	7,624	4,600
Milk vol. (billion kg)	14.3	13.7	5.3
Employees	22,052	21,895	6,800

- (1) Extracted from the audited consolidated financial statements for the financial year ended 31 December 2025 of Arla Foods.

- (2) Extracted from the audited consolidated financial statements for the financial year ended 31 December 2024 of Arla Foods.
- (3) Financial information derived from the audited consolidated financial statements of Deutsches Milchkontor eG and DMK Deutsches Milchkontor GmbH (together, the "**DMK eG Group**" and such financial statements, the "**DMK eG Group financial statements**") as of and for the financial year ended 31 December 2024. Solely for the purpose of indicating the relative scale of Arla Foods and the DMK eG Group, this audited financial information has, solely for illustrative purposes and based on a high level overall assessment, illustratively been adjusted to Arla Foods classification and presentation format. The figures do not reflect any adjustments in respect of differences in recognition and measurement between IFRS accounting policies applied by Arla Foods and German HGB Standards historically applied by the DMK eG Group. Such adjustments, if made, may be significant.

The DMK eG Group financial statements have been prepared because Deutsches Milchkontor eG owns 90 per cent. of the shares in DMK Deutsches Milchkontor GmbH and as the majority owner is required by German regulation to file group accounts. As a minority shareholder owning just 10 per cent. of the shares in DMK Deutsches Milchkontor GmbH, Drents Overijsselse Coöperatie Kaas U.A. is not required to file group accounts and therefore books the shares under "Fixed assets - Investments in associates" in its financial statements. Accordingly, the DMK eG Group financial statements are the most appropriate financial statements to use to illustrate the historical financial position of the DMK eG Group.

Whilst the DMK eG Group financial statements are the most recently available audited consolidated financial statements that have been prepared in respect of DMK eG Group, they relate to a period that ended more than twelve months ago. As no more recent audited consolidated financial statements are available for DMK eG Group, the information is historic and may not reflect the current financial position of the DMK eG Group.

The DMK eG Group financial statements have been prepared in accordance with German HGB Standards (HGB), for the avoidance of doubt, they are not incorporated by reference in this Base Listing Particulars. EY Godkendt Revisionspartnerselskab has not audited, reviewed, examined, compiled nor applied agreed-upon procedures with respect to the DMK eG Group financial statements and, accordingly, EY Godkendt Revisionspartnerselskab does not express an opinion or any other form of assurance with respect thereto.

In respect of the DMK Merger, it should be noted that there were no significant commercial activities between Arla Foods and the DMK eG Group in advance of the DMK Merger. Accordingly, it is estimated that sales between the two groups were less than EUR 300 million in 2024. Further, the Combined Dairy Group will going forward adopt Arla Foods' financial governance and targets as to financial performance, including the target for net profit as a percentage of revenue, which will be 2.8 – 3.2 per cent.

Third Party Information

The financial information of the DMK eG Group has been extracted from the audited consolidated financial statements for Deutsches Milchkontor eG and DMK Deutsches Milchkontor GmbH. For the avoidance of doubt, such financial statements are not incorporated by reference into this Base Listing Particulars. Arla Foods confirms that such information has been accurately reproduced and that, so far as it is aware, and is able to ascertain from information made available to it by the DMK eG Group, no facts have been omitted which would render the reproduced information inaccurate or misleading.

Publicly available financial information for the DMK Group has been used solely for indicative purposes. Arla Foods has not independently verified all details and cannot guarantee their accuracy.

TAXATION

The following is a general description of certain Danish, EU and US tax considerations relating to the Notes. It does not purport to be a complete analysis of all tax considerations relating to the Notes whether in those countries or elsewhere. Prospective purchasers of Notes should consult their own tax advisers as to the consequences under the tax laws of the country of which they are resident for tax purposes and the tax laws of the Kingdom of Denmark of acquiring, holding and disposing of Notes and receiving payments of interest, principal and/or other amounts under the Notes. This overview is based upon the law as in effect on the date of this Base Listing Particulars and is subject to any change in law that may take effect after such date, possibly with retroactive effect.

Danish Taxation

This overview is based on the assumption that the Notes qualify as debt instruments for Danish tax purposes and the overview may therefore not be accurate if this assumption is not correct. How the Notes are qualified for Danish tax purposes will depend on the Final Terms of the Notes.

