



South Australia Payment Region

Milk Supply Agreement – Exclusive

1 June 2025

IMPORTANT INFORMATION

- A. This Milk Supply Agreement (**MSA**) outlines the terms and conditions upon which you agree to supply milk to Lactalis Australia Pty Ltd. If you are uncertain about any of the terms of this standard MSA, you should firstly speak to your Supplier Relationship Manager. You should also obtain independent legal, accounting and business advice about the terms of this MSA and, in particular, the consequences of not meeting your obligations under this MSA. When you sign this MSA, you confirm that you understand all aspects of this MSA.
- B. You have 14 days after the day that this MSA is entered into to change your mind and terminate this MSA with immediate effect without incurring any liability to us (cooling-off period).

SCHEDULE A – DETAILS

Lactalis: Lactalis Australia Pty Ltd ABN 56 072 928 879
Level 5, 100 Melbourne Street, South Brisbane, Qld 4101
Email: farpayments@au.lactalis.com

Supplier:

Full name of legal entity of the Supplier:	
Supplier ABN/ACN (if applicable):	
Supplier Type	
If operating as a trust – name of trust:	
If operating as a trust – ABN of trust:	
Supplier number:	
Postal address (for documents to be sent to the Supplier):	
Farm address/es (for Milk collection if different to address for documents):	
Email:	
Phone:	

SCHEDULE B – KEY TERMS

1. Supply Period

You will supply us with Milk in accordance with the terms of this MSA for the Supply Period which:

- (a) commences on 1 July 2025 or the date after 1 July 2025 on which we first collect Milk from your Farm (**Commencement Date**); and
- (b) ends on (tick as applicable):
 - 30 June 2026 (**End Date**).
 - 30 June 2027 (**End Date**)

2. Exclusive supply

You will supply us with Milk on an exclusive basis, which means that you will supply us with all of your Farm's Milk during the Supply Period, except Personal Use Milk.

3. Minimum Price

3.1 Minimum Price for Milk

The Minimum Price for the Supply Period is the lowest price payable for Milk supplied under this MSA that meets the Quality Requirements disregarding:

- (a) loyalty payments;
- (b) any possibility of a temporary reduction in the Minimum Price in accordance with section 28 of the Dairy Code (as described in this clause 3.1); and
- (c) any fees payable by you under the MSA (as described in clauses 3.6 and 3.7).

We will implement temporary prospective reductions in the Minimum Price only in accordance with section 28 of the Dairy Code. Under the Dairy Code, we may only implement a temporary prospective reduction in the Minimum Price if where an extraordinary event happens that:

- (a) occurs outside Australia;
- (b) has a highly significant effect on supply, demand or costs in the dairy industry; and
- (c) is not caused by decisions made by us.

We will only implement such a temporary prospective reduction if we also comply with all of the other requirements of section 28 of the Dairy Code. If we are going to vary this MSA to reduce the Minimum Price in accordance with section 28 of the Dairy Code, we will notify you and the Australian Competition and Consumer Commission in writing at least 30 days before the decrease comes into effect and include all details required by the Dairy Code. You may terminate this MSA within 21 days after receiving this notice. If you change your mind about the termination, you may rescind the termination before the end of the 21 day period.

We may increase the Minimum Price during the Supply Period.

3.2 Justification for Minimum Price

The Dairy Code requires us to include in our standard published MSA justification for our Minimum Price. The factors that we have considered when setting our Minimum Price are:

- (a) the composition of milk that we require in terms of milk fat and protein components and also the volume of milk that we require;
- (b) our cost of production;
- (c) the anticipated milk production forecast for the region;
- (d) the product mix and markets that the region supplies;
- (e) competition for milk across the region;
- (f) international dairy markets, i.e. the price of milk in international regions plus freight to Australia;
- (g) any volume or productivity adjustments reflecting the efficiency of collecting from large farms as opposed to the cost of collecting from a larger number of smaller farms;
- (h) seasonal adjustments to take into account the variation in supply and cost of milk production; and
- (i) farm input costs.

The value and weight that we attribute to these factors to determine our Minimum Price may vary from year to year and from region to region based on market influences.

3.3 Minimum Price

The Minimum Price that we will pay you for Milk that you supply in each month of the Supply Period is:

Pricing Period	\$/Kg of milk fat supplied in the month	\$/Kg of protein supplied in the month
August/December/January	6.62	9.94
September/October/November	5.95	8.93
February to July	7.61	11.41

3.4 Circumstances in which Minimum Price is not payable

We will only pay the Minimum Price where your Milk meets the Quality Requirements set out in Annexure 1.

If your Milk does not satisfy the Quality Requirements we may either reject that Milk or pay you less than the Minimum Price for that Milk. Annexure 1 sets out the circumstances in which we may exercise these rights to reject, or pay you less, for your Milk.

We will pay you more than the Minimum Price for your Milk, in accordance with this clause 3.4:

- (a) if the BMCC in your Milk is equal to or less than 250,000 cells per mL, we will pay an additional amount equal to 3% of the Minimum Price;
- (b) if you select a Supply Period of two years (**Contract Adjustment**); or
- (c) based on your proximity to your nominated factory (**Proximity Adjustment**).

In this clause 3.4:

Volume Adjustment means the amount calculated in accordance with the table below.

Total Kg of milk fat and protein supplied in the month	\$/Kg milk fat	\$/Kg protein
Greater than or equal to 23,000	0.10	0.15

Contract Adjustment means the amount calculated in accordance with the table below.

Supply Period	\$/Kg milk fat	\$/Kg protein
July 2025 – June 2027	0.2450	0.3675

Proximity Adjustment means the amount calculated in accordance with the table below.

Region	CPL on all Milk supplied in the month
Fleurieu	4.0

3.5 Money we will reimburse to you

We will reimburse you for costs that you incur in relation to:

- (a) servicing your milking machine(s);
- (b) servicing your vat(s);
- (c) vat replacement; and
- (d) herd recording,

in accordance with section 4 of Annexure 2. These reimbursements are separate to the Minimum Price for your Milk and are not taken into account in determining the Minimum Price for your Milk.

3.6 **Industry Fees we may deduct**

You are liable to pay mandatory fees imposed by Dairy Australia, state regulatory authorities and animal welfare levies, along with other fees or levies that may be imposed by law (**Industry Fees**).

These Industry Fees vary annually. You authorise us to deduct these Industry Fees from amounts otherwise payable to you under this MSA as soon as reasonably practicable after we have been notified of these fees.

