

RESEARCH CENTER AGREEMENT III

BETWEEN ARLA FOODS AMBA
CVR NR. 25 31 37 63
SØNDERHØJ 14
8260 VIBY J
DENMARK

AND ARLA FOODS INGREDIENTS GROUP P/S
CVR NR. 33 37 21 16
SØNDERHØJ 10-12
8260 VIBY J
DENMARK

AND UNIVERSITY OF COPENHAGEN
CVR NR. 29 97 98 12
NØRREGADE 10
1017 COPENHAGEN K
DENMARK

AND AARHUS UNIVERSITY
CVR NR. 31 11 91 03
NORDRE RINGGADE 1
8000 AARHUS
DENMARK

WHEREAS Arla Foods Amba (hereinafter "Arla") is a global dairy company and cooperative owned by dairy farmers in Denmark, Sweden, the UK, Germany, Belgium and Luxembourg. Arla strives to create new and healthy trends in dairy consumption through research and development, guided by its vision of "Creating the future of dairy to bring health and inspiration to the world, naturally",

WHEREAS Arla Foods Ingredients Group P/S (hereinafter "AFI") is a global milk protein ingredients company with a strong focus on research and development and thus striving to be able to deliver the solutions for new and healthy trends in dairy consumption,

- WHEREAS Aarhus University (hereinafter "AU") is an international university focusing on development and exploitation of education, research and innovation and is a central actor in terms of value creation for Danish society and industry,
- WHEREAS The University of Copenhagen (hereinafter "KU") is an international university focusing on development and exploitation of education, research and innovation and is a central actor in terms of value creation for Danish society and industry,
- WHEREAS In 2015 Arfa, AFI, AU and KU (hereinafter jointly referred to as the "Parties" and individually as a "Party") jointly established the Arfa Foods Center for Dairy Health and Nutrition Research (In 2017 changed to Arfa Food for Health) (hereinafter referred to as the "Center") as a private-public partnership,
- WHEREAS The vision of the Center is to "Discovering health effects of dairy and dairy ingredients" and the scope of the Center is to drive research within this field,
- WHEREAS The Center has been governed initially by Research Center Agreement I and as of January 1, 2017 by Research Center Agreement II. The latter expiring December 31, 2019,
- WHEREAS According to Clause 9.2 of Research Center Agreement II, the Parties have decided to continue the Center and make some adjustments to the contractual basis,

NOW THEREFORE, the Parties have entered into this Research Center Agreement III which includes the terms to apply in respect of the governance of the Center, funding of Research Projects, the conduct of Research Projects, communication of scientific results obtained in the Research Projects in the Center, hosting of scientists and other activities as set forth herein to enable a productive, growing, sustainable and managed long term relationship.

1. DEFINITIONS

- 1.1 "Affiliate" Shall mean any legal entity that controls, is controlled by, or is under common control with either of the Parties. For purposes of this definition, the term "controls" (including the terms "controlled by" and "under common control with") means the possession of the power to direct or cause the direction of the management and policies of a legal entity,

whether through the ownership of at least 50% of the voting securities, by contract or otherwise.

- 1.2 *Agreement* Shall mean this Research Center Agreement III.
- 1.3 *Confidential Information* Shall mean the content of this Agreement and any and all information of whatever nature or form, including without limitation, information in or relating to technical data, know-how, experience, techniques, inventions, trade secrets, manufacturing processes, formulas, recipes, specifications, analyses, customer and pricing information and any other technical, commercial or financial information related to the businesses and products of a Party and disclosed in connection with this Agreement by either of the Parties and/or by its Affiliates to the other Party/Parties in writing, orally, electronically or by visual inspections, and which is clearly marked 'confidential' or undoubtedly of confidential nature. For the avoidance of doubt confidential information exchanged between the Parties in a Research Project is not comprised by this Agreement but is dealt with in each specific Contract.
- 1.4 *Communication Group* Shall have the meaning described in Clause 3.11 of this Agreement.
- 1.5 *Contract* Shall mean a contract between Arla and/or AFI and/or its Affiliates and one, or more, academic Parties to this Agreement governing the conduct of a Research Project.
- 1.6 *Director* Shall have the meaning described in Clause 3.5.
- 1.7 *Disclosing Party* Shall mean the Party disclosing Confidential Information to the other Party/Parties.
- 1.8 *Effective Date* Shall mean January 1, 2020.
- 1.9 *Principal Investigator* Shall mean the person or persons named in the Contract who will supervise the relevant Research Project for the Parties.