Under existing Danish tax laws, no general withholding tax or coupon tax will apply to payments of interest or principal or other amounts due on the Notes, other than in certain cases on payments in respect of controlled debt in relation to each Issuer. This will not have any impact on holders of Notes who are not "affiliated" with the paying Issuer pursuant to chapter 4 of the Danish Tax Control Act (Consolidated Act no. 12 of 8 January 2024).

No stamp duty is payable upon transfer of Notes in Denmark.

Resident holders of Notes

In general, individuals and companies who are resident in Denmark are liable to Danish taxation on the income from the Notes in accordance with the Danish Capital and Exchange Gains Act (in Danish: Kursgevinstloven), Consolidated Act no. 1176 of 19 September 2025.

In general, individuals are taxable on income from the Notes upon reception of such income (in Danish: *realisationsprincippet*). However, if the value of the Notes is linked to the development in the value of securities, stocks or other assets, the Notes will in general be qualified as financial contracts under Danish tax law, with the consequence that the Notes will become taxable on a mark-to-market principle (i.e. on the difference between the value of the Notes at the end of the income year and the value of the Notes at the beginning of the income year) (in Danish: *lagerprincippet*). The net income is taxed as capital income at a rate of up to 42 per cent. in 2026.

Note holders subject to corporate taxation are generally taxed annually of the difference between the value of the Notes at the end of the income year and the value of the Notes at the beginning of the income year (the mark-to-market principle) irrespective of whether the Notes are qualified as financial contracts or not.

Non-resident holders of Notes

Provided the holders of Notes are not subject to full tax liability in Denmark or included in a Danish joint taxation scheme and do not carry business in Denmark through a permanent establishment, income derived from the Notes should not be taxable to Denmark. However, see above regarding potential withholding taxes in case of controlled debt.

Foreign Account Tax Compliance Act

Pursuant to certain provisions of the US Internal Revenue Code of 1986, commonly known as FATCA, a "foreign financial institution" may be required to withhold on certain payments it makes ("**foreign passthru payments**") to persons that fail to meet certain certification, reporting, or related requirements. The Issuers may be a foreign financial institution for these purposes. A number of jurisdictions (including the Kingdom of Denmark) have entered into, or have agreed in substance to, intergovernmental agreements with the United States to implement FATCA ("**IGAs**"), which modify the way in which FATCA applies in their jurisdictions. Under the provisions of IGAs as currently in effect, a foreign financial institution in an IGA jurisdiction would generally not be required to withhold under FATCA or an IGA from payments that it

makes. Certain aspects of the application of the FATCA provisions and IGAs to instruments such as the Notes, including whether withholding would ever be required pursuant to FATCA or an IGA with respect to payments on instruments such as the Notes, are uncertain and may be subject to change. Even if withholding would be required pursuant to FATCA or an IGA with respect to payments on instruments such as the Notes, such withholding would not apply prior to the date that is two years after the publication of the final regulations defining "*foreign passthru payment*" and Notes characterised as debt for U.S. federal income tax purposes (or which are not otherwise characterised as equity and have a fixed term) issued on or prior to the date that is six months after the date on which final regulations defining "*foreign passthru payments*" are filed with the US Federal Register generally would be "grandfathered" for purposes of FATCA withholding unless materially modified after such date. However, if additional notes (as described under "*Terms and Conditions—Further Issues*") that are not distinguishable from previously issued Notes are issued after the expiration of the grandfathering period and are subject to withholding under FATCA, then withholding agents may treat all Notes, including the Notes offered prior to the expiration of the grandfathering period, as subject to withholding under FATCA. Holders should consult their own tax advisors regarding how these rules may apply to their investment in the Notes. In the event any withholding would be required pursuant to FATCA or an IGA with respect to payments on the Notes, no person will be required to pay additional amounts as a result of the withholding.