3.7 **Additional fees and charges payable by you**

You will be responsible for (and must pay directly), any fees associated with:

- (a) compliance and quality assurance, such as auditor and testing fees as outlined in Annexure 2; and
- (b) additional freight charges as set out in section 6 of Annexure 2.

You must also pay us if, when we collect your Milk, antibiotics are present in the milk tanker with NO PRIOR NOTIFICATION to us of possible or probable residues in milk and the Milk is unable to be used at the receiving factory, the costs of the tanker, as set out in Annexure 1.

SCHEDULE C - EXECUTION

Executed as an agreement.

Signed for and on behalf of **Lactalis Australia Pty Ltd ABN 56 072 928 879** by its duly authorised representative:

Signature of authorised representative

Name of authorised representative

Position of authorised representative

Date

Signed for and on behalf of the **Supplier** by its duly authorised representative:

Signature of authorised representative

Name of authorised representative

Position of authorised representative

Date

SCHEDULE D – STANDARD TERMS AND CONDITIONS

This MSA sets out the terms and conditions upon which you agree to supply Milk to us.

1. DEFINITIONS AND INTERPRETATION

1.1 Definitions

In this MSA:

ABN means Australian Business Number;

Animal Welfare Policy means our Lactalis Group Animal Welfare Policy, a copy of which is available under “Resources” at <https://lactalis.com.au/milk-supply-agreement-2025-2026/>;

Approved Platform means AssureSign or a similar electronic signing platform;

BMCC means bulk milk cell count;

Business Day means a day that is not a Saturday, Sunday or public holiday in Brisbane, Queensland;

Commencement Date means the commencement date specified in clause 1 of Schedule B;

Complaint Handling Officer means our General Counsel or their authorised delegate;

Confidential Information means all information belonging or relating to a party to this MSA, whether oral, graphic, written or in any other form, that is not generally available to the public at the time of disclosure other than by reason of a breach of this MSA or that is in fact, or should reasonably be regarded as, confidential to the party to whom it belongs or relates;

CPL means cents per litre of Milk;

Dairy Code means the *Competition and Consumer (Industry Codes – Dairy) Regulations 2019* (Cth);

End Date means the end date specified in clause 1 of Schedule B;

Farm means the property from which you will supply Milk to us and from where we will collect the Milk, having the address set out in Schedule A;

Force Majeure Event means any cause, matter or thing beyond the affected party's reasonable control, including, without limitation, strikes lockouts, labour disputes, acts of God or nature, acts of governments or their agencies, fire, flood, storm, riots, pandemic, power shortages or power failure, or disruption by war or sabotage;

GST Act means the *A New Tax System (Goods and Services Tax) Act 1999* (Cth);

Handbook means our Milk Supplier Handbook which is at Annexure 3;

Health, Safety and Environment Policy means our workplace health and safety and environment policy, a copy of which is available under “Resources” at <https://lactalis.com.au/milk-supply-agreement-2025-2026/>;

Lactalis, us, we and **our** mean Lactalis Australia Pty Ltd ABN 56 072 928 879;

Lactalis Milk Supply Agreement Complaints Handling Procedure means our complaints handling procedure, a copy of which is available under “Resources” at <https://lactalis.com.au/milk-supply-agreement-2025-2026/>;

Milk means cow's milk produced at or for the Farm;

Minimum Price means the minimum price for Milk calculated in accordance with clause 3.3 of Schedule B;

MSA means this Milk Supply Agreement which is constituted by:

- (a) Schedule A – Details;
- (b) Schedule B – Key Terms;
- (c) Schedule C – Execution;
- (d) this Schedule D (including Annexures 1 and 2); and
- (e) Annexure 3 - Handbook.

Ombudsman means the Australian Small Business and Family Enterprise Ombudsman (ASBFEO);

Personal Use Milk means any Milk produced at the Farm which is to be used for personal consumption on the Farm or to feed calves on the Farm;

Privacy Policy means our privacy policy, a copy of which is available under “Resources” at <https://lactalis.com.au/milk-supply-agreement-2025-2026/>;

Quality Requirements means the quality requirements for milk that are outlined in Annexure 1 to this MSA;

Quantity Requirements means the requirement to supply the quantity of Milk set out in clause 8.1(b) of this Schedule D;

Senior Executive means the General Manager Milk Supply or another General Manager of Lactalis;

Social and Ethical Policy which confirms our commitment to the International Labour Organisation [ILO] Conventions, a copy of which is available under “Resources” at <https://lactalis.com.au/milk-supply-agreement-2025-2026/>;

Supply Period has the meaning given to it by clause 1 of Schedule B;

You, you and your mean the party identified as the Supplier in Schedule A.

1.2 Interpretation

In this MSA:

- (a) words in the singular include the plural and vice versa;
- (b) if something is to be or may be done on a day that is not a Business Day then it must be done on the next Business Day;
- (c) the word "person" includes a natural person and anybody or entity whether incorporated or not;
- (d) the word "month" means calendar month and the word "year" means 12 months;
- (e) the words "in writing" include any communication sent by letter, or email or any other form of communication capable of being read by the recipient;
- (f) a reference to all or any part of a statute, rule, regulation or ordinance (statute) includes that statute as amended, consolidated, re-enacted or replaced from time to time;

- (g) wherever "include" or any form of that word is used, it must be construed as if it were followed by "(without being limited to)";
- (h) money amounts are stated in Australian currency unless otherwise specified; and
- (i) a reference to any agency or body, if that agency or body ceases to exist or is reconstituted, renamed or replaced or has its powers or functions removed (defunct body), means the agency or body which performs most closely the functions of the defunct body.

1.3 **Order of precedence**

- (a) To the extent of any conflict or inconsistency between the Schedules of this MSA, that conflict or inconsistency will be resolved in the following order of precedence (highest to lowest):
 - (i) the Key Terms in Schedule B;
 - (ii) this Schedule D (including Annexures 1 and 2);
 - (iii) Schedule A and Schedule C; and
 - (iv) Annexure 3 - Handbook.

1.4 **Dairy Code**

If the Dairy Code is inconsistent in any way with this MSA, that part of this MSA is severed and the rest of this MSA remains in force.

2. **TERM**

The MSA is effective for the duration of the Supply Period, unless terminated earlier in accordance with its terms.

