This presentation contains forward-looking statements that reflect management’s current views with respect to certain future events and potential financial performance. Forward-looking statements are other than statements of historical facts. The words “believe,” “expect,” “anticipate,” “intend,” “estimate,” “outlook,” “will,” “may,” “continue,” “should” and similar expressions identify forward-looking statements.

Forward-looking statements include statements regarding objectives, goals, strategies, outlook and growth prospects; future plans, events or performance and potential for future growth; liquidity, capital resources and capital expenditures; economic outlook and industry trends; developments of the Company’s markets; the impact of regulatory initiatives; and the strength of competitors. The forward-looking statements in this presentation are based upon various assumptions, many of which are based, in turn, upon further assumptions, including without limitation, management’s examination of historical operating trends, data contained in records and other data available from third parties.

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Eventful year with significant strategic progress despite COVID-19

Strategic highlights FY 2019/20

**REINVEST**
- Good progress on commercialization of new launches
- Strong year in Animal Health supported by new products
- Human Health with strong H2 driven by increased demand for probiotics with immunity benefits

**LEVERAGE**
- Scientific breakthrough in bioprotection on mode of action
- Plant Health expansion into soy and North America
- Bacthera organization established and first customers signed
- Fermented Plant Bases lighthouse launched

**EXTEND**
- Strengthened position in women’s health with HSO Health Care
- Expanded into multi-species blends with UAS Labs
- New lighthouse in HMOs following Jennewein acquisition

**REVIEW**
- Strategic review process of Natural Colors concluded with sale to EQT (closing expected in spring 2021)
Portfolio changes pave way for future as microbial pureplay with very attractive growth prospects and margin expansion potential

### ACQUISITIONS

<table>
<thead>
<tr>
<th>Company</th>
<th>EUR 130-140m (FY21E)</th>
<th>Revenue</th>
<th>EUR 219m (FY20)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Astarte</td>
<td>EUR ~30m (FY21E)</td>
<td>EBITDA</td>
<td>EUR 39m (FY20)</td>
</tr>
<tr>
<td>UAS Labs</td>
<td>~350</td>
<td>Employees</td>
<td>~650</td>
</tr>
</tbody>
</table>

### NATURAL COLORS

<table>
<thead>
<tr>
<th>EUR 970m¹</th>
<th>EUR 800m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>EUR 219m (FY20)</td>
</tr>
<tr>
<td>EBITDA</td>
<td>EUR 39m (FY20)</td>
</tr>
<tr>
<td>Employees</td>
<td>~650</td>
</tr>
</tbody>
</table>

- Exclusive focus on microbial and fermentation technology platforms
- New lighthouse launched
- Accretive to Group organic growth with attractive synergy potential
- Meaningful EBIT margin expansion over the strategy period expected; EBITDA margin accretive already from day 1

¹ Before tax asset with estimated value of USD 80m from UAS Labs acquisition.
Guidance achieved despite challenging business environment
Financial highlights Q4 and FY 2019/20

### ORGANIC GROWTH

<table>
<thead>
<tr>
<th>FY 2019/20</th>
<th>Guidance</th>
<th>Group&lt;sup&gt;1&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4 2019/20</td>
<td>4-6%</td>
<td>5%</td>
</tr>
<tr>
<td>Microbial Platform</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY 2019/20</td>
<td>9%</td>
<td>6%</td>
</tr>
<tr>
<td>Q4 2018/19: 3%</td>
<td></td>
<td>FY 2018/19: 8%</td>
</tr>
</tbody>
</table>

### EBIT MARGIN B.S.I.

<table>
<thead>
<tr>
<th>FY 2019/20</th>
<th>Around 29.5%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4 2019/20</td>
<td>38.4%</td>
</tr>
<tr>
<td>Q4 2018/19: 37.9%</td>
<td></td>
</tr>
<tr>
<td>FY 2019/20</td>
<td>33.7%</td>
</tr>
<tr>
<td>FY 2018/19: 33.6%</td>
<td></td>
</tr>
</tbody>
</table>