SUBSCRIPTION AND SALE

Notes may be sold from time to time by each Issuer to any one or more of BNP PARIBAS, Danske Bank A/S, DZ Bank AG, HSBC Continental Europe, Jyske Bank A/S, Nordea Bank Abp, Nykredit Bank A/S, Skandinaviska Enskilda Banken AB (publ) and Standard Chartered Bank AG (the "**Dealers**"). The arrangements under which Notes may from time to time be agreed to be sold by each Issuer to, and subscribed by, Dealers are set out in a Dealer Agreement dated 8 May 2026 (the "**Dealer Agreement**") and made between each Issuer, the Guarantor and the Dealers. If in the case of any Tranche of Notes the method of distribution is an agreement between each Issuer, the Guarantor and a single Dealer for that Tranche to be issued by each Issuer and subscribed by that Dealer, the method of distribution will be described in the relevant Pricing Supplement as "Non-Syndicated" and the name of that Dealer and any other interest of that Dealer which is material to the issue of that Tranche beyond the fact of the appointment of that Dealer will be set out in the relevant Pricing Supplement. If in the case of any Tranche of Notes the method of distribution is an agreement between the relevant Issuer, the Guarantor (where applicable) and more than one Dealer for that Tranche to be issued by the relevant Issuer and subscribed by those Dealers, the method of distribution will be described in the relevant Pricing Supplement as "Syndicated", the obligations of those Dealers to subscribe the relevant Notes will be joint and several and the names of those Dealers and any other interests of any of those Dealers which is material to the issue of that Tranche beyond the fact of the appointment of those Dealers (including whether any of those Dealers has also been appointed to act as Stabilisation Manager in relation to that Tranche) will be set out in the relevant Pricing Supplement.

Any such agreement will, *inter alia*, make provision for the form and terms and conditions of the relevant Notes, the price at which such Notes will be subscribed by the Dealer(s) and the commissions or other agreed deductibles (if any) payable or allowable by the relevant Issuer in respect of such subscription. The Dealer Agreement makes provision for the resignation or termination of appointment of existing Dealers and for the appointment of additional or other Dealers either generally in respect of the Programme or in relation to a particular Tranche of Notes.

The relevant Dealers will be entitled in certain circumstances to be released and discharged from their obligations in respect of a proposed issue of Notes under or pursuant to the Dealer Agreement prior to the closing of the issue of such Notes, including in the event that certain conditions precedent are not delivered or met to their satisfaction on or before the issue date of such Notes. In this situation, the issuance of such Notes may not be completed. Investors will have no rights against the relevant Issuer, the Guarantor (where applicable) or the relevant Dealers in respect of any expense incurred or loss suffered in these circumstances.

United States of America: *Regulation S Category 2; TEFRA D or TEFRA C as specified in the relevant Pricing Supplement or neither if TEFRA is specified as not applicable in the relevant Pricing Supplement.*

The Notes have not been and will not be registered under the Securities Act and may not be offered or sold within the United States or to, or for the account or benefit of, US persons except in certain transactions exempt from the registration requirements of the Securities Act. Terms used in this paragraph have the meanings given to them by Regulation S under the Securities Act.

The Notes are subject to US tax law requirements and may not be offered, sold or delivered within the United States or its possessions or to a United States person, except in certain transactions permitted by US Treasury regulations. Terms used in this paragraph have the meanings given to them by the United States Internal Revenue Code of 1986 and Treasury regulations thereunder.

Each Dealer has represented and agreed and each further Dealer appointed under the Programme will be required to represent and agree that, it will not offer, sell or deliver Notes, (i) as part of their distribution at any time or (ii) otherwise until 40 days after the completion of the distribution of the Notes comprising the relevant Tranche within the United States or to, or for the account or benefit of, US persons. Each Dealer has further agreed, and each further Dealer appointed under the Programme will be required to agree, that it will send to each dealer to which it sells Notes during the distribution compliance period relating thereto a confirmation or other notice setting forth the restrictions on offers and sales of the Notes within the United States or to, or for the account or benefit of, US persons. Terms used in this paragraph have the meanings given to them by Regulation S under the Securities Act.

In addition, until 40 days after the commencement of the offering of Notes comprising any Tranche, any offer or sale of Notes within the United States by any dealer (whether or not participating in the offering)

may violate the registration requirements of the Securities Act if such offer or sale is made otherwise than in accordance with an available exemption from registration under the Securities Act.