1.10	*Purpose*	The purpose of this Agreement is to govern the principles for project funding decisions, the delivery of new scientific and technical research and the communication of the results obtained in the Center.
1.11	*Receiving Party*	Shall mean the Party receiving Confidential Information from the other Party/Parties.
1.12	*Research Projects*	Shall mean Research Projects selected for funding by the Center. The conduct of Individual Research Projects will be in accordance with and under the terms of a research Contract.
1.13	*Research Proposals*	Shall mean Research Proposals submitted for funding as response to yearly call for Research Proposals.
1.14	*Scientific Advisory Board*	Shall have the meaning described in Clause 3.10 of this Agreement.
1.15	*Sponsor Group*	Shall have the meaning described in Clause 3.1 of this Agreement.
1.16	*Steering Committee*	Shall have the meaning described in Clause 3.3 of this Agreement.

2. **OVERALL AIMS AND OBJECTIVES**

2.1 This Agreement sets forth the terms and conditions pursuant to which:

- (a) the Parties shall conduct their relationship, especially as relates to this Agreement and matters governed thereby (see Clause 3 below, Governance).
- (b) the Parties shall collaborate on Research Projects for the Center in such fields of research as to continually advance the Purpose for the Center.
- (c) each Party is willing to promote the exchange of scientists and may host at its facilities for the conduct of research and other activities scientists from the other Party (or from Affiliates).
- (d) this Agreement shall be without prejudice to any agreements between the academic Parties (AU and KU) and Arla and AFI (or Affiliates) for the conduct of research signed before the Effective Date or outside the scope of the Center.

- 2.2 The Parties have agreed that the progress and success of the Center shall be monitored using Key Performance Indicators. The Key Performance Indicators shall be decided by the Steering Committee at any given point of time.

3. GOVERNANCE

- 3.1 Sponsor Group. The Sponsor Group consists of one (1) representative from each of the Parties. A Party can decide to appoint and/or replace a Sponsor Group member at all times and for whatever reason that may be.

- 3.2 The Sponsor Group Shall have the following responsibilities:

- a) decide the overall direction of the Center,
- b) decide the place of the Director's employment. In case the Director resigns or is for other reasons unable to continue as Director, The Sponsor Group will appoint a substitute with similar qualifications. If a Sponsor Group Member finds that it is not possible to appoint a qualified substitute, the Sponsor Group Member can terminate the Agreement with regard to its own participation with six month's written notice to the other Parties, as described in Clause 9 of this Agreement,
- c) annual evaluation of progress in the Center,
- d) approve additional parties to the Center. This decision shall be taken unanimously.

- 3.3 Steering Committee. The Steering Committee consists of two (2) representatives from each of the Parties. A Party can decide to appoint and/or replace a Steering Committee member at all times and for whatever reason that may be.

- 3.4 The Steering Committee shall – subject to Clause 5 - have the following responsibilities:

- a) to develop an overall good and productive relationship between the Parties in the Center,
- b) to enable a fast and efficient translation and dissemination of the research into communication, competence building and prototyping of future health products and solutions in Arfa and AFI,
- c) to develop good and timely delivery of outputs from all activities governed by this Agreement,
- d) to prepare and approve yearly call for Research Proposals,
- e) to monitor and approve project portfolio and prioritize the individual Research Projects and other initiatives to be undertaken by the Center,

- f) to evaluate, identify and agree upon new science and technology areas of benefit to the Parties and the Center,
- g) to propose mechanisms to maximize the benefits arising from the tasks and interactions of the Parties under this Agreement,
- h) to define, discuss and follow up on Key Performances Indicators and on-going Research Projects,
- i) to approve the budgets,
- j) to approve communication strategy.

3.5 The Steering Committee will meet as and when required but at least four (4) times per year. Two of the meetings being mandatory physical attendance. This to be agreed by the Parties on reasonable notice but not less than 21 (twenty one) days' notice or, if agreed by the Parties, shorter notice. The Steering Committee is free to produce a more detailed order of business for its work but the Steering Committee should strive to obtain consensus as to the prioritisation of proposed Research Projects and activities.

In respect of decisions with regards to the funding of Research Proposals, the Steering Committee forms a quorum when all members of the Steering Committee are present, physically or via tele-/videoconference. In respect of other decisions, the Steering Committee forms a quorum when one (1) member of the Steering Committee from each Party is present, physically or via tele-/videoconference. A member of the Steering Committee cannot be represented by proxy. Decisions with regards to the funding of Research Projects shall be decided unanimously and other decisions shall be made by simple majority. A Party whose own work, time for performance of work, budget allocation, costs or liability is affected may veto such decision.