### FREE CASH FLOW B.A.S.I.

<table>
<thead>
<tr>
<th>FY 2019/20</th>
<th>Above EUR 200m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q4 2019/20</td>
<td>EUR 81m</td>
</tr>
<tr>
<td>Q4 2018/19: EUR 82m&lt;sup&gt;2&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td>FY 2019/20</td>
<td>EUR 225m</td>
</tr>
<tr>
<td>FY 2018/19: EUR 153m&lt;sup&gt;2&lt;/sup&gt;</td>
<td></td>
</tr>
</tbody>
</table>

<sup>1</sup> Includes continuing and discontinued operations.
<sup>2</sup> Excluding inflow from sale-and-lease-back of Company's main site in Hørsholm.
Growth in all regions despite impacts from global COVID-19 pandemic
Regional highlights Q4 and FY 2019/20

**EMEA**
- **Q4:** Good growth in FC&E despite weakness in Middle East; solid growth in H&N driven by very strong momentum in AH and solid growth in HH
- **FY:** Good growth in FC&E, while H&N declined due to soft Q1

**NORTH AMERICA**
- **Q4:** Slight growth in FC&E as solid growth in cheese was offset by declines in wine and probiotics; H&N with slight growth as very strong growth in HH was largely offset by decline in AH
- **FY:** FC&E on par with last year as growth in fermented milk was offset by slight decline in cheese; H&N delivered strong growth

**LATIN AMERICA**
- **Q4:** Very strong growth in FC&E and in H&N driven very strong momentum in PH in line with expectations
- **FY:** Very strong growth in FC&E supported by CHY-MAX® Supreme and EUR pricing; solid growth in H&N

**APAC**
- **Q4:** FC&E declined due to COVID-19 related softness in China and India; H&N with very strong growth driven by HH
- **FY:** FC&E declined as solid growth in fermented milk was offset by decline in probiotics in China; H&N grew very strongly

---

1 Continuing operations.
Solid commercial activity despite limited face-to-face customer access
Global COVID-19 pandemic

COVID net impacts Q4 2019/20 (q3)

Small net negative for Chr. Hansen in Q4 due to normalization of inventory levels, slower conversion of commercial pipeline and weak economic environment
  • Consumer downtrading, particularly in emerging markets
  • Upselling negatively impacted by travel restrictions and customer focus on cost
  • Risk of delays in customer trials and product registrations

Supply chain/delivery performance very solid, but impact from high freight costs

Employee safety remains number #1 priority
Volume growth in cheese offset by FM & probiotics; positive from EUR pricing
Food Cultures & Enzymes

SALES PERFORMANCE
• Q4: Strong growth in enzymes, bioprotection and meat followed by solid growth in cheese; fermented milk was on par with last year; probiotics and wine declined; volume growth impacted by weak economic environment in emerging markets (China, India, Middle East)
• FY: Strong growth in enzymes and bioprotection followed by solid growth in cheese and meat as well as good growth in fermented milk; probiotics declined, primarily due to lower volumes in China

MARGIN DEVELOPMENT
• Q4: +0.4%-pt. improvement driven by a positive one-off from a VAT dispute in Brazil and lower travel expenses that were partly offset by negative currencies
• FY: On par with last year as scalability benefits and production efficiencies as well as lower expenses related to COVID-19 (e.g. travel, training, less new hires etc.) were offset by higher freight costs and investments in strategic initiatives

<table>
<thead>
<tr>
<th>EUR million</th>
<th>Q4 18/19</th>
<th>Q4 19/20</th>
<th>FY 18/19</th>
<th>FY 19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>178.5</td>
<td>173.3</td>
<td>682.3</td>
<td>693.1</td>
</tr>
<tr>
<td>Organic growth</td>
<td>3%</td>
<td>5%</td>
<td>8%</td>
<td>5%</td>
</tr>
<tr>
<td>Volume/mix</td>
<td>2%</td>
<td>0%</td>
<td>4%</td>
<td>3%</td>
</tr>
<tr>
<td>EBIT margin b.s.i.</td>
<td>38.0%</td>
<td>38.4%</td>
<td>34.3%</td>
<td>34.3%</td>
</tr>
<tr>
<td>ROIC ex. goodwill</td>
<td>44.2%</td>
<td>41.1%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SALES PERFORMANCE