Prohibition of Sales to EEA Retail Investors

Unless the Pricing Supplement (or Listing Particulars, as the case may be) in respect of any Notes specifies the "Prohibition of Sales to EEA Retail Investors" as "Not Applicable", each Dealer has represented, warranted and agreed, and each further Dealer appointed under the Programme will be required to represent, warrant and agree, that it has not offered, sold or otherwise made available and will not offer, sell or otherwise make available any Notes which are the subject of the offering contemplated by this Base Listing Particulars as completed by the Pricing Supplement (or are the subject of the offering contemplated by a Listing Particulars) in relation thereto to any retail investor in the EEA. For the purposes of this provision the expression "**retail investor**" means a person who is one (or more) of the following:

- (a) a retail client as defined in point (11) of Article 4(1) of EU MiFID II; or
- (b) a customer within the meaning of Directive (EU) 2016/97, where that customer would not qualify as a professional client as defined in point (10) of Article 4(1) of EU MiFID II.

If the Pricing Supplement (or Listing Particulars, as the case may be) in respect of any Notes specifies the "Prohibition of Sales to EEA Retail Investors" as "Not Applicable", in relation to each Member State of the EEA, each Dealer has represented and agreed, and each further Dealer appointed under the Programme will be required to represent and agree, that it has not made and will not make an offer of Notes which are the subject of the offering contemplated by this Base Listing Particulars as completed by the Pricing Supplement in relation thereto (or are the subject of the offering contemplated by a Listing Particulars, as the case may be) to the public in that Member State except that it may make an offer of such Notes to the public in that Member State:

- (a) *Qualified investors*: at any time to any legal entity which is a qualified investor as defined in the EU Prospectus Regulation;
- (b) *Fewer than 150 offerees*: at any time to fewer than 150, natural or legal persons (other than qualified investors as defined in the EU Prospectus Regulation), subject to obtaining the prior consent of the relevant Dealer or Dealers nominated by the relevant Issuer for any such offer; or
- (c) *Other exempt offers*: at any time in any other circumstances falling within Article 1(4) of the EU Prospectus Regulation.

provided that no such offer of Notes referred to in (a) to (c) above shall require the relevant Issuer or any Dealer to publish a prospectus pursuant to Article 3 of the EU Prospectus Regulation or supplement a prospectus pursuant to Article 23 of the EU Prospectus Regulation.

For the purposes of this provision, the expression an "**offer of Notes to the public**" in relation to any Notes in any Member State means the communication in any form and by any means of sufficient information on the terms of the offer and the Notes to be offered so as to enable an investor to decide to purchase or subscribe for the Notes and the expression "**EU Prospectus Regulation**" means Regulation (EU) 2017/1129.

Prohibition of Sales to UK Retail Investors

If the Pricing Supplement (or Listing Particulars, as the case may be) in respect of any Notes includes a legend entitled "Prohibition of Sales to UK Retail Investors", each Dealer has represented, warranted and agreed, and each further Dealer appointed under the Programme will be required to represent, warrant and agree, that it has not offered, sold, distributed or otherwise made available and will not offer, sell, distribute or otherwise make available any Notes which are the subject of this Base Listing Particulars as completed by the Pricing Supplement (or are the subject of a Listing Particulars) in relation thereto to any retail investor in the UK. For the purposes of this provision:

- (a) the expression "**retail investor**" means a person who is either one (or both) of the following:
 - (i) not a professional client, as defined in point (8) of Article 2(1) of Regulation (EU) No 600/2014 as it forms part of domestic law by virtue of the EUWA; or

- (ii) not a qualified investor as defined in paragraph 15 of Schedule 1 to the POATRs; and
- (b) the expression "**offer**" includes the communication in any form and by any means of sufficient information on the terms of the offer and the Notes to be offered so as to enable an investor to decide to buy or subscribe for the Notes.

