Safe harbor statement

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.

Although the Company believes that these assumptions were reasonable when made, these assumptions are inherently subject to significant known and unknown risks, uncertainties, contingencies and other important factors which are difficult or impossible to predict and may be beyond our control. Such risks, uncertainties, contingencies and other important factors could cause the actual results of the Company or the industry to differ materially from those results expressed or implied in this presentation by such forward-looking statements.

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By viewing this presentation, you acknowledge and agree to be bound by the foregoing limitations and restrictions.
Grow a better world. Naturally.

Ranked as a leader in sustainability by Corporate Knights

People consume a product with a Chr. Hansen ingredient every day

>1 billion

Of our revenue contributing positively to the United Nation's Sustainable Development Goals

82%
Handprint
Enabling sustainability for our customers

Footprint
Managing our own emissions throughout the value chain
We address global challenges with the Power of Good Bacteria™

Food production accounts for nearly 1/3 of global greenhouse gas emissions

70% agricultural efficiency increase is needed to feed the future population

1/3 of all food is wasted equal to 8% of global greenhouse gas emissions

Global health: Aging population, rise in non-communicable diseases and antibiotic resistance
Our microbial solutions enable a more sustainable food system – from farm to fork – and support the global health agenda.
We Think Climate. Naturally.

We are committed to taking climate action and decarbonizing our footprint in alignment with the Paris agreement.

2030 SCIENCE BASED TARGETS (from 2019/20 baseline)

-42% across own operations (scope 1+2)

-20% across supply chain (scope 3)
2020/21 sustainability highlights
At a glance

PRODUCTS
- 82% of revenue supports UN SDGs

PLANET
- Science Based Targets and Think Climate. Naturally. program launched
- Carbon emission saving calculators in pilot phase
- Adoption of TCFD

PEOPLE
- First report on gender pay gap published (6.2%)\(^1\)
- 32% women in Director+ positions (above target)

GOVERNANCE
- ESG oversight on Board of Directors and committee level from 2022
- Country-by-country tax reporting from FY22

---

\(^1\) Represents the difference in average earnings between the female and male workforce in countries with more than 250 employees (80% of total workforce).
Chr. Hansen is a microbial and fermentation technology leader across different end-markets in food, health and agriculture.
We pioneer microbial science to improve food, health and productivity

How we create value

**Inputs**
- Human capital
  - Our employees
- Intellectual capital
  - Our R&D capabilities
- Natural capital
  - Our bacteria
- Manufacturing capital
  - Our production sites
- Social capital
  - Our relationships
- Financial capital
  - Our cash flow and funding

**Business activities**

**RESEARCH & DEVELOPMENT**
- Discovery
- Clinical trials and proof of concept
- Process innovations
- Emerging technologies

**GLOBAL OPERATIONS**
- Fermentation
- Blending
- Product safety and quality
- Packaging and logistics

**SALES & APPLICATION**
- Sales excellence
- Application and technical support
- Distributors and commercial partners
- Marketing and digital services

**Outputs**
- Human capital
  - Engaged employees
- Intellectual capital
  - Cutting-edge science
- Natural capital
  - Environmental footprint
- Manufacturing capital
  - Products with impact
- Social capital
  - Strong reputation
- Financial capital
  - Interests, dividends and buybacks

**Outcomes**
- A more sustainable food system – from farm to fork
- Industry-leading profitable growth
Our 2025 Strategy embeds our commitment to sustainability across all pillars
Strategic ambition until 2024/25

Where to play

LEVERAGE
Microbial Platform to expand into new areas

EXTEND
microbial and fermentation technology platforms through M&A and partnerships

REINVEST
in core platforms to defend and further strengthen market position

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
Grow a better world. Naturally.
We commit to industry-leading profitable growth for a more sustainable future
Long-term ambitions 2020/21 - 2024/25

FINANCIALS

Industry-leading growth
• Mid- to high single-digit organic growth, averaged over the period

Improving profitability
• Increase in EBIT margin b.s.i. over the period to >30% with efficiency gains, scalability benefits and acquisition synergies to be partly reinvested into the business

Strong cash flow
• Average growth in free cash flow b.s.i.\(^2\) to exceed average growth in EBIT b.s.i.

\(^1\) The financial ambitions are based on constant currencies and do not take future acquisitions or divestments into account. The financial ambitions are also based on the current political and economic environment and projections, and any deterioration may impact the ambitions negatively.

\(^2\) 2020/21 free cash flow baseline adjusted for acquisition-related impact on taxes paid of approx. EUR 45m.