Decisions with regards to the funding of Research Projects will be made first by evaluation by the Scientific Advisory Board (as described in 3.10). The Steering Committee will evaluate the Research Proposals assessed "very good" and above by the Scientific Advisory Board. The Research Proposals fulfilling this criteria will be evaluated with regard to strategic fit and impact and the final decisions are made by the Steering Committee.

3.6 Director. The Director (together with the Steering Committee) is responsible for the daily coordination and management of the portfolio of Research Projects conducted in the Center. Portfolio management includes the generation of new Research Projects, ensuring strategic fit, resource management and progress.

- 3.7 The Director organises, prepares and carries out meetings in the Steering Committee including distribution of relevant material and information related to on-going and future Research Projects and Initiatives. The Director is responsible for the meeting minutes which must be sent out to Steering Committee members within 14 (fourteen) days after the meeting is held. It is the task of the Director to publish the yearly call for Research Proposals and to facilitate the funding decision process with the Scientific Advisory Board and the Steering Committee. The Director is responsible for the coordination of the Scientific Advisory Board (See 3.10) and the specific Contracts for each Research Projects and will involve the relevant researchers, heads of departments, legal personnel and other relevant persons. Further, it is the task of the Director to take steps to exchange knowledge generated in the Center between the Parties via scientific events and other networking activities.
- The Director shall prepare a short annual presentation to the Steering Committee and the Sponsor Group providing sufficient information to allow the Parties to monitor the progress of the Center, the Research Projects and other activities in the Center. The annual presentation shall be concluded no later than end of February the year following the 12 months the presentation describes.
- 3.8 Scientific Advisory Board. The Scientific Advisory Board consists of four (4) external members. Each of the Parties will appoint one (1) Scientific Advisory Board member from outside their own organisation. The Scientific Advisory Board will peer-review all proposed Research Projects. The first step in the evaluation process is carried out by the Scientific Advisory Board, who evaluates and ranks all the Research Proposals based on scientific quality and relevance. The Research Proposals are ranked on the scale excellent, close to excellent, very good, good, close to good, fair and poor. Only the Research Proposals evaluated "very good" and above on the scale will be forwarded for further evaluation by the Steering Committee for funding.
- 3.11 Communication Group. The Communication Group consists of the Director and one (1) communication representative from each entity. In addition, each entity may choose to include one (1) scientific representative. The responsibilities of the Communication Group is to support the Principal Investigators in developing and implementing a communication plan in order to reach relevant stakeholders and to promote and share the overall objective of the Partnership.

4. FINANCING, COLLABORATION AND PROJECTS

4.1 Financial framework. By signing this Agreement, the Parties confirm that they will contribute financially to the support necessary to carry out the activities covered by this Agreement. This financial contribution will amount to:

From Arla and AFI (collectively): DDK 12.500.000 per annum (DKK 10.000.000 in cash +2,500.000 DKK in cash or in-kind) is reserved for the administration of the Center. In addition, in-kind contributions to specific project activities, e.g. human resources, products, infrastructure and relevant services will be provided on case by case agreement.

From AU: DDK 2.100.000 per annum in-kind + overhead obtained through public funding for Research Projects.

From KU: DDK 2.100.000 per annum in-kind + overhead obtained through public funding for Research Projects.

The financial framework covers the duration of this Agreement and will contribute to the financial support of the collaboration.

4.2 If the Steering Committee choose not to finance projects worth the agreed full amounts detailed in 4.1 the parties obligation to contribute the remaining amount cannot be carried into the next financial year by default.

4.3 Budgets. The Director is responsible for preparing the budgets for the Center. Upon request from the Director the Parties agree to provide within reasonable time the information needed by the Director for the preparation of the budgets.

4.4 Additional funding sources. Apart from the Parties financial contribution, mentioned under 4.1., the Parties agree to actively seek grants for new Joint Research Projects and activities through public/private grants such as, but not limited to, the Danish Research Councils, the Innovation Fund Denmark and the EU Framework Programmes.

4.5 Financed Projects. Concrete Research Projects and/or activities under this Agreement will be agreed between the Parties in the Steering Committee. The Director shall ensure having Contracts in place covering aspects such as deliverables, confidentiality, rights' options and budget. When signed by the participating Parties the Contracts

will govern the Research Projects. The Parties have agreed on template Contracts to be used for Research Projects under this Agreement.