- **Q4**: Very strong growth in HH driven by dietary supplements, while infant declined due to high comparables and destocking; good growth in AH across species driven by RoW, while NA declined; very strong growth in PH in line with expectations
- **FY**: HH with solid growth driven by dietary supplements while infant formula declined slightly; AH with strong growth driven by very strong growth in Cattle and solid growth in Poultry & Swine; PH declined due to order timing and lower-than-expected activity in soy in LATAM

MARGIN DEVELOPMENT

- **Q4**: 0.9%-pt. increase driven by single-line consolidation of UAS Labs, cost management initiatives and lower expenses due to COVID-19 partly offset by impairment loss and FX
- **FY**: 0.7%-pt. increase driven by single-line consolidation of UAS Labs, cost management initiatives and lower expenses due to COVID-19 partly offset by impairment loss

### Organic growth

<table>
<thead>
<tr>
<th></th>
<th>Q4 17/18</th>
<th>Q1 18/19</th>
<th>Q2 18/19</th>
<th>Q3 18/19</th>
<th>Q4 18/19</th>
<th>Q1 19/20</th>
<th>Q2 19/20</th>
<th>Q3 19/20</th>
<th>Q4 19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>HH</td>
<td>10%</td>
<td>17%</td>
<td>6%</td>
<td>11%</td>
<td>4%</td>
<td>8%</td>
<td>12%</td>
<td>18%</td>
<td></td>
</tr>
<tr>
<td>AH</td>
<td>35.7%</td>
<td>25.4%</td>
<td>31.0%</td>
<td>30.8%</td>
<td>37.4%</td>
<td>19.6%</td>
<td>32.1%</td>
<td>34.7%</td>
<td>38.3%</td>
</tr>
<tr>
<td>PH</td>
<td>37.4%</td>
<td>30.8%</td>
<td>31.0%</td>
<td>30.8%</td>
<td>37.4%</td>
<td>19.6%</td>
<td>32.1%</td>
<td>34.7%</td>
<td>38.3%</td>
</tr>
</tbody>
</table>

### EUR million

<table>
<thead>
<tr>
<th>EUR million</th>
<th>Q4 18/19</th>
<th>Q4 19/20</th>
<th>FY 18/19</th>
<th>FY 19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>70.5</td>
<td>81.0</td>
<td>255.1</td>
<td>276.9</td>
</tr>
<tr>
<td>Organic growth</td>
<td>4%</td>
<td>18%</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>Volume/mix</td>
<td>4%</td>
<td>19%</td>
<td>9%</td>
<td>10%</td>
</tr>
<tr>
<td>EBIT margin b.s.i.</td>
<td>37.4%</td>
<td>38.3%</td>
<td>31.5%</td>
<td>32.2%</td>
</tr>
<tr>
<td>ROIC ex. goodwill</td>
<td>29.5%</td>
<td>22.6%</td>
<td>276.9</td>
<td>276.9</td>
</tr>
</tbody>
</table>
-1.3%-pts.  
Gross margin  
FY20 vs. FY19

- Increased freight costs, unfavorable product mix and slight FX impact only partly offset by scalability

Lower  
Operating expenses

- Lower expenses due to COVID-19 partly offset by investments in strategic priorities

EUR 8m  
Other operating income

- Single-line consolidation of UAS Labs and favorable ruling in VAT dispute case in Brazil

33.7%  
EBIT margin b.s.i.

- +0.1%-pt. for continuing operations (Microbial Platform) (Group margin incl. NCD of 29.9% (+0.3%-pt.)

