

# Reward and Remuneration Position

---

## **Introduction**

Chr. Hansen is committed to provide market competitive terms and conditions of employment, which reflect the skills and performance of our employees, as well as their contribution to the company.

The ways in which we reward and recognize our employees are an important part of the employment relationship and employee engagement. The main objective of our remuneration policies and practices is to attract, engage and retain employees with the experience and knowledge needed to reach our strategic goals, while supporting our company culture.

---

## **Guiding Principles**

We aim to have remuneration policies and practices that follow the guiding principles below:

### **Take a Total Reward perspective**

- Our remuneration balances financial and non-financial reward elements, and both types are considered when composing or assessing the value of a remuneration offering.
- Our remuneration includes a leadership culture of recognition and positive reinforcement.

### **Are Internally aligned and Externally competitive**

- Our remuneration is aligned with our business and people strategy.
- Our remuneration is competitive in the relevant reference market.
- Our leaders actively participate in making pay decisions.

### **Are linked to Performance**

- Differentiation in our remuneration is driven by clearly defined performance requirements, both short- and long-term, as well as company and individual.
- Higher achieved performance and alignment with our culture, will be reflected in higher remuneration.

### **Follow Legal and Industry standards**

- Our remuneration is governed in a transparent, sustainable and ethical way.
  - All remuneration programs comply with external and internal, global and local, governance requirements.
- 

## **Scope**

The principles of this position apply to all Chr. Hansen sites and subsidiaries.

---