The Principal Investigators from the Parties participating in a Research Project shall produce project descriptions including deliverables, communication plans, time plans, and budgets necessary for the Research Projects in question.

- 4.6 Progress and best practise. The Parties agree to keep the Director fully informed about the progress, financial details, project plans and other documentation requested by the Director in all Research Projects under the Center in order to collect a basis for best practise which can 1) ease the start and the administration of new Research Projects and 2) ensure that the projects fulfil the aims and objectives of this Agreement. The Steering Committee decides how Research Projects will be evaluated with a view to ensure an easy process with minimal administration.

5. PRINCIPLES FOR RESEARCH CONDUCT

The research performed in the Center follows the arm length principles as described in the Danish Code of Conduct for Research Integrity (Appendix 1).

All research is driven by clearly stated a priori hypotheses and analyses and follow the principles of scientific rigor, including discussion of limitations and challenges of the work. Scientific criteria (methodology and design, data quality and validation, and statistical analysis) are applied.

The Principal Investigators are responsible for deciding and have the final say on research methods, conduct of research, analysis of the results and conclusions. Scientific staff from AFI and Arla can give input to discussions regarding relevant knowledge and data on products, milk fractions, processes, background literature to inspire and increase relevance of the project and may, if appropriate, be listed as co-authors according to the Vancouver Convention. The Parties agree that Principal Investigators shall conduct a Research Project in compliance with the Danish Code of Conduct for Research Integrity and the respective party's policies concerning responsible research conduct. The Parties acknowledge and agree that the contributing researchers to a publication shall be responsible for the scientific content of their part of the said publication.

All scientific research within the Center regardless of results will be submitted for publishing in independent peer-reviewed journals.

6. CONFIDENTIALITY AND NON-USE

6.1 The Receiving Party undertakes

- (a) to keep strictly confidential all Confidential Information received from the Disclosing Party and in doing so to apply the same security measures it applies to secure its own Confidential Information, however in no event to exercise less than reasonable care and means, to prevent any unauthorised use or disclosure of the Confidential Information; and
- (b) not to disclose any of the Disclosing Party's Confidential Information in whole or in part to any third party in any form whatsoever, even under a separate confidentiality agreement, without the prior written consent of the Disclosing Party to be obtained specifically on each occasion; and
- (c) not to exploit or otherwise use the Disclosing Party's Confidential Information in whole or in part for any other purpose than the Purpose; and
- (d) to disclose the Confidential Information only to its officers, employees and consultants who need to know such Confidential Information for the Purpose, and to instruct all of such officers, employees and consultants not to disclose the Confidential Information to any third party and not to use the Confidential Information for any purpose, except as set forth herein. The Receiving Party shall maintain appropriate written agreements with external consultants who have access to the Confidential Information to ensure compliance with this Agreement; and
- (e) immediately to notify the Disclosing Party if it becomes aware of any suspected or actual unauthorised use, copying or disclosure of the Confidential Information and to comply with any reasonable and relevant direction of the Disclosing Party regarding any suspected or actual breach of this Agreement; and
- (f) provide such assistance to the Disclosing Party as it may reasonably request in relation to any action taken by the Disclosing Party to prevent any suspected or actual unauthorised use, copying or disclosure of the Confidential Information.

6.2 Notwithstanding any of the above, the Receiving Party shall be entitled to disclose the Confidential Information to its Affiliate with a need to know such Confidential Information in order for the Party to achieve the Purpose, provided that such Affiliate undertakes to

be bound by and observe the obligations under this Agreement. The Parties hereby warrant and represent that their respective Affiliates will comply with this Agreement.

7. EXCEPTIONS TO OBLIGATIONS OF CONFIDENTIALITY AND NON-USE

7.1 The confidentiality and non-use obligations of this Agreement shall not apply to any part of the Confidential Information which, the Receiving Party can demonstrate

- (a) at the time of disclosure, is general public knowledge or after disclosure hereunder becomes general public knowledge through no fault, acts or omission of the Receiving Party;
- (b) is known to the Receiving Party or to its Affiliate prior to the date of disclosure by the Disclosing Party;
- (c) is independently developed by an employee of the Receiving Party or by any of its Affiliates without access to Confidential Information; or
- (d) is lawfully disclosed to the Receiving Party by a third party other than an Affiliate of the Disclosing Party.

