

Position on Organizational Excellence

Introduction Chr. Hansen aims at reducing organizational barriers to the achievement of business results.

To perform at our best in an ever-changing and increasingly global market our organization must encourage cross-divisional and cross-country co-operation. We need to have a flexible and change-ready organization which develops and supports our internal capacity to work effectively and reach our objectives.

Statements **Continuous organizational development**

- We conduct annual organizational reviews and audits (OR/OA) to assess how the organization best supports efficient solving of tasks and challenges to fulfill the business strategy.

Being lean, execute and measure

- We have a healthy dissatisfaction with the status quo and continuously optimize our organization and work processes and measure results.

Being ready for change

- We aim at having a flat and flexible organizational structure allowing fast decision-making and supporting adjustments needed to meet changed circumstances and requirements.
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Scope The principles apply to all Chr. Hansen sites and subsidiaries.