If the Pricing Supplement (or Listing Particulars, as the case may be) in respect of any Notes does not include the legend "Prohibition of Sales to UK Retail Investors", each Dealer has represented and agreed, and each further Dealer appointed under the Programme will be required to represent and agree, that it has not made and will not make an offer of Notes which are the subject of this Base Listing Particulars as completed by the Pricing Supplement) in relation thereto (or are the subject of a Listing Particulars, as the case may be) to the public in the United Kingdom except that it may make an offer of such Notes to the public in the United Kingdom:

- (a) at any time to any legal entity which is a qualified investor as defined in paragraph 15 of Schedule 1 to the POATRs;
- (b) at any time to fewer than 150 persons (other than qualified investors as defined in paragraph 15 of Schedule 1 to the POATRs) in the United Kingdom subject to obtaining the prior consent of the relevant Dealer or Dealers nominated by the relevant Issuer for any such offer; or
- (c) at any time in any other circumstances falling within Part 1 of Schedule 1 to the POATRs,

For the purposes of this provision, the expression "**an offer of Notes to the public**" in relation to any Notes means the communication in any form and by any means of sufficient information on the terms of the offer and the Notes to be offered so as to enable an investor to decide to buy or subscribe for the Notes and the expression "**POATRs**" means the Public Offers and Admissions to Trading Regulations 2024.

Other UK regulatory restrictions

Each Dealer has represented, warranted and agreed that:

- (a) **No deposit-taking:** in relation to any Notes having a maturity of less than one year:
 - (i) it is a person whose ordinary activities involve it in acquiring, holding, managing or disposing of investments (as principal or agent) for the purposes of its business; and:
 - (ii) it has not offered or sold and will not offer or sell any Notes other than to persons:
 - (A) whose ordinary activities involve them in acquiring, holding, managing or disposing of investments (as principal or agent) for the purposes of their businesses; or
 - (B) who it is reasonable to expect will acquire, hold, manage or dispose of investments (as principal or agent) for the purposes of their businesses,
 where the issue of the Notes would otherwise constitute a contravention of section 19 of the FSMA by each Issuer;
- (b) **Financial promotion:** it has only communicated or caused to be communicated and will only communicate or cause to be communicated any invitation or inducement to engage in investment activity (within the meaning of section 21 of the FSMA) received by it in connection with the issue or sale of any Notes in circumstances in which section 21(1) of the FSMA does not apply to the relevant Issuer or the Guarantor, and
- (c) **General compliance:** it has complied and will comply with all applicable provisions of the FSMA with respect to anything done by it in relation to any Notes in, from or otherwise involving the UK.

Japan

The Notes have not been and will not be registered under the Financial Instruments and Exchange Act of Japan (Act No. 25 of 1948, as amended (the "**FIEA**")) and, accordingly, each Dealer has represented and agreed, and each further Dealer appointed under the Programme will be required to represent, warrant and

agree, that it has not, directly or indirectly, offered or sold and will not, directly or indirectly, offer or sell any Notes in Japan or to, or for the benefit of, any resident of Japan or to others for re-offering or resale, directly or indirectly, in Japan or to any resident of Japan, except pursuant to an exemption from the registration requirements of, and otherwise in compliance with, the FIEA and other relevant laws and regulations of Japan. As used in this paragraph, "resident of Japan" means any person resident in Japan, including any corporation or other entity organised under the laws of Japan.

Kingdom of Sweden

Each of the Dealers has confirmed and agreed that they will not, directly or indirectly, offer for subscription or purchase or issue invitations to subscribe for or buy Notes or distribute any draft or definitive document in relation to any such offer, invitation or sale except in circumstances that will not result in a requirement to prepare a prospectus pursuant to the provisions of Regulation (EU) 2017/1129 nor any Swedish enactment. Neither the Swedish Financial Supervisory Authority (*Sw. Finansinspektionen*) nor any other Swedish public body has examined, approved or registered this Base Listing Particulars or will examine, approve or register this Base Listing Particulars.

Kingdom of Denmark

Each Dealer has represented, warranted and agreed, and each further Dealer appointed under the Programme will be required to represent, warrant and agree, that the Notes have not been offered or sold and will not be offered, sold or delivered directly or indirectly in the Kingdom of Denmark by way of a public offering, unless in compliance with the EU Prospectus Regulation, the Danish Capital Markets Act (Act No. 1493 of 18 November 2025) as amended, supplemented or replaced from time to time and any Executive Orders issued thereunder and in compliance with Executive Order no. 760 of 14 June 2024 on Investor Protection in Connection with Securities Trading, as amended, supplemented or replaced from time to time issued pursuant to, *inter alia*, the Danish Financial Business Act, consolidated act no. 432 of 16 April 2026, as amended, supplemented or replaced from time to time.