PRODUCTS

• More than 80% of revenue from sustainable products
• 25m hectares covered with natural solutions
• 200m people consuming our probiotics
• 2m tons of yogurt waste reduced

PLANET

• 100% use of renewable electricity
• 100% circular management of biowaste
• 100% key packaging materials recyclable
• 42% reduction of scope 1+2 emissions and 20% of scope 3 emissions (until 2029/30)

PEOPLE

• 1:1 ratio of female employees and women in management
• Top 25 score in engagement matters survey
• < 1.5 Lost-Time Incident Frequency
• 100% of new employees onboarded to culture model

We commit to industry-leading profitable growth for a more sustainable future
Long-term ambitions 2020/21 - 2024/25
Our microbial solutions leave a positive ‘handprint’ in society and on our planet

WE FOCUS ON THE SDGS WHERE WE HAVE THE STRONGEST IMPACT

OUR PRODUCT MAPPING IS BASED ON EIGHT IMPACT CATEGORIES

- **Improving food and environment**
  - Increase productivity and yield
  - Reduce waste
  - Substitute artificial ingredients
  - Increase food safety

- **Improving animal and human health**
  - Enhance animal welfare
  - Promote health and well-being
  - Reduce salt, sugar, fat and lactose
  - Ensure access to nutrition
82% of our revenue contribute to the Sustainable Development Goals as per our annual product mapping which is assured by PwC.

**CONTRIBUTION TO UN GLOBAL GOALS** in % of gross revenue\(^1\)

<table>
<thead>
<tr>
<th>16/17</th>
<th>18/19</th>
<th>20/21</th>
<th>24/25</th>
</tr>
</thead>
<tbody>
<tr>
<td>81%</td>
<td>82%</td>
<td>79%</td>
<td>82%</td>
</tr>
</tbody>
</table>

>80%

\(^1\) Financial years 2016/17 and 2017/18 include Natural Colors business that was divested in 2021 and are therefore not fully comparable.

**FARMLAND TREATED WITH NATURAL SOLUTIONS**\(^2\) in m ha

<table>
<thead>
<tr>
<th>16/17</th>
<th>18/19</th>
<th>20/21</th>
<th>24/25</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.5</td>
<td>6.7</td>
<td>10.4</td>
<td>18</td>
</tr>
</tbody>
</table>

25

\(^2\) Includes Plant Health and Animal Health silage inoculants.

**YOGURT WASTE SAVED**\(^3\) in m tons

<table>
<thead>
<tr>
<th>16/17</th>
<th>18/19</th>
<th>20/21</th>
<th>24/25</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.2</td>
<td>0.4</td>
<td>0.6</td>
<td>0.7</td>
</tr>
</tbody>
</table>

0.9

2.0

**PROBIOTICS CONSUMED** in m people\(^4\)

<table>
<thead>
<tr>
<th>16/17</th>
<th>18/19</th>
<th>20/21</th>
<th>24/25</th>
</tr>
</thead>
<tbody>
<tr>
<td>163</td>
<td>149</td>
<td>200</td>
<td></td>
</tr>
</tbody>
</table>

\(^3\) Figures have been recalculated in FY21 based on a minor adjustment of the methodology.

\(^4\) New KPI was introduced in FY21.
We help the dairy and ag industry to become more efficient with solutions that improve productivity and make more out of less

<table>
<thead>
<tr>
<th>FOOD CULTURES &amp; ENZYMES</th>
<th>ANIMAL &amp; PLANT HEALTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHY-MAX® S / YIELDMAX®</td>
<td>ANIMAL PROBIOTICS</td>
</tr>
<tr>
<td>• Helps cheese makers achieve higher yield of up to 1%</td>
<td>• BOVAMINE® can increase milk yields</td>
</tr>
<tr>
<td>• Enables faster and more precise production</td>
<td>• BIOPLUS® can decrease feed used per kg of weight gain in swine</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>YOFLEX® PREMIUM</th>
<th>QUARTZO® / PRESENCE®</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Allows protein savings of 3-4% by reducing unnecessary ingredients such as skim milk powder</td>
<td>• Protect crops from nematodes</td>
</tr>
<tr>
<td></td>
<td>• 5-20% yield increases depending on crop and region¹</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>QUARTZO® / PRESENCE®</th>
<th>ANIMAL PROBIOTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Protect crops from nematodes</td>
<td>• BOVAMINE® can increase milk yields</td>
</tr>
<tr>
<td>• 5-20% yield increases depending on crop and region¹</td>
<td>• BIOPLUS® can decrease feed used per kg of weight gain in swine</td>
</tr>
<tr>
<td>• Improve water use efficiency</td>
<td>• GALLIPRO® delivers feed cost savings in poultry</td>
</tr>
</tbody>
</table>