3. **COOLING OFF PERIOD**

- (a) You may terminate this MSA with immediate effect without incurring any liability to us by giving us notice no later than 14 days after the day on which this MSA is entered into.
- (b) If this MSA is terminated during the cooling-off period, the terms of this MSA will apply to all Milk supplied by you to us up to and including the date on which the termination takes effect.

4. **PURCHASING THE MILK**

- (a) You agree to sell Milk to us, and we agree to buy Milk from you, for the Supply Period in accordance with the terms and conditions of this MSA.
- (b) For the avoidance of doubt, if this MSA is terminated before the end of the Supply Period, it will continue to apply to all Milk supplied by you to us up to and including the date on which the termination takes effect.

5. **EXCLUSIVE SUPPLY**

You will supply us with Milk on an exclusive basis, which means that you will supply us with all of your Farm's Milk during the Supply Period, except Personal Use Milk.

6. COMPLIANT OPERATION OF THE FARM

6.1 Compliance with laws etc.

- (a) You must operate the Farm in compliance with this MSA (which includes the Handbook), all applicable laws, regulations, codes of practice and good industry practice for:
- (i) the production, storage and supply of milk;
 - (ii) animal health, welfare and husbandry;
 - (iii) environmental management and stewardship;
 - (iv) work health and safety; and
 - (v) milk quality.
- (b) You must ensure that all Milk that you supply to us complies with all applicable laws, regulations and codes of practice.

6.2 Costs of operation

You agree that you will, at your own cost, hold all necessary licences and approvals to operate the Farm and supply Milk to us.

7. QUALITY REQUIREMENTS

You must ensure that the Milk meets the Quality Requirements.

8. COLLECTION

8.1 Responsibilities regarding collection

- (a) We will collect the Milk from the Farm daily, or each alternate day, during the Supply Period.
- (b) At the time of each collection:
- (i) you will ensure that at least 1,000 litres of Milk are available for collection and provide safe unrestricted access for us or our representative to collect the Milk in accordance with our instructions to you; and
 - (ii) that collection must include the entire volume of Milk in each vat or silo, unless otherwise agreed in writing between us.
- (c) You will notify us of any circumstances that may impact our ability to safely collect the Milk.
- (d) Collection of Milk does not indicate that we accept that the Milk meets our Quality Requirements.

8.2 Non-collection

- (a) We will not be obliged to collect Milk from the Farm in circumstances including:
- (i) when it is not safe to do so due to:
 - (A) adverse weather conditions;
 - (B) road access issues, specifically a lack of adequate road access to the Farm;
 - (C) government authorities restricting access to the Farm for public health or safety reasons;

- (D) the tanker being unable to access the Farm for any other reason; or
 - (ii) when the Milk is contaminated or unsuitable for collection.
- (b) We will not be liable to you for any loss suffered or incurred by you if and when we do not collect, or refuse to collect, Milk from the Farm in accordance with clause 8.2(a) of this Schedule D.

9. OWNERSHIP AND RISK

9.1 Ownership and risk

- (a) You warrant that you own the Milk free of any mortgage, charge or other security interest and that you have the right to supply the Milk to us.
- (b) Ownership of and risk in the Milk transfers to us once the Milk has passed tests on collection and the Milk is loaded into our, or our representative's, milk tanker at the Farm and the milk tanker has left the Farm. For clarity, ownership of and risk in the Milk, does not pass to us and remains with you if we do not collect, or refuse to collect, the Milk under clause 8.2 of this Schedule D.

10. SAMPLING PROCEDURE, TESTING AND VOLUME ACCURACY

- (a) We will take samples of the Milk in accordance with section 1 of Annexure 2.
- (b) We will test, or arrange for the testing, of the samples of Milk in accordance with section 3 of Annexure 2.
- (c) We will give you written notice of the results of those tests, as soon as practicable after we test the Milk.
- (d) We will measure volume accuracy of the Milk you supply in accordance with section 2 of Annexure 2.
- (e) We will provide you with written statements about the Milk in accordance with section 3 of Annexure 2.

11. QUALITY AND QUANTITY OF MILK

11.1 Notice of non-compliance with Quality Requirements

- (a) If you have reason to believe at any time during the Supply Period that the Milk does not meet our Quality Requirements, then you must notify us as soon as you have reason to be concerned.
- (b) On the first occasion in a year of the Supply Period that you notify us prior to collection that you do not believe that the Milk meets the Quality Requirements and we elect not to collect the Milk, we will pay you the Minimum Price without adjustments for the volume of Milk we have elected not to collect.

11.2 Supply of contaminated Milk

- (a) If you supply Milk that is contaminated, then:
 - (i) we may not pay you for that Milk;
 - (ii) you may be held responsible for the total volume of milk (including any Milk) that we lose in the tanker or in our processing system where that milk has been contaminated by the contaminated Milk that you supply; and
 - (iii) we may recover from you the costs of disposal of such contaminated milk and any other costs arising out of the contamination.

Contaminants may include antibiotics, blood, high microbial counts, and agricultural or veterinary chemicals.

11.3 **Rejection of Milk**

- (a) We may either reject your Milk (before or after collection) and/or suspend collection of your Milk if it does not meet any of the Quality Requirements or Quantity Requirements.
- (b) If we reject your Milk (before or after collection) and/or suspend collection of your Milk under clause 11.3(a) of this Schedule D, we will provide you, as soon as practicable, written notice of:
 - (i) the reasons for the rejection or suspension;
 - (ii) the consequences of the rejection or suspension and any associated costs for you to pay; and
 - (iii) any action plan we require you to implement to ensure continuous improvement and to avoid future rejections or suspensions.
- (c) We will not be liable to pay you for Milk that we have rejected or refused to collect in accordance with this MSA.

11.4 **Other acts of non-compliance**

- (a) If you do not comply with any other terms of this MSA (other than in relation to the Quality Requirements and the Quantity Requirements) then you must inform us as soon as practicable after you become aware of the non-compliance.
- (b) For all acts of non-compliance of which you inform us under clause 11.4(a) of this Schedule D or of which we become aware (excluding any acts of non-compliance in relation to the Quality Requirements and Quantity Requirements) we may:
 - (i) provide you with notice to remedy the non-compliance within a reasonable time frame; and
 - (ii) suspend collecting Milk from the Farm until such time as we are satisfied that you have remedied the non-compliance.

12. **HERD SIZE**

You must provide us with at least 30 days' written notice of any proposed change in the size of your milking herd of more than 10%.