7.2 Nothing in this Agreement shall prevent the Receiving Party from disclosing Confidential Information to the extent the Receiving Party is legally compelled to do so by law or by any governmental, administrative or judicial body provided however, that prior to any such disclosure, the Receiving Party shall (a) assert the confidential nature of the Confidential Information to the relevant body; (b) immediately notify the Disclosing Party in writing of the order or request to disclose, if possible before the Confidential Information must be disclosed; and (c) cooperate fully with the Disclosing Party, use its best efforts and assert any applicable privileges to maintain the confidentiality of the Confidential Information and/or obtain a protective order narrowing the scope of the compelled disclosure.

8. INTELLECTUAL PROPERTY RIGHTS

8.1 All Confidential Information and all rights which relate to it, including but not limited to intellectual property rights, or any products disclosed or supplied by the Disclosing Party pursuant to this Agreement is and shall remain the sole and exclusive property of the

Disclosing Party. Nothing in this Agreement shall be construed as a grant of title, interest or licence by either Party to the other by implication or otherwise, to the Confidential Information or any patent applications, patents or any claims of patent, utility models, copyright or any other intellectual or industrial property right now or hereafter filed or issued with respect to the Confidential Information disclosed to such other Party hereunder.

- 8.2 Notwithstanding Clause 8.1 above the Parties agree that ownership to results in Research Projects and access to results and Intellectual property rights shall be governed by template Contracts in Schedules 1-3 or other agreements that will be used in each individual Research Project under this Center. When signed by the participating Parties the specific template Contract or agreement will govern the Research Project and in case of discrepancies between this Agreement and the specific template Contract the specific template Contract shall prevail.

9. DEFAULT AND INDEMNITY

- 9.1 The Receiving Party acknowledges that unauthorized disclosure or use of the Disclosing Party's Confidential Information will diminish the value of the proprietary interests that are the subject of this Agreement and may cause the Disclosing Party and its related corporations significant loss or damage.

- 9.2 The Receiving Party agrees to keep the Disclosing Party fully and effectively indemnified against any and all losses, costs and damages arising from any unauthorised disclosure or use of any part of the Confidential Information by the Receiving Party and/or its Affiliates, officers and employees.

10. TERM OF THE AGREEMENT

- 10.1 This Agreement shall commence as of the Effective Date and shall continue to be in effect until January 1, 2023, unless terminated by either Party with 6 (six) months' written notice to the other Parties. Research Projects and activities which have begun prior to the termination of this Agreement will be completed according to template Contracts related to such Research Projects and activities. As from its Effective Date, this Agreement supersedes the Research Center Agreement II. The Research Center Agreement II, shall however remain in full force and effect as from its Effective Date and until the Effective Date of this Agreement.

10.2 The progress of the Center will be reviewed yearly (no later than February) by the Sponsor Group and the Steering Committee. A rolling decision on a 3-year lifetime of the Center will be taken. The Director will ensure that this review takes place.

10.3 Notwithstanding the expiry or termination of this Agreement and subject to Clause 10.1 above, the obligations of confidentiality and non-use under this Agreement shall continue to apply for a period of 7 years as from the time of disclosure of Confidential Information to the Receiving Party by the Disclosing Party or by its Affiliates prior to the expiry or termination.

10.4 The termination or expiration of this Agreement for whatever reason shall be without prejudice to any obligations or rights on the part of either Party, which have accrued prior to such termination and shall not affect or prejudice any provision of this Agreement which is expressly or by implication, intended to come into effect on, or continue to be in effect after such termination or expiration.

11. DISCLAIMER

11.1 Each Party shall disclose to the other Party/Parties only such Confidential Information as the Disclosing Party in its sole discretion may choose to disclose.

11.2 CONFIDENTIAL INFORMATION IS PROVIDED "AS IS". Neither Party is making any representation or warranty as to the accuracy or completeness of the Confidential Information. The Disclosing Party shall in no event be liable to the Receiving Party for any losses or damages resulting from the use of the Confidential Information by the Receiving Party.

12. MISCELLANEOUS

12.1 Nothing in the Agreement shall be construed to bind or obligate either of the Parties to pursue any further relationship or commercial agreements with the other Parties or to prevent a Party from pursuing similar discussions with third parties. The Parties do not accept other restrictions between themselves than those expressly mentioned in the Agreement, including restrictions of competition.

12.2 No amendment, modification or waiver of any of the provisions of the Agreement shall be valid unless made in writing and signed by all Parties.