Singapore

Each Dealer has acknowledged that this Base Listing Particulars has not been registered as a prospectus with the Monetary Authority of Singapore. Accordingly, each Dealer has represented and agreed, and each further Dealer appointed under the Programme will be required to represent, warrant and agree, that it has not offered or sold any Notes or caused the Notes to be made the subject of an invitation for subscription or purchase and will not offer or sell any Notes or cause the Notes to be made the subject of an invitation for subscription or purchase, and has not circulated or distributed, nor will it circulate or distribute, this Base Prospectus or any other document or material in connection with the offer or sale, or invitation for subscription or purchase, of the Notes, whether directly or indirectly, to any person in Singapore other than (i) to an institutional investor (as defined in Section 4A of the Securities and Futures Act 2001 of Singapore, as modified or amended from time to time (the "SFA")) pursuant to Section 274 of the SFA or (ii) to an accredited investor (as defined in Section 4A of the SFA) pursuant to and in accordance with the conditions specified in Section 275 of the SFA.

General

Each Dealer has represented, warranted and agreed and each further Dealer appointed under the Programme will be required to represent, warrant and agree that it has complied and will comply with all applicable laws and regulations in each country or jurisdiction in or from which it purchases, offers, sells or delivers Notes or possesses, distributes or publishes this Base Listing Particulars or any Pricing Supplement or Listing Particulars or any related offering material, in all cases at its own expense and will obtain any consent, approval or permission required by it for the purchase, offer, sale or delivery by it of Notes under the laws and regulations in force in any jurisdiction to which it is subject or in which it makes such purchases, offers, sales or deliveries and none of the Issuers, the Guarantor or any of the Dealers shall have any responsibility therefor. Other persons into whose hands this Base Listing Particulars or any Pricing Supplement or Listing Particulars comes are required by each Issuer, the Guarantor and the Dealers to comply with all applicable laws and regulations in each country or jurisdiction in or from which they purchase, offer, sell or deliver Notes or possess, distribute or publish this Base Listing Particulars or any Pricing Supplement or Listing Particulars or any related offering material, in all cases at their own expense.

None of the Issuer, the Guarantor and the Dealers represents that Notes may at any time lawfully be sold in compliance with any applicable registration or other requirements in any jurisdiction, or pursuant to any exemption available thereunder, or assumes any responsibility for facilitating such sale.

The Dealer Agreement provides that the Dealers shall not be bound by any of the restrictions relating to any specific jurisdiction (set out above) to the extent that such restrictions shall, as a result of change(s) or change(s) in official interpretation, after the date hereof, of applicable laws and regulations, no longer be applicable but without prejudice to the obligations of the Dealers described in the paragraph headed "*General*" above.

GENERAL INFORMATION

Authorisation

1. The update of the Programme was authorised by the Board of Directors of Arla Foods on 24 April 2026 pursuant to its Articles of Association and by the Board of Directors of Arla Finance on 24 March 2023 pursuant to its Articles of Association. Each Issuer and the Guarantor has obtained or will obtain from time to time all necessary consents, approvals and authorisations in connection with the issue of and performance of its obligations under the Notes and the giving of the guarantee relating to them.

Listing

2. Application has been made for Notes issued under the Programme to be listed on the Official List of Euronext Dublin and to admit the Notes to trading on GEM.

Legal and Arbitration Proceedings

3. There are no governmental, legal or arbitration proceedings, (including any such proceedings which are pending or threatened, of which either of the Issuers or the Guarantor is aware), which may have, or have had during the 12 months prior to the date of this Base Listing Particulars, a significant effect on the financial position or profitability of either of the Issuers and their Subsidiaries or the Guarantor and its Subsidiaries.

Significant/Material Change

4. There has been no material adverse change in the prospects of Arla Foods or the Arla Group since the end of the last financial period for which audited consolidated financial information has been published and there has been no significant change in the financial or trading position of Arla Foods or the Arla Group since the end of the last financial period for which either audited or interim consolidated financial information has been published.
5. There has been no material adverse change in the prospects of Arla Finance and there has been no significant change in the financial or trading position of Arla Finance since the end of the last financial period for which audited financial information has been published.