13. **PAYMENTS**

13.1 **Price**

We will pay you for your Milk that you supply to us each month. The amounts payable will be determined in accordance with clause 3 of Schedule B.

13.2 **Payment for supply**

We will pay you by electronic funds transfer to your nominated bank account (as verified by Lactalis) on the 15th day of the month following the month of supply. If the 15th day falls on a weekend or public holiday, payment will be made on the Business Day before the 15th.

14. AUDITS

14.1 Right to audit

Upon reasonable notice, we (or an independent third party that we appoint) may access and review any records and farm practices and procedures to determine whether you are complying with this MSA.

14.2 Non-compliance

If you are found not to be complying with this MSA, then we will provide you with notice in accordance with clause 14.1 of this Schedule D and provide you with reasonable opportunity to remedy the concerns.

14.3 Audit costs

Costs of audits will be determined in accordance with section 5 of Annexure 2.

15. GST

15.1 Definitions

In this MSA, the expressions "consideration", "GST", "input tax credit", "supplier", "supply", "tax invoice", "recipient", "recipient created tax invoice" and "taxable supply" have the meanings given to those expressions in the GST Act.

15.2 No GST

Unless otherwise set out, the parties confirm that any amount payable under this MSA is calculated without regard to GST.

15.3 Pay GST

If any goods or services supplied are taxable supplies, then on payment of any amount under this MSA, a party must also pay the other party any applicable GST.

15.4 Assisting in claiming GST

Each party must do everything reasonably necessary to assist the other to claim a GST input tax credit.

15.5 ABN

You must be registered for GST and must maintain the registration of your ABN throughout the Supply Period.

15.6 Recipient created tax invoices

The parties agree that a separate recipient created tax invoice agreement shall be entered into between them. The parties agree that the supplier will not issue tax invoices and instead, the recipient shall issue recipient created tax invoices in line with the recipient created tax invoice agreement.

16. INDEMNITY

You indemnify us against any claims by third parties for death or injury to any person or loss or damage to any property caused by your negligence or breach of this MSA, except to the extent that we have contributed to the death, injury, loss or damage.

17. **FORCE MAJEURE**

17.1 **Force Majeure Event**

- (a) Where we are unable to collect Milk which is to be supplied to us due to a Force Majeure Event, risk in and ownership of the Milk remains with you and we have no obligation to pay for the supply of that Milk.
- (b) If a Force Majeure Event prevents us from collecting Milk which would otherwise be supplied to us, you may, for the term of the Force Majeure Event, supply your Milk to any other party.

18. **RECORDS**

The parties must keep originals or copies of this MSA and any notice or statement issued under this MSA or the Dairy Code, including notices of variation and termination for a period of 6 years after the End Date.

19. **RESOLVING DISPUTES**

19.1 **Complaint handling procedure**

If either party has a complaint about or in connection with this MSA (**Complaint**) then that Complaint must be dealt with in accordance with clauses 19.2 to 19.5 of this Schedule D or, if that fails, by mediation in accordance with clauses 19.6 to 19.12 of this Schedule D.

19.2 **Notice details**

To raise a Complaint, the complainant must fill out the Dairy Code Complaints Form (**Form**) and email or post it to the address listed in the Lactalis Milk Supply Agreement Complaints Handling Procedure. The Form requires the complainant to provide:

- (a) the complainant's details;
- (b) the contact name, phone number and email address of the complainant's representative;
- (c) the nature of the Complaint and details of the conduct to be investigated;
- (d) if the Complaint relates to an alleged failure to comply with the Dairy Code, the relevant section(s) of the Dairy Code that the Complaint relates to (if known);
- (e) that the complainant wants the Complaint to be dealt with in accordance with this complaint handling procedure;
- (f) the outcomes that the complainant requires;
- (g) any supporting documentation; and
- (h) confirmation of whether any of the information provided is confidential.

19.3 **Response**

The party receiving the Form (**respondent**) must, within five Business Days after receiving the Form, give a written acknowledgement (**Acknowledgement**) to the complainant stating:

- (a) the Form has been received; and
- (b) the steps to be taken to resolve the Complaint.

19.4 Procedure

- (a) Within 14 days after receipt of the Form, the complainant and the respondent must meet to attempt to resolve the Complaint.
- (b) If, within 28 days of receipt of a Form, the Complaint remains unresolved, either party may request that the Complaint be escalated. If such a request is made, the Complaint must be escalated to a Senior Executive of the respondent (or their nominee) to meet with the complainant to attempt to resolve the Complaint.
- (c) Unless the Complaint is resolved by agreement in accordance with clause 19.4(b) at an earlier time, the respondent will advise the complainant in writing of its response to the Complaint and the reasons for that response, within 40 days after the respondent's receipt of the Form (**Response**).
- (d) Following receipt of the Response, the complainant must:
 - (i) If it accepts the actions proposed by the respondent in order to resolve the Complaint, notify the respondent in writing of this within 7 days of the complainant receiving the Response. After receiving that notice, the respondent will implement the proposed actions within the proposed time frame (subject to any extension agreed to in writing by the complainant) and the Complaint will then be resolved.
 - (ii) If it does not accept the actions proposed by the respondent in order to resolve the Complaint, notify the respondent of this within 7 days of the complainant receiving the Response. The notice must include the reasons the complainant has not accepted the actions proposed by the respondent. The respondent will then provide written notice to the complainant within 5 days of receipt of the complainant's notice of its further response (**Further Response**), including any changes to its findings or (if applicable) the actions the respondent proposes to take in order to resolve the Complaint and the timeframe for implementing those actions.
- (e) If the complainant does not provide a written response to the Response within 7 days of receiving a Response that identifies actions the Respondent proposes to take to resolve the Complaint, then the complainant will be taken to accept the proposal. The respondent will then implement the proposed actions within the proposed time frame (subject to any extension agreed to in writing by the complainant) and the Complaint will then be resolved.
- (f) The complainant may at any time withdraw the Complaint by notice in writing to the respondent.

19.5 Alternative dispute resolution

If, within 60 days after the Acknowledgement was given to the complainant, the Complaint remains unresolved, then either party may take action to have the Complaint resolved by mediation in accordance with clauses 19.6 to 19.12 of this Schedule D or arbitration in accordance with the Dairy Code.