¹ Based on field trial results conducted between 2013-2018 in Brazil for sugarcane and soy.
Our food cultures with bioprotective effect can contribute to less food waste and enhanced food safety

<table>
<thead>
<tr>
<th>APPLICATION</th>
<th>FERMENTED MILK</th>
<th>CHEESE</th>
<th>FERMENTED MEATS</th>
<th>OTHER MEATS &amp; FISH</th>
<th>DAIRY &amp; MEAT ALTERNATIVES</th>
<th>FRUITS &amp; VEGETABLES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value proposition</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Carbon footprint</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>

| Capabilities | | | | | | |
| Product offering | | | | | | |
| Commercial/ market access | | | | | | |

| Opportunity | Penetration today | ~10% | <5% | ~10% | <1% |
We contribute to the global health agenda with our unparalleled offering of scientifically documented probiotics for all life stages.

INDUSTRY-LEADING PRODUCT OFFERING FOR A WIDE RANGE OF INDICATION AREAS, LIFE STAGES AND CUSTOMER TYPES

Gut health

Immune health

Women’s health

Infant & young children

Novel indication areas

OUR STRAINS ARE THE BEST DOCUMENTED IN THE WORLD AND WE CONTINUE TO INVEST IN SCIENCE AND DOCUMENTATION

---

1 Number of hits by strain name in PubMed.
Expansion into HMOs offers opportunities in infant formula and beyond

HMOs are the third largest component in breast milk...

Nutrient composition in human milk

...and are associated with various health benefits

1. Support the development of the gut microbiome by acting as "food for good bacteria"¹
2. Help limit growth of harmful bacteria by mimicking receptors that potentially harmful bacteria attach to²
3. Have the potential to support the immune system by modulating immune response directly and indirectly³
4. May support intestinal barrier functions⁴
5. May support synaptic connectivity, memory function and brain development⁵

¹ Gothe et al., 2018, Walsh et al. J Funct Foods, 2020, ² Asadpoor et al., 2020, ³ Ayechu-Muruzabal et al., 2018, ⁴ Oliveros et al., 2021, ⁵ Oliveros et al., 2018, Goehring et al., 2016,
As a global firm we operate across 14 production sites and 28 application centers.

**OUR GLOBAL FOOTPRINT**

14 production sites
- Copenhagen, Denmark
- Graasten, Denmark
- Roskilde, Denmark
- Arpajon, France
- Bonn, Germany
- Nienburg, Germany
- Pohlheim, Germany
- Hustopece, Czech Republic
- Madison, USA
- New Berlin, USA
- New Jersey, USA
- Wausau, USA
- West Allis, USA
- Valinhos, Brazil

28 application centers
- 19 in FC&E
- 3 in Human Health
- 3 in Plant Health
- 3 in Animal Health

**4 R&D centers**
- Hørsholm, Denmark
- Nienburg, Germany
- Bonn, Germany
- Pune, India

**TOTAL ANNUAL CARBON EMISSIONS**
In CO₂ ton equivalents¹ (base year 2019/20)

- **Scope 1**
  - Fuels and other direct emissions 5%
- **Scope 2**
  - Grid supplied energy 8%
- **Scope 3**
  - Raw materials and other direct spend 37%
  - Other indirect emissions 33%
  - Upstream transportation 17%

**TOTAL ANNUAL CARBON EMISSIONS**
357,400 CO₂ ton equivalents

¹ CO₂ equivalents is the unit of measuring various greenhouse gases in the same unit such as methane and carbon dioxide. The unit follows the Greenhouse Gas Protocol and UN IPCC. Includes all relevant scope 3 categories as per the Green House Gas Protocol.
We are committed to reducing our carbon footprint through targeted initiatives in the areas of renewables, circular management of waste and recycling.

**CO₂ EQUIVALENTS EMITTED** in tons (scope 1-3)¹

- 112,338 for 15/16
- 137,705 for 16/17
- 138,106 for 17/18

Numbers are not restated following the divestment of Natural Colors and therefore are not directly comparable.