EUR 14m  
Special items

- Driven by acquisitions

Other

- EUR 4m loss from Bacthera in line with expectations

**INCOME STATEMENT**

<table>
<thead>
<tr>
<th></th>
<th>EUR million</th>
<th>Q4 18/19</th>
<th>Q4 19/20</th>
<th>FY 18/19</th>
<th>FY 19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td></td>
<td>249.0</td>
<td>254.3</td>
<td>937.4</td>
<td>970.0</td>
</tr>
<tr>
<td>Cost of sales</td>
<td>(91.9)</td>
<td>(97.6)</td>
<td>(360.5)</td>
<td>(386.0)</td>
<td></td>
</tr>
<tr>
<td>R&amp;D expenses</td>
<td>(17.6)</td>
<td>(18.4)</td>
<td>(70.7)</td>
<td>(76.2)</td>
<td></td>
</tr>
<tr>
<td>S&amp;M expenses</td>
<td>(33.8)</td>
<td>(34.5)</td>
<td>(131.9)</td>
<td>(135.1)</td>
<td></td>
</tr>
<tr>
<td>Administrative expenses</td>
<td>(11.6)</td>
<td>(12.0)</td>
<td>(60.8)</td>
<td>(53.3)</td>
<td></td>
</tr>
<tr>
<td>Other operating income</td>
<td>0.2</td>
<td>5.9</td>
<td>1.2</td>
<td>7.5</td>
<td></td>
</tr>
<tr>
<td>EBIT b.s.i.</td>
<td></td>
<td>94.3</td>
<td>97.7</td>
<td>314.7</td>
<td>326.9</td>
</tr>
<tr>
<td>Special items</td>
<td>(0.9)</td>
<td>(8.8)</td>
<td>(2.3)</td>
<td>(13.9)</td>
<td></td>
</tr>
<tr>
<td>Net financial expenses</td>
<td>(4.3)</td>
<td>(4.3)</td>
<td>(16.1)</td>
<td>(13.5)</td>
<td></td>
</tr>
<tr>
<td>Share of loss of joint ventures</td>
<td>-</td>
<td>(0.8)</td>
<td>-</td>
<td>(3.9)</td>
<td></td>
</tr>
<tr>
<td>Income taxes</td>
<td>(20.3)</td>
<td>(16.2)</td>
<td>(67.1)</td>
<td>(64.0)</td>
<td></td>
</tr>
<tr>
<td>Profit from continuing operations</td>
<td>68.8</td>
<td>67.6</td>
<td>229.2</td>
<td>231.6</td>
<td></td>
</tr>
<tr>
<td>Profit from discontinued operations</td>
<td>5.8</td>
<td>(1.4)</td>
<td>21.0</td>
<td>13.4</td>
<td></td>
</tr>
<tr>
<td>Net profit</td>
<td></td>
<td>74.6</td>
<td>66.2</td>
<td>250.2</td>
<td>245.0</td>
</tr>
</tbody>
</table>
Leverage impacted by acquisitions but very resilient cash generation
Cash Flow & Balance Sheet (Group incl. discontinued operations)

**CASH FLOW STATEMENT**

<table>
<thead>
<tr>
<th>EUR million</th>
<th>FY 18/19</th>
<th>FY 19/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating cash flow</td>
<td>298.6</td>
<td>364.6</td>
</tr>
<tr>
<td>Cash flow from op. invest. act.</td>
<td>(139.4)(^1)</td>
<td>(139.7)</td>
</tr>
<tr>
<td>M&amp;A</td>
<td>(9.8)</td>
<td>(657.2)</td>
</tr>
<tr>
<td>JV</td>
<td>-</td>
<td>(10.6)</td>
</tr>
<tr>
<td>Free cash flow</td>
<td>217.0</td>
<td>(442.9)</td>
</tr>
<tr>
<td>Financing cash flow</td>
<td>(200.5)</td>
<td>456.8</td>
</tr>
<tr>
<td>Net cash flow</td>
<td>16.5</td>
<td>13.9</td>
</tr>
<tr>
<td>FCF b.a.s.i.</td>
<td>161.5(^1)</td>
<td>244.5</td>
</tr>
</tbody>
</table>

- Increase in operating cash flow driven by positive development of WC and temporary COVID-19 related governmental liquidity support
- Operational investing cash flow ex. inflow from sale-and-lease-back of EUR 68 on par with last year as several projects were delayed due to COVID-19

\(^1\) Excludes proceeds from the sale-and-lease-back of the Company’s main site in Hørsholm of EUR 68 m.