19.6 Mediation

- (a) The parties must request that the Ombudsman appoint a mediator for the dispute.
- (b) The Ombudsman:
 - (i) must appoint a mediator within 14 days after receiving the request under clause 19.6(a) of this Schedule D unless the Ombudsman is satisfied that the Complaint giving rise to the dispute:
 - (A) is frivolous or vexatious; or

- (B) has previously been the subject of another mediation; and
- (ii) must give the parties to the dispute, in writing, details of the mediator appointed.

19.7 Conduct of mediation

- (a) Subject to clause 19.7(b) of this Schedule D, the mediator must decide:
 - (i) how the mediation is to be conducted (for example, by telephone or in meetings);
 - (ii) the time and place for the mediation; and
 - (iii) the day the mediation commences for the purposes of this MSA.
- (b) The mediation must be conducted in Australia.

19.8 Notice of commencement of mediation

Within 14 days after the mediation has commenced, the mediator must notify the Ombudsman, in writing, that the mediation has commenced and of the nature of the dispute.

19.9 Attendance at mediation

- (a) Each party to the dispute must attend the mediation and attempt to resolve the dispute.
- (b) For the purposes of clause 19.9(a) of this Schedule D, a party is taken to attend a mediation to attempt to resolve a dispute if the party is represented at the mediation by a person who has authority to enter into an agreement to settle the dispute on behalf of the party.

19.10 Notice of successful mediation

If an agreement is reached in relation to the dispute, the mediator must, within 14 days after the agreement is reached:

- (a) set out, in writing, the terms of the agreement;
- (b) give a copy of the terms to each party to the dispute; and
- (c) notify the Ombudsman that an agreement has been reached.

The party who requested the mediation may, at any time, withdraw the Complaint that is the subject of the dispute by notice in writing to the other party to the dispute and the mediator.

19.11 Termination of mediation

- (a) The mediator conducting a mediation of a dispute in accordance with this MSA:
 - (i) may terminate the mediation at any time if the mediator is satisfied that a resolution of the dispute is not likely to occur; and
 - (ii) must terminate the mediation if the party who requested the mediation requests the mediator to do so.
- (b) If a dispute that is the subject of mediation in accordance with this MSA is not resolved within 30 days after the mediation commenced:
 - (i) the respondent to the mediation may ask the mediator to terminate the mediation; and
 - (ii) the mediator must do so.

(c) If the mediator terminates a mediation under clause 19.11(a) or (b) of this Schedule D, the mediator must issue a certificate stating:

- (i) the names of the parties to the mediation;
- (ii) the nature of the dispute that was the subject of the mediation;
- (iii) that the mediation has been terminated; and
- (iv) that the dispute has not been resolved.

(d) The mediator must give a copy of the certificate to:

- (i) the Ombudsman; and
- (ii) each party to the dispute.

19.12 Costs of mediation

(a) Each party to a dispute that was the subject of a mediation must pay half the costs (if any) of the mediation (being all reasonable costs associated with the conduct of the mediation), unless the parties to the mediation agree otherwise.

(b) Each party to a dispute that was the subject of a mediation must pay that party's costs of attending the mediation, unless the parties agree otherwise.

19.13 Court proceedings

The parties must comply with this clause 19 before commencing court proceedings in relation to a Complaint or a dispute between the parties in relation to or arising under this MSA, except proceedings for urgent interlocutory or final relief. If a dispute is not resolved by mediation then, either party may, if it wishes, commence court proceedings.

19.14 Interlocutory relief

Neither party is prevented from seeking an urgent injunction in relation to this MSA.

19.15 Ongoing obligations

Despite the existence of a Complaint or dispute between the parties arising out of or in relation to this MSA, each party must continue to comply with its obligations under this MSA.

20. TERMINATION

20.1 Grounds for immediate unilateral termination by you

You may immediately terminate this MSA by notice in writing to us, if we commit a material breach of this MSA.

20.2 Grounds for immediate unilateral termination by us

(a) We may immediately terminate this MSA by notice in writing to you, if you commit:

- (i) a material breach of this MSA which is not remedied within 30 days after receiving written notice from us requiring you to do so;
- (ii) material breaches of the Quality Requirements which has resulted in us rejecting your Milk, or suspending collection of your Milk, on 3 or more occasions in any 3 month period;
- (iii) material breaches of the Quantity Requirements which has resulted in us rejecting your Milk, or suspending collection of your Milk, on 3 or more occasions in any 3 month period;

- (iv) a material breach of the following policies which is not remedied within 30 days (or such shorter period determined by us, acting reasonably and having regard to the nature of the breach) after receiving written notice from us requiring you to remedy the breach:
 - (A) Health, Safety and Environment Policy;
 - (B) Social and Ethical Policy; and
 - (C) Animal Welfare Policy; and
- (v) a material breach of applicable State or Federal legislation which is not remedied within 30 days (or such shorter period determined by us, acting reasonably and having regard to the nature of the breach) after receiving written notice from us requiring you to remedy the breach.

20.3 **Process for termination**

- (a) If a party terminates this MSA under clause 20.1 or 20.2, then that party will provide the other party, as soon as practicable, with written notice of:
 - (i) the termination;
 - (ii) the reasons for the termination; and
 - (iii) the day the termination takes effect.

20.4 **Mutual termination**

The parties may terminate this MSA by written mutual consent. We will not unreasonably withhold our consent.

20.5 **No loss of rights**

Termination or expiry of this MSA will not prejudice any right of action or remedy which may have accrued to either party.

21. **GENERAL**

21.1 **Nature of obligations**

- (a) Any provision in this MSA which binds more than one person binds all of those persons jointly and each of them severally.
- (b) Each obligation imposed on a party by this MSA in favour of another is a separate obligation.

21.2 **Entire terms and conditions**

- (a) This MSA contains the entire agreement between the parties for your supply of Milk to us. Any other prior understandings, representations, warranties or undertakings of any kind made by or on behalf of either party in relation to the subject matter of this MSA are of no effect.
- (b) Following execution of this MSA by both parties, any MSA entered into previously will terminate.

21.3 **No waiver**

A party's failure to or delay in exercising a right under this MSA does not operate as a waiver of that right. A waiver is not effective unless it is in writing.

21.4 **Severability**

If any provision of this MSA is unenforceable, illegal or void or makes the MSA (or part of it) illegal or void, then the provision is severed and the rest of this MSA remains in force.