- 85,182 for 18/19
- 90,789 for 19/20
- 72,064 for 20/21

**PROGRESS ON PLANET TARGETS**

- **Renewable electricity**: 40% for 19/20, 61% for 20/21, 100% for 24/25
- **Circular management of biowaste**: 68% for 19/20, 69% for 20/21, 100% for 24/25
- **Recyclable packing packaging**: 67% for 19/20, 68% for 20/21, 100% for 24/25

¹For scope 3 Chr. Hansen’s scope of reporting has historically covered “upstream transportation and distribution” only. From 2021/22 onwards, Chr. Hansen will report on all relevant scope 3 categories.
Think Climate. Naturally.
Our decarbonization roadmap towards 2030

2030 SCIENCE BASED TARGETS

42% reduction target for scope 1+2

20% reduction target for scope 3

THINK CLIMATE. NATURALLY. INITIATIVES

OPERATIONS
- Convert all sites to 100% renewable electricity
- Work smarter with heat supply
- Sustainable refrigerants
- Recyclable packaging
- Optimize waste management

SOURCING
- Approach selected suppliers for low-carbon practices incl. conversion to renewable energy
- Optimize use of raw materials via process innovations

LOGISTICS
- Optimize transition from air to sea or road freight
- Explore low-carbon fuels in dialogue with freight forwarders

ENGAGEMENT
- Promote climate literacy amongst employees
- CrowdsOURCE climate smart ideas

PLANET
CHR HANSEN
improving food & health
A diverse workforce is key to our continued success

People at a glance

<table>
<thead>
<tr>
<th>TOTAL NUMBER OF EMPLOYEES</th>
<th>16/17</th>
<th>17/18</th>
<th>18/19</th>
<th>19/20</th>
<th>20/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>NA</td>
<td>3,111</td>
<td>3,304</td>
<td>2,932</td>
<td>3,286</td>
<td>3,702</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>DIVERSITY STATISTICS 2020/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>By region</td>
</tr>
<tr>
<td>NA</td>
</tr>
<tr>
<td>EMEA</td>
</tr>
<tr>
<td>LATAM</td>
</tr>
<tr>
<td>APAC</td>
</tr>
<tr>
<td>Global Ops</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>By gender</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
</tr>
<tr>
<td>All employees</td>
</tr>
<tr>
<td>Managers</td>
</tr>
<tr>
<td>Director+</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>By function</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global Ops</td>
</tr>
<tr>
<td>Sales and corporate functions</td>
</tr>
<tr>
<td>R&amp;D and Application</td>
</tr>
</tbody>
</table>

1 Min. 30% of each gender and 30% non-local.

>70 different nationalities
21% diverse teams

CHR. HANSEN
improving food & health
Employee engagement remained high during the pandemic but increase in turnover

**INITIATIVES DURING PANDEMIC**

- Hansen Health program to support employees’ physical health and mental health during the pandemic with inspirational talks, fitness app and free probiotics
- Introduction of flexible workplace policy
- More frequent employee surveys to do regular pulse checks
- New digital tool to facilitate team dialogues on culture model

**WORK SAFETY**

<table>
<thead>
<tr>
<th>Year</th>
<th>LTIF, million working hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>16/17</td>
<td>2.5</td>
</tr>
<tr>
<td>18/19</td>
<td>1</td>
</tr>
<tr>
<td>20/21</td>
<td>1.3</td>
</tr>
<tr>
<td>24/25</td>
<td>1</td>
</tr>
</tbody>
</table>

**EMPLOYEE ENGAGEMENT**

- Top 10% in Engagement Matters ranking in 2020/21 (up from top 34%)

**TURNOVER**

<table>
<thead>
<tr>
<th>Year</th>
<th>People</th>
</tr>
</thead>
<tbody>
<tr>
<td>16/17</td>
<td>12%</td>
</tr>
<tr>
<td>17/18</td>
<td>12%</td>
</tr>
<tr>
<td>18/19</td>
<td>11%</td>
</tr>
<tr>
<td>19/20</td>
<td>10%</td>
</tr>
<tr>
<td>20/21</td>
<td>14%</td>
</tr>
</tbody>
</table>
We remain focused on delivering industry-leading profitable growth
Organic growth and EBIT margin b.s.i. by Group and segments

**GROUP**

- EBIT margin b.s.i.: 33.1%, 33.5%, 33.6%, 33.7%, 27.7%
- Organic growth: 11%, 11%, 8%, 6%, 7%

**FOOD CULTURES & ENZYMES**

- EBIT margin b.s.i.: 34.5%, 34.3%, 34.3%, 34.3%, 32.0%
- Organic growth: 9%, 12%, 8%, 5%, 8%

