

## Competency profile of the Board of Directors

### The Company

Chr. Hansen is a global differentiated bioscience company headquartered in Hoersholm, Denmark, that develops and produces microbial solutions for the food and beverages, nutritional, pharmaceutical and agricultural industries. The Company sells its products in more than 140 countries and has more than 3,700 employees.

Chr. Hansen is pioneering microbial science to improve food, health and productivity for a sustainable future. Chr. Hansen believes that microbial science and fermentation will be a key enabler in driving today's most pressing challenges such as climate change, transition to a circular economy and restoration of biodiversity. By unlocking the POWER OF GOOD BACTERIA™, Chr. Hansen contributes to the transition towards a more sustainable food system - a system capable of feeding the growing population while reducing its adverse impact on climate, natural resources, biodiversity and health – all the way from farm to fork. Chr. Hansen's commitment to drive change is reflected in its company purpose "Grow a better world. Naturally.", which serves as a guiding principle for innovation and decision-making across the Company.

### Tasks of the Board of Directors

The Board of Directors of Chr. Hansen is accountable to all the Company's shareholders and stakeholders for the way the Company conducts its business. The composition of the Board of Directors must therefore be such that the collective competencies of its members enable it to inspire, guide and oversee the Company's development and diligently address and resolve the issues and problems faced by the Company at any time.

The Board of Directors shall ensure that Chr. Hansen has an appropriate organizational structure, management team, general management processes and organizational competencies in place to deal with the Company's business challenges and opportunities, thus maximizing the likelihood of achieving its vision and purpose.

The Board of Directors further oversees the financial development of Chr. Hansen and the related planning and reporting systems, including risk management. With the guidance and support from the Board of Directors, the Executive Board develops the Company's overall strategies, and the Board of Directors monitors their execution.

The Board of Directors ensures that Chr. Hansen is managed in accordance with Chr. Hansen's purpose, culture model and leadership essentials.

### General circumstances for the nomination of shareholder-elected Board members

When nominating candidates, the Nomination Committee shall seek to achieve a balance between renewal and continuity and take diversity<sup>1</sup> in relation to i.a. age, gender, nationality, educational and professional background into consideration.

By 2024/25 the Board of Directors aims to have at least three of each gender among the board members appointed by the General Meeting.

### Election of the Board of Directors

The Board members of Chr. Hansen are elected in two ways:

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<sup>1</sup> We understand diversity as distinctive backgrounds, attitudes, values, beliefs, experiences, behaviors and lifestyle preferences with respect to gender, gender identity/expression, race, ethnicity, nationality, language, age, cognitive and physical abilities and characteristics, sexual orientation, education, socioeconomic context, personality traits, religion, creed, political opinions and ways of thinking.

- The shareholders elect the Chair and two to eight (2-8) other members of the Board of Directors at the General Meeting based on nomination by the current Board of Directors or nomination directly by shareholders.
- The employees of the Danish limited companies in the Chr. Hansen Group are every fourth year entitled to elect a number of employee representatives to the Board of Directors in accordance with the Danish Companies Act. The number of employee representatives that can be elected is equal to half the number of board members elected by the General Meeting.

#### **General competencies of shareholder-elected Board members**

The Board of Directors, with input from the Nomination Committee, is responsible for annually determining the appropriate qualifications, experience and competencies required of board candidates in order for the Board of Directors to best perform its tasks, taking into account Chr. Hansen's needs and the current composition of the Board of Directors. Nomination of candidates to be submitted to the General Meeting shall be prepared in light hereof.

When considering qualifications, experience and competencies of candidates for Board membership (including re-election), the Board of Directors and the Nomination Committee will consider the following factors, in addition to such other factors that the Board of Directors may deem relevant:

1. Experience and expertise in:
  - Global business management, strategic operations, and governance
  - Either the bioscience, food, beverages, nutritional, pharmaceutical, or agricultural industries
  - Global sales and marketing of fast-moving consumer goods within either the bioscience, food, beverages, nutritional, pharmaceutical, or agricultural industries
  - Business development, M&A and alliance management
  - Science, innovation, and technology
  - Finance & accounting and Investor Relations
  - Global manufacturing and logistics of ingredients for either food, beverages, nutritional, agriculture or pharmaceuticals
  - People leadership and HR development
  - IT security
  - Environmental, social and governance (ESG)
2. Diversity of perspectives brought to the Board of Directors by the individual members.
3. Personal characteristics matching Chr. Hansen's culture model and leadership essentials and having a genuine ESG mindset.

#### **Special competencies relating to the employee-elected Board members**

The Board of Directors encourages the employees to elect employee representatives with

- experience and broad knowledge of how the Company conducts its business
- strong knowledge of what goes on among employees in the Company
- an ability to have and communicate opinions on how the Company conducts its business
- an ability to advise on appropriate forms of communication between the Company and the employees
- a good command of the English language

and take diversity in relation to experience, backgrounds, age, nationality and gender into consideration to reflect the composition of the workforce.

Approved by the Board of Directors of Chr. Hansen Holding A/S on October 11, 2023.