21.5 **No assignment**

- (a) You cannot assign or otherwise transfer the benefit of this MSA, or ownership of the Farm without our prior written approval (which cannot be unreasonably withheld).
- (b) If we agree to you assigning or transferring the benefit of this MSA or the Farm to a third party, we may require you to novate this MSA to the assignee and/or purchaser from the date of transfer.

21.6 **Costs**

Each party must pay its own legal costs of and incidental to the preparation and completion of this MSA.

21.7 **Governing law and jurisdiction**

This MSA is governed by and must be construed in accordance with the laws in force in the State in which the Farm is operated.

21.8 **No agency, joint venture or partnership**

It is understood and agreed that the only relationship between the parties is that of independent contractors and that no agency, joint venture, employment relationship or partnership is created by the parties.

21.9 **Variation**

(a) **Mutual variation**

This MSA may only be varied by the parties agreeing in writing to such variation, subject to clause 21.9(b) of this Schedule D. No variation can be made if it would contravene the Dairy Code.

(b) **Variation by us**

We may unilaterally vary this MSA where there is a change in a Commonwealth, State or Territory law:

- (i) to the extent necessary to comply with the changed law;
- (ii) without reducing the Minimum Price; and
- (iii) where, following the variation, the MSA continues to comply with the Dairy Code.

If we unilaterally vary this MSA, we will provide you, not less than 21 days prior notice (or if that period is not practicable, such period of notice as is practicable in the circumstances) of:

- (i) the variation;
- (ii) the reasons for the variation; and
- (iv) the day the variation takes effect.

If you, acting reasonably, determine that the variation is detrimental to you, you may terminate this MSA by providing notice in writing to us within 21 days of us notifying

you of the variation. If you issue such a termination notice, this MSA will terminate 1 month after the date that you issue the notice.

(c) Variation which increases Minimum Price

An increase in the Minimum Price payable to you constitutes a variation to this MSA and the Dairy Code requires that you agree to the payment of the increase. We will notify you of the increase in the Minimum Price and at the same time advise you how you can agree to that price increase and, if you do not agree in the manner and in the time set out in our notice, then you shall be deemed to have accepted that increase in the Minimum Price.

(d) Variation by you

You are unable to unilaterally vary this MSA.

21.10 Confidentiality

If either party provides the other party (**Receiving Party**) with Confidential Information then the Receiving Party must not disclose that Confidential Information unless it is:

- (a) to obtain legal, financial or other business advice;
- (b) already publicly known;
- (c) required by law, regulation or direction of an authority to be disclosed;

You must not disclose the terms of this MSA or Confidential Information (including commercial information) relating to this MSA without our prior written consent.

21.11 Privacy

We will hold your personal information in accordance with the Privacy Policy.

21.12 Notices

- (a) Any notice or other communication required to be given under or in connection with this MSA can be delivered by addressing that notice to the other party at its address set out in Schedule A of this MSA and serving the notice at that address.
- (b) Notice may be delivered by hand, post or by email with service deemed to have occurred as follows:

Delivery Method	Notice Given
Hand	If before 4pm local time in the place of delivery, the notice will be taken to be delivered the day of delivery.
Post	5 th Business Day in the place of delivery after the notice is posted
Email	A notice may be sent in electronic form and will be deemed given and received on the first day on which it could have been read by the addressee. But if the notice is received after 5pm on a Business Day, or a day that is not a Business Day, then the notice is taken to have been received on the next Business Day.

21.13 Trustees

- (a) Unless you have told us that you are the trustee of a trust, you warrant that you are entering into this MSA in your own capacity.

- (b) If you have told us you are entering into the MSA as a trustee, you are entering into this MSA on your own behalf and on behalf of the trust and you warrant to us that you:
- (i) have entered this MSA for the trust's benefit and purpose and have arranged any required approvals for the trust's property to be bound to this MSA;
 - (ii) have the power under the trust deed to enter into this MSA, to fulfil your obligations under this MSA, and to use the assets of the trust to pay any amount required in connection with this MSA; and
 - (iii) acknowledge and agree that we are entering into this MSA on the basis that each of the warranties in this clause 21.13 of this Schedule D are true and correct and will remain true and correct throughout the term of this MSA.

21.14 **Modern slavery**

- (a) In this clause, **Anti-Slavery Laws** means:
- (i) Divisions 270 and 271 of the *Criminal Code Act 1995* (Cth);
 - (ii) the *Modern Slavery Act 2018* (Cth); and
 - (iii) any other applicable law which prohibits exploitation of a worker, human trafficking, slavery, slavery-like behaviour, servitude, forced labour, child labour, debt bondage or deceptive recruiting for labour or services (or similar), and is applicable in the jurisdiction in which you and we are registered or conduct business or in which activities relevant to the supply of the Milk are to be performed.
- (b) You warrant to us that, to the best of your knowledge, you and your employees, officers and representatives do not engage in any conduct or omission which contravenes the Anti-Slavery Laws and you are not aware of any risks present in your operations and supply chains that may contravene the Anti-Slavery Laws or, if you are so aware, you have taken appropriate action to mitigate, remediate and reduce those risks (including providing notice to us under clause 21.14(d)(i) of this Schedule D).
- (c) You must ensure that, in performing your obligations in connection with the supply of Milk, you and your officers, employees and representatives:
- (i) do not engage in any conduct or omission which may contravene any Anti-Slavery Laws;
 - (ii) comply with any policy of ours relating to anti-slavery; and
 - (iii) do all things required or necessary to mitigate or reduce modern slavery risks in your operations and supply chains and stay in compliance with all applicable Anti-Slavery Laws.
- (d) You must:
- (i) promptly notify us if you become aware of a possible, potential, suspected or actual breach by you or your employees, officers or representatives of any Anti-Slavery Laws;
 - (ii) cooperate in good faith with us in investigating the circumstances relevant to any possible, potential, suspected or actual breach of any Anti-Slavery Laws, whether or not notification has been given under clause 21.14(d)(i) of this Schedule D;
 - (iii) provide such assistance and information as we reasonably require in respect of this MSA and the supply of Milk in order to prepare, as required, a modern

slavery statement each financial year and to comply with the Anti-Slavery Laws; and

- (iv) establish and maintain policies and procedures to ensure that you and your employees, officers and representatives comply with the obligations set out in this clause.