- 12.3 Neither of the Parties hereto shall be entitled to assign or otherwise transfer the Agreement without the prior written consent of the other Parties. However, each Party may assign the Agreement to a third party as part of any sale, merger or transfer of the Party itself or of the business to which this Agreement pertains. Such transfer shall be notified without undue delay to the other Parties. In the event of a sale, merger or transfer, the Agreement shall be binding upon and inure to the benefit of the successors and assignees of the Parties hereto.
- 12.4 If any term or provision of the Agreement is held invalid or unenforceable, such invalid or unenforceable term or provision shall be deemed modified or eliminated only to the extent necessary to make the term or provision valid and enforceable and ensure that the remainder of the Agreement remains in full force and effect.
- 12.5 This Agreement with its Appendices constitutes the entire agreement between the Parties with respect to the subject matter of this collaboration and supersedes all previous oral and written agreements, contracts, understandings and communications of the Parties of the subject matter of this Agreement.
- 12.6 Each Party is the data controller with regards to the processing of any personal data that may be exchanged between the Parties under this Agreement. Accordingly, each Party shall comply with all applicable data protection legislation applicable to data controllers, including ensuring a legal basis for disclosing or transferring personal data, providing privacy notices to data subjects, and implementing sufficient technical and organizational security measures to protect personal data. Subject to article 82 (on data subjects' right to compensation) and article 83 (on administrative fines) of the General Data Protection Regulation (EU Regulation 2016/679), neither Party shall be responsible under this Agreement for any processing of personal data conducted by the other Party.

13. COMMUNICATION

- 13.1 The Principal Investigator is obliged to ensure communication of relevant outcomes through the development of a communication plan for each individual project. The relevant messages, stakeholders and media shall be defined in the plan. Communication of research results should be coordinated with the relevant university communication department, and in alignment with the "Danish universities' principles of good research communication" (Appendix II).

The primary communication of scientific results and the first press release lies with the relevant university communication department.

All communications from the Center on research results, will be approved by the Principal Investigator and the Communication Group before publication.

- 13.2 After signing this Agreement each of the Parties are entitled to publicise information on the existence and the overall content of the Center. The Parties will consider ways in which information on the collaboration can be disseminated internally within the four organisations and externally to the wider public. The Parties agree that AU and KU are free to publish information on private co-financing of their research.

14 RESOLUTION OF DISPUTES, ARBITRATION AND GOVERNING LAW

- 14.1 The Parties shall use their best efforts to resolve amicably by negotiation any dispute arising out of or relating to this Agreement primarily in the Steering Committee.
- 14.2 In the event of continual disagreement, any dispute arising under this Agreement shall be settled in accordance with "Rules of Procedure of the Danish Institute of Arbitration (Danish Arbitration)" by three (3) arbitrators appointed in accordance with said Rules.
- 14.3 The place of arbitration shall be Copenhagen and Danish substantive law shall be applied except for any provisions on choice of law.
- 14.4 English shall be the language used during the proceedings.
- 14.5 The Parties agree that the award of the arbitration tribunal shall be final and enforceable. Nothing herein shall, however, restrict either Party from seeking interim injunction relief or other similar remedies or to enforce an arbitration award at any competent court of law.

This Agreement may be executed in four (4) or more counterparts, each of which together shall be deemed an original, but all of which together shall constitute one (1) and the same instrument. In the event that any signature is delivered by e-mail delivery of a ".pdf" format data file, such signature shall create a valid and binding obligation of the Party executing with the same force and effect as if such ".pdf" signature page were an original thereof

Place *11/2* 2019
For Arla Foods Amba:



Lars Dalsgaard, Senior Vice President
Product & Innovation, Arla Foods Amba

Place *1* 2019
For the University of Copenhagen:



Henrik C. Wegener, Rector

Place *19/12* 2019
For Arla Food Ingredients:



Niels Østergaard, Vice President R&D, Arla
Food Ingredients P/S

Place *1* 2019
For Aarhus University:


Brian Bech Nielsen, Rector

Place / 2019
For Arla Foods Amba:

Lars Dalgaard, Senior Vice President
Product & Innovation, Arla Foods amba

Place ²⁰¹⁷ / 2019
For the University of Copenhagen:



Henrik C. Wegener, Rector

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For Arla Food Ingredients:

Niels Østergaard, Vice President R&D, Arla
Food Ingredients P/S

Place / 2019
For Aarhus University:

Brian Bech Nielsen, Rector

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For the University of Copenhagen:

Lars Dalsgaard, Senior Vice President
Product & Innovation, Arla Foods amba

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Place *AARHUS 20112* 2019
For Aarhus University:

Niels Østergaard, Vice President R&D, Arla
Food Ingredients P/S



Brian Bech Nielsen, Rector