

Position on Innovation

Introduction Innovations within Chr. Hansen's products and services are key to our continued business growth. Creativity and knowledge of product development, application, production processes and consumer trends are basic elements.

On a global scale we work closely with private and public research institutions, academia and business partners to create and secure innovative ideas and to up-date knowledge for mutual benefit. We support and award scientific based accomplishments of researchers relevant for our operation.

Statements We will focus on:

Market and business relevant innovation

- We will base the innovation of new products on a long-term evaluation of customer requirements, financial analysis and the growth targets of Chr. Hansen.

Exploiting knowledge

- We will utilize the latest available knowledge and scientific achievements within all the relevant business areas and make sure that we establish and expand the technological readiness (sharing best practice).

Technology

- We will drive and use new technologies for products and processes to ensure improved functionality, quality and cost efficiency. New technologies must contribute to ensure that Chr. Hansen will continue to be trendsetter within its range of product.

Portfolio Management

- We will prioritize and manage all research and development projects according to best practice. This is to secure the most efficient project execution and to reduce time and cost from idea to market.

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Position on Innovation, Continued

Statements
(continued)

Innovation

- We will report achievements in research and development projects based on sound scientific work to facilitate acquirement of relevant intellectual property rights to sustain the business goals for Chr. Hansen.
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Scope

The position applies to new products and processes.