21.15 Execution

- (a) This MSA may be executed in any number of counterparts, each executed by one or more parties.
- (b) This MSA may be executed electronically by any party, or all parties, using an Approved Platform or by returning a fully signed copy of this MSA to us at the address set out in Schedule A by way of registered mail. Any electronic copy of this document so signed will constitute an executed original counterpart. Any hard copy of this document so signed and returned to us will constitute an executed original counterpart.
- (c) All counterparts together will be taken to constitute one MSA.
- (d) This MSA will be deemed to have been validly entered into and will be final and binding once all parties have signed even if one or more parties sign electronically using an Approved Platform.
- (e) Each party who signs this MSA using the Approved Platform is bound by, has complied with and will comply with any terms and conditions of the Approved Platform, in relation to the execution of this document.
- (f) This clause 21.15 does not limit the ways in which a party may execute this document.

Annexure 1 – Quality Requirements

Your Milk must meet the Quality Requirements contained in Table 1 for you to be paid the Minimum Price under this MSA.

If your Milk does not meet the Quality Requirements, we may still accept your Milk, however, the payment that we make to you will be less than the Minimum Price. We will make payments based on a percentage adjustment to the Minimum Price as set out in the table below. Any adjustment will not exceed 50% of the Minimum Price per collection, except for when your Milk is the source of:

- (a) antibiotic detection in a milk tanker with no prior notification
- (b) acidity, pH, chemical or aflatoxin contamination levels in a milk tanker.

Table 1 – Quality Requirements

	TEST RESULT - Specifications	PERCENTAGE ADJUSTMENT(-)
SENSORY ASSESSMENT	Fresh clean smell. No unpleasant characteristics, including clean white appearance, no odours, no chemical residue or foreign matters	0%
TEMPERATURE	≤5°C	0%
	>5°C – no prior notification of cooling failure	0%
	>5°C – prior notification of cooling failure	0% If milk is deemed unsuitable for collection, it may still be paid for at Minimum Price (for the first incident in an Agreement year)
ANTIBIOTICS	Antibiotics present in milk tanker with NO PRIOR NOTIFICATION of possible or probable residues in milk	-100% + costs if the tanker of Milk is unable to be used at the receiving factory -50% if we decide that the Milk is suitable for use by the receiving factory We will deduct the value of that collection of Milk. You may be held responsible for the cost of the total volume of milk lost and we may also recover from you the cost of disposal of the milk and other costs arising out of the contamination
	Antibiotics present in farm vat with PRIOR NOTIFICATION of possible or probable residues in milk (i.e. milk not collected)	0% for first incident in a Supply Period year (milk is paid for at the Minimum Price) -100% for subsequent instances in a Supply Period year.
FAT & PROTEIN	Milk Fat ≥ 3.30% m/v MINIMUM	We may suspend collection of your Milk. If we do decide to suspend collection then we will provide you with written notice of the reasons of the suspension, the consequences of the suspension and any action plan that we require you to implement to ensure continuous improvement of milk composition.
	Protein ≥ 3.10% m/v MINIMUM	

BULK MILK CELL COUNT BMCC / SOMATIC CELL COUNT (SCC)	≤250,000 cells/mL	+3%
	251,000 – 300,000 cells/mL	0%
	301,000 – 400,000 cells/mL	-10%
	401,000 – 600,000 cells/mL	-20%
	>600,000 cells/mL	-30%
	We may exercise our rights and suspend collection if 5 results over a 30 day period are greater than 600,000 cells/mL	
BACTOSCAN (Bacto)	≤80,000 IBC/mL	0%
	81,000 – 150,000 IBC/mL	-5%
	151,000 – 300,000 IBC/mL	-20%
	301,000 – 400,000 IBC/mL	-30%
	>400,000 IBC/mL	-40%
	We may exercise our rights and suspend collection if 5 results are greater than 400,000 IBC/mL over a 30 day period.	
THERMODURIC (Thermo)	≤2,000 cfu/mL	0%
	2,001 – 5,000 cfu/mL	-5%
	5,001 – 10,000 cfu/mL	-20%
	>10,000 cfu/mL	-30%
	We may exercise our rights and suspend collection if 5 results >10,000 cfu/mL over a 30 day period	
EXTRANEIOUS WATER / FREEZING POINT	≤-0.512°C	0%
	>-0.512°C	We may exercise our rights and suspend collection if 5 results > -0.512C over a 30 day period
ACIDITY	≤0.14%	0%
	>0.14%	-100%
PH	≥6.6	0%
	<6.6	-100%
SEDIMENT / EXTRANEIOUS MATTER	Grade A or B	0%
	Grade C	-20%
	Grade D	-30%
PESTICIDES OR OTHER CHEMICAL CONTAMINANTS	Below Australian MRL	0%
	Above Australian MRL	-100%
AFLATOXIN	≤0.50 ppb aflatoxin M1	0%
	>0.50 ppb aflatoxin M1	-100%

Annexure 2 – Operational Requirements

1. Sampling

Milk samples for composition and cell count testing are taken automatically at every collection by either an inline drip sampler which is fitted to the tanker or a dip method directly from the vat. These sampling methods are designed to ensure a representative sample of the Milk is taken from the collection.

Before pumping into the tanker, the driver will agitate the vat to ensure an adequate distribution of components throughout the Milk.

22. Volume Measurement

To ensure volume accuracy, the volume of each collection will be measured for payment purposes by a calibrated flow meter fitted to the milk collection tanker.

23. Testing

23.1 Procedure

- (a) Prior to collection, the driver assesses the time and temperature cooling profile and completes a sensory evaluation (odour and visual appearance) of the Milk for potential contamination, food safety risk, and milk quality deterioration. From time to time we may require more specific testing to be completed.
- (a) When the Milk is delivered, it is tested by the receiving site for contaminants and milk quality. If it does not meet the Quality Requirements, individual farm samples are tested to detect the source of the contamination or defective Milk.
- (b) If you ask us to organise additional testing, subject to your prior confirmation, we will pass through the third party costs associated with conducting such testing. If you send samples for testing without prior approval from us, we may pass through third party costs associated with conducting such testing.

23.2 Frequency

Your Milk will be tested for compliance with the Quality Requirements in accordance with the following testing schedule. We may conduct additional testing as required, above and beyond the type and frequency listed below.