**HEALTH & NUTRITION**

- EBIT margin b.s.i.: 29.2%, 31.0%, 31.5%, 32.2%, 19.8%
- Organic growth: 14%, 8%, 9%, 9%, 5%
We’ll continue to unlock fuel for growth through scale & efficiencies

EBIT margin b.s.i. drivers

**COST OF SALES** % of revenue

- 2016/17: 39.5%
- 2017/18: 39.2%
- 2018/19: 38.5%
- 2019/20: 39.8%
- 2020/21: 43.1%
- 2024/25: 24.5%

**SALES & MARKETING EXPENSES** % of revenue

- 2016/17: 13.2%
- 2017/18: 13.2%
- 2018/19: 14.1%
- 2019/20: 13.9%
- 2020/21: 14.4%
- 2024/25: 24.5%

**ADMINISTRATIVE EXPENSES** % of revenue

- 2016/17: 7.2%
- 2017/18: 6.8%
- 2018/19: 6.5%
- 2019/20: 5.5%
- 2020/21: 6.8%
- 2024/25: 24.5%

**R&D EXPENSES INCL. CAPITALIZATIONS** % of revenue

- 2016/17: 7.8%
- 2017/18: 8.1%
- 2018/19: 8.1%
- 2019/20: 8.0%
- 2020/21: 8.3%
- 2024/25: 24.5%
Average growth in free cash flow b.s.i. to exceed average growth in EBIT b.s.i.

Cash flow and ROIC

<table>
<thead>
<tr>
<th>CASH FLOW in EUR m¹</th>
<th>ROIC excl. goodwill in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>188 196 220 225 196</td>
<td>40.1% 38.0% 39.2% 33.6% 24.8%</td>
</tr>
</tbody>
</table>

CASH FLOW

Operational investing cash flow
Free cash flow b.a.s.i.

-104 -107 -51 -119 -154
16/17 17/18 18/19 19/20 20/21

Step-down related to acquisitions of UAS Labs, HSO Health Care and Jennewein

¹ 2017/18 and 2016/17 figures have not been restated following the divestment of Natural Colors and therefore are not directly comparable.
Creating shareholder value
with very clear capital allocation priorities

CAPITAL ALLOCATION PRIORITIES

<table>
<thead>
<tr>
<th>Priority</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organic growth</td>
<td>Investments into capacity, innovation and people</td>
</tr>
<tr>
<td>Bolt-on acquisitions</td>
<td>To strengthen technology platform and/or expand market access</td>
</tr>
<tr>
<td>Ordinary dividend$^1$</td>
<td>40-60% of net income</td>
</tr>
<tr>
<td>Distribution of excess cash</td>
<td>Extraordinary dividend or share buy-back</td>
</tr>
</tbody>
</table>

$^1$ The dividend proposed will depend on the Board of Directors' assessment of factors such as business development, growth strategy, current leverage and financing needs, and there is no guarantee that an ordinary dividend will be proposed or declared in any given year.

WHAT WE WILL NOT DO

- Pursue acquisitions in unrelated areas
- Expand outside microbial and fermentation platform
- Expand enzyme business outside food enzymes
- Become an integrated solutions provider
- Become a full value-chain pharma company
**Strong governance**
supported by dual management system; enhanced ESG oversight on BoD level from 2022

**DIVERSITY OF BOARD OF DIRECTORS** (shareholder electives)

- **Gender**
  - 57% Female
  - 43% Male

- **Nationality**
  - 43% Danish
  - 57% Non-Danish

- **Independence**
  - 86% Independent
  - 14% Not independent\(^1\)

\(^1\) Lillie Li Valeur is not independent as she is affiliated with Novo Holdings A/S.
Executive compensation linked to sustainability and closely aligned with shareholder interests; strong incentive component

SHORT TERM: ANNUAL INCENTIVE PROGRAM FOR CEO AND CFO
- Based on group financial and non-financial targets
  - Non-financial KPIs related to customer service, quality, diversity, safety and environment
- Bonus is paid as a minimum 1/3 in Restricted Stock Units and 2/3 in cash; normally accounts for 25-30% of total remuneration package

LONG TERM: PROGRESSIVE THREE-YEAR INCENTIVE PROGRAM
- Requires personal investment in Chr. Hansen shares to participate
- Grant value estimated (based on Black-Scholes) at 20-25% of the remuneration package
- Vest in full after