**GROWTH FCF B.A.S.I. vs. absolute EBIT b.s.i.**

- **FCF b.a.s.i.**
  - FY 18/19: 343
  - FY 19/20: 356
  - Increase: +4%

- **EBIT b.s.i.**
  - FY 18/19: 162
  - FY 19/20: 245
  - Increase: +51%

**LEVERAGE RATIO** in net debt/EBITDA b.s.i.

- **Q4 18/19**: 1.8
- **Q4 19/20**: 3.1
- **Q1 20/21E**: ~3.5-4
- **Q4 20/21E**: 2x

- Leverage above ambition to be in line with investment grade credit rating due to acquisitions
- BoD will propose no ordinary dividend to manage leverage prudently but expects to pay an extraordinary dividend after receipt of NCD proceeds at least equal to a normalised ordinary dividend for 2019/20
A year of transition ahead
with portfolio changes, FX headwinds and higher uncertainty related to COVID-19

The outlook is based on constant currencies and assumes no further acquisitions. The outlook is also based on the current political and economic environment. The depth and duration of a global recession, or other negative macroeconomic events, triggered by COVID-19 may affect demand negatively in the medium term, especially in emerging markets, and a combination of quarantine measures and recession may change consumption patterns between eating out, on-the-go and in-home. The various quarantine measures and travel restrictions already imposed around the world make it more difficult to visit customers to advance projects with new innovative solutions, a very important growth driver for Chr. Hansen, and this will slow the progress of the commercial project pipeline in the medium term. The impacts of COVID-19 are continuously being monitored and evaluated for their short- and medium-term effects. Any deterioration in the political and economic climate might impact the outlook negatively. This includes, but is not limited to, the economic climate in several emerging markets, such as China, Turkey, Brazil and Argentina; the overall situation in the Middle East, including any potential sanctions; a deterioration in global trading conditions; and a negative Brexit scenario.

The outlook is based on constant currencies and assumes no further acquisitions. The outlook is also based on the current political and economic environment. The depth and duration of a global recession, or other negative macroeconomic events, triggered by COVID-19 may affect demand negatively in the medium term, especially in emerging markets, and a combination of quarantine measures and recession may change consumption patterns between eating out, on-the-go and in-home. The various quarantine measures and travel restrictions already imposed around the world make it more difficult to visit customers to advance projects with new innovative solutions, a very important growth driver for Chr. Hansen, and this will slow the progress of the commercial project pipeline in the medium term. The impacts of COVID-19 are continuously being monitored and evaluated for their short- and medium-term effects. Any deterioration in the political and economic climate might impact the outlook negatively. This includes, but is not limited to, the economic climate in several emerging markets, such as China, Turkey, Brazil and Argentina; the overall situation in the Middle East, including any potential sanctions; a deterioration in global trading conditions; and a negative Brexit scenario.
2020/21 profitability reflects recent portfolio changes as well as an expected negative impact from currencies and a return to normal spending patterns.

**EBIT MARGIN B.S.I. PROFITABILITY DRIVERS**

- **Disposal of NCD** will increase EBIT margin by 3.5-4%-pts., while the negative impact from the acquisitions is estimated to be slightly more in FY21, leading to ~0.5%-pt. negative impact on Group level.
- **Acquisitions** estimated to add EUR ~130-140m of revenue and EUR ~30m of EBITDA; **D&A** of acquisitions estimated to be EUR ~30-35m in FY21.
- **UAS Labs & HSO** margins to increase gradually to reach ~30% by FY25 driven by scalability and synergies.
- **Jennewein** to reach ~30% EBIT margin beyond strategy period.