	TEST FREQUENCY
SENSORY ASSESSMENT	Every collection of milk, prior to loading by the tanker driver
TEMPERATURE	Every collection of milk
ANTIBIOTICS	When antibiotics are detected on a tanker of milk ex-farm, each Supplier on that tanker will have their vat sample tested
FAT & PROTEIN	Every collection of milk
BULK MILK CELL COUNT (BMCC) / SOMATIC CELL COUNT (SCC)	Every collection of milk

BACTOSCAN (Bacto)	Milk is tested for Bacto at a minimum of 3 times per month. Any Supplier whose milk returns a result of > 80,000 IBC/mL will be subject to follow-up testing on the next samples collected from the farm, until 3 consecutive results ≤ 80,000 IBC/mL are received. Additional testing may be conducted to determine the source of a tanker with a high Bacto count.
THERMODURIC (Thermo)	Once per month, at a minimum. Results of > 2,000 cfu/mL will be subject to follow-up testing on the next samples collected from the farm, until 3 consecutive results ≤ 2,000 cfu/mL are received.
EXTRANEIOUS WATER / FREEZING POINT	Discretionary
ACIDITY	Discretionary
PH	Discretionary
SEDIMENT / EXTRANEIOUS MATTER	Discretionary
PESTICIDES / OTHER CHEMICAL CONTAMINANTS	Discretionary The dairy industry also conducts contaminant testing as part of the AMRA Survey
AFLATOXIN	Discretionary The dairy industry also conducts aflatoxin testing as part of the AMRA Survey

23.3 Results

- (b) We will notify you as soon as practicable after we receive the results. You will usually receive an SMS within an hour of us receiving your tests results. You can also access your results via the Lactalis Milk Supply Portal (milksupply.lactalis.com.au).
- (c) We also issue both daily and monthly Q&Q Statements. These Statements provide information including volume of consignments, temperature at pick-up, milkfat and protein test (mass/volume) results, and bacteriological results (BMCC, Bacto and Thermo). A summary of month-to-date volumes and results, or a final monthly summary, is also provided. Daily Q&Q Statements are e-mailed each afternoon, containing all results currently available for that month to date. Preliminary monthly Q&Q Statements are sent on or about the second day of the following month and final Q&Q Statements are sent on or about the fifth day of the following month.

24. Reimbursements

24.1 Servicing your Milking Machine and Vat

You may request reimbursement of the cost of one milking machine service and one vat service each year of the Supply Period, to a maximum value of \$3000 per service per Farm. We will only reimburse you the costs associated with labour and travel for each service (excluding GST only). Parts and labour for repairs and upgrades are not eligible for reimbursement.

24.2 Replacing your Vat

We will provide a monthly reimbursement of 0.556% of the cost of purchasing and installing a new or second-hand milk vat (including associated cooling equipment), for each month that you contract with us up to a maximum of three years (totalling 20% over three years), subject to meeting the following requirements:

- (d) the vat must have a 75 mm outlet, or an equivalent adaptor;
- (e) vat capacity must be increased to at least 1.4 times peak daily production and be achieved with no more than two vats being installed and in use on the farm; and
- (f) the vat must be positioned so that the outlet is no more than six metres from the tanker connection and no more than three metres from the tanker access doorway.

Payment will start from the month the claim is submitted and will not be backdated.

24.3 Herd testing and Recording

We will reimburse you \$5.00 per cow each year of the Supply Period that you complete herd testing and recording subject to:

- (g) using a recognised herd recording centre to carry out the testing; and
- (h) providing an annual statement showing the number of cows tested and the total testing costs.

25. Auditing Costs

We will cover the cost of 1 external audit every 2 years per farm by an auditor approved by us.

You will be responsible for all additional fees associated with:

- (i) additional audits;
- (j) return visits to the farm by the auditor to close out non-conformances; and
- (k) non-conformances being closed out by the auditor off-farm.

The costs associated with these activities are as follows:

- (a) audit cost:

South Australia - \$360;

- (b) on-farm non-conformance clearance cost \$250 per audit; and
- (c) off-farm non-conformance clearance cost \$100 per audit.

If you decide to cancel an audit, you will incur cancellation fees as follows:

- (a) audits cancelled within one week of the notified audit date will incur a charge equal to 25% of the audit cost; and
- (b) audits cancelled within one day of the notified audit date, or a no-show on the day of the audit, will incur a charge equal to 50% of the audit cost.

26. Additional Freight Charges

Upon your request, we may agree to an additional collection of your Milk. In these circumstances, you may be charged \$60 in additional freight charges.

We will not charge you any additional freight charges where:

- (c) your Farm is supplying us more than 25,000 litres per day; or
- (d) where a carrier collects milk on a daily basis to address a tanker capacity issue rather than due to insufficient vat capacity on a farm.

27. Corporate Social Responsibility (CSR)

27.1 Animal Welfare

You must comply with the Lactalis' Animal Welfare Policy (<http://lactalis.com.au/wp-content/uploads/lactalis/Lactalis-Group-Animal-Welfare-Policy.pdf>) as well as any relevant industry policies relating to animal welfare. If there is any inconsistency between Lactalis' Animal Welfare policy and industry policies, then the Lactalis' Animal Welfare policy prevails to the extent of any inconsistency.

We are particularly focused on compliance with the following areas of the Lactalis Animal Welfare Policy:

- (e) no dehorning of dairy animals older than the age of 2 months; and
- (f) all calves must be raised in groups by no later than 8 weeks of age.

We also require compliance with policy directives from the Australian Dairy Farmers' Animal Health and Welfare Policy Advisory Group, including:

- (a) no routine calving induction;
- (b) provision of pain relief for all calves during disbudding, which must occur under the age of 2 months;
- (c) no euthanasia of calves by blunt force trauma; and
- (d) no tail docking, except under intervention and supervised veterinary procedures.

You must ensure that you are meeting the Australian Animal Welfare Standards and Guidelines for cattle and for land transport of cattle.

27.2 Assessments

Once every 3 years, you are required to participate in an on farm assessment of:

- (e) the Animal Welfare requirements set out in clause 7.1; and
- (f) an estimation of your carbon footprint.

27.3 Non Compliance

If it is found that you are not complying with the Lactalis Animal Welfare Policy we will notify you in writing of this non-compliance. We will agree with you a written action plan within a required timeframe for you to rectify areas of non-compliance. Any non-compliance may result in increased frequency of assessment or verification of rectification of the non-compliance. If the non-compliance is not rectified in the required timeframe, then we reserve our rights under this MSA.

Annexure 3 – Handbook

https://lactalis.com.au/wp-content/uploads/2025/05/Handbook-25_26_web.pdf