Auditors

6. The auditor of each Issuer and the Guarantor is EY Godkendt Revisionspartnerselskab, who have audited the consolidated financial statements of Arla Foods and the financial statements of Arla Finance, without qualification, in accordance with International Standards on Auditing (ISAs) and additional requirements applicable in Denmark for each of the two financial years ended 31 December 2024 and 31 December 2025. EY Godkendt Revisionspartnerselskab, is a member of FSR Danish Auditors (FSR-danske revisorer).

Documents on Display

7. Physical copies of the following documents (together with English translations thereof) may be inspected during normal business hours at the offices of the Issuers at Sønderhøj 14, 8260 Viby J, Denmark for so long as the Notes are admitted to the Official List of the Euronext Dublin and listed on the GEM:
 - (a) the constitutive documents of Arla Foods;
 - (b) the constitutive documents of Arla Finance;
 - (c) the audited consolidated financial statements of Arla Foods for the years ended 31 December 2025 and 31 December 2024;
 - (d) the audited financial statements of Arla Finance for the years ended 31 December 2025 and 31 December 2024;
 - (e) the Agency Agreement;

- (f) the Deed of Guarantee;
- (g) the Deed of Covenant; and
- (h) each Issuer-ICSDs Agreement (which is entered into between each Issuer and Euroclear and/or Clearstream with respect to the settlement in Euroclear and/or Clearstream of Notes in New Global Note form).

Material Contracts

- 8. Save as disclosed in the section entitled "*Description of the DMK Merger*" of this Base Listing Particulars there are no material contracts having been entered into outside the ordinary course of the Issuers' or the Guarantor's businesses which could result in any Group member being under an obligation or entitlement that is material to the ability of an Issuer or the Guarantor to meet its obligation to Noteholders in respect of the Notes being issued.

Clearing of the Notes

- 9. The Notes have been accepted for clearance through Euroclear and Clearstream. The appropriate common code and International Securities Identification Number (ISIN), Financial Instrument Short Name (FISN) and Classification of Financial Instruments (CFI) code (as applicable) for each issue allocated by Euroclear and Clearstream and details of any other agreed clearance system(s) will be contained in the Pricing Supplement relating thereto.
- 10. The address of Euroclear is Euroclear Bank SA/NV, 1 Boulevard du Roi Albert II, B-1210 Brussels and the address of Clearstream is Clearstream Banking S.A., 42 Avenue JF Kennedy, L-1855 Luxembourg.
- 11. It is expected that each Series of Notes which is to be admitted to the Official List of Euronext Dublin will be admitted separately as and when issued, subject only to the issue of a Temporary Global Note or a Permanent Global Note initially representing the Notes of such Series or, as the case may be, the relevant Registered Notes and the approval of the Programme in respect of such Note(s) will be granted on or about 8 May 2026.

Issue Price and Yield

- 12. Notes may be issued at any price. The issue price of each Tranche of Notes to be issued under the Programme will be determined by the relevant Issuer, the Guarantor and the relevant Dealer(s) at the time of issue in accordance with prevailing market conditions and the issue price of the relevant Notes or the method of determining the price and the process for its disclosure will be set out in the applicable Pricing Supplement. In the case of different Tranches of a Series of Notes, the issue price may include accrued interest in respect of the period from the interest commencement date of the relevant Tranche (which may be the issue date of the first Tranche of the Series or, if interest payment dates have already passed, the most recent interest payment date in respect of the Series) to the issue date of the relevant Tranche.

The yield of each Tranche of Notes set out in the applicable Pricing Supplement will be calculated as of the relevant issue date on an annual or semi-annual basis using the relevant issue price. It is not an indication of future yield.

Legal Entity Identifier ("LEI")

- 13. The LEI code of Arla Foods is 529900IJ6T4P1O10R377 and the LEI code of Arla Finance is 5299009NKLBAQK6ILY46.

PRINCIPAL OFFICE OF ARLA FOODS AMBA

Arla Foods amba

Sønderhøj 14
8260 Viby J
Denmark

PRINCIPAL OFFICE OF ARLA FOODS FINANCE A/S

Arla Foods Finance A/S

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Denmark

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DZ BANK AG

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Jyske Bank A/S

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Nordea Bank Abp

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REGISTRAR

HSBC Bank plc
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*To each Issuer and the Guarantor as to English
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*To the Arranger and the Dealers as to English
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