

## Position on Leadership

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### Introduction

Managing in an increasingly global environment requires outstanding and committed leadership. We want leaders who can transform our overall strategy to daily work and reach objectives by leading through people.

Chr. Hansen has 5 leadership principles which we believe a competent and dedicated leader must possess to best achieve results through people:

- **Leadership:** Ability to set direction and create meaning
- **Team Orientation:** Ability to create commitment and alignment
- **Change Management:** Ability to continuously improve and develop
- **Management:** Ability to implement and follow-up on decisions
- **Process Orientation:** Ability to create coherence and customer focus

To be a good leader requires continued focus on leadership competences, as leadership is a discipline which continues to evolve.

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### Statements

We want to enhance our leaders' capability to lead and achieve results by:

#### Leading through people

- We develop the leadership competences and the capacity needed by leaders to build high performance teams and reach results by utilizing the potential and competences in the team.

#### Building strong leadership

- We introduce global company concepts for leadership training which provide new and experienced leaders with the tools and network needed to improve own leadership skills.

#### Evaluating leadership

- We evaluate our leaders through Management Appraisals based on the five CH leadership competences to continuously improve leadership and performance.

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## Position on Leadership, Continued

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### Scope

**The principles apply to all Chr. Hansen sites and subsidiaries**  
Chr. Hansen entities will formulate local procedures, which should be aligned with the principles in the global position paper as well as local market conditions in which they operate.

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