**PORTFOLIO CHANGES**

- Current rates suggest up to ~1%-pt. hit on EBIT margin in FY21.
- Main exposure relates to USD and CNY: +/- 5% change in EUR/USD will impact the revenue by EUR ~20m and EBIT by EUR ~12m and a +/- 5% change in EUR/CNY will impact the revenue by EUR ~5m and EBIT by EUR ~4m.

**CURRENCIES**

- Normalization of cost base following positive one-offs in FY20 (lower expenses due to COVID-19, VAT ruling, single-line consolidation UAS Labs).
- Return to normal spending patterns (travel etc.) in FY21 and investments in 2025 Strategy initiatives.

---

1 Based on current FX rates.
2020/21 cash flow reflects investments into HMO with operating cash flow estimated to be on par with last year despite higher interest and normalization of WC items.

- Operating cash flow expected to be at a similar level than in 2019/20 despite normalization of certain working capital items and higher interest costs.
- Cash flow used for investing activities is expected to be around EUR 200m; capex-sales-ratio ex. HMO below FY20.

1 Including non-cash adjustments.
WC= working capital.
Full focus on delivering on 2025 Strategy
to form a differentiated bioscience company with focus on microbial and fermentation technology platforms

Where to play

- LEVERAGE
- EXTEND

2025 Strategy

How to win

1. CUSTOMERS
   - Further expand customer base and global reach and excel in customer centricity

2. INNOVATION
   - Accelerate new product development and commercialization

3. OPERATIONS
   - Realize scalability benefits and operational efficiencies

4. PEOPLE
   - Safeguard culture and invest in talent management

5. PURPOSE
   - Drive sustainability agenda to Grow a better world. Naturally.
Advancing sustainability agenda to Grow a Better World. Naturally.
by focusing on products, planet and people

<table>
<thead>
<tr>
<th>CONTRIBUTION TO GLOBAL GOALS in % of gross revenue&lt;sup&gt;1&lt;/sup&gt;</th>
<th>FARMLAND TREATED WITH NATURAL SOLUTIONS&lt;sup&gt;2&lt;/sup&gt; in ha</th>
<th>YOGURT WASTE SAVED in tons</th>
<th>PROBIOTICS CONSUMED in million people</th>
</tr>
</thead>
<tbody>
<tr>
<td>81% 82% 79% 81% &gt;80%</td>
<td>2.2 3.5 6.7 10.4 13.6 25</td>
<td>0.1 0.2 0.4 0.6 0.8 2.0</td>
<td>15/16 17/18 19/20 24/25</td>
</tr>
</tbody>
</table>

**PRODUCTS**

- **40%** Usage of renewable energy across sites (target: 100%)
- **69%** Circular management of biowaste (target: 100%)
- **67%** Key packaging materials recyclable<sup>3</sup> (target: 100%)

**PEOPLE**

- **43:37 ratio** Female employees and women in management (target: 1:1 ratio)
- **34%** Score in annual engagement survey (target: top 25%)
- **1.3** Lost Time Incident Frequency (target: < 1.5)

**PLANET**

- **81% 82% 79% 81% >80%** Plant Health or silage inoculants.
- **79% 81% >80%** Includes continuing operations and discontinued operations.

**CONTRIBUTION TO GLOBAL GOALS in % of gross revenue<sup>1</sup>**

- **81% 82% 79% 81% >80%** New purpose “Grow a Better World. Naturally.” launched
- **82%** Better Energy agreement
- **79%** SBT initiative joined

---

<sup>1</sup> Continuing operations.
<sup>2</sup> Plant Health or silage inoculants.
<sup>3</sup> Includes continuing operations and discontinued operations.
Let’s grow a better world. Naturally.

By pioneering microbial science to improve food, health and productivity for a sustainable future.
Financial calendar

- **November 25, 2020**
  Annual General Meeting 2020

- **January 14, 2021**
  Interim Report Q1 2020/21

- **April 15, 2021**
  Interim Report Q2 2020/21

- **July 8, 2021**
  Interim Report Q3 2020/21

- **October 14, 2021**
  Annual Report 2020/21

- **November 24, 2021**
  Annual General Meeting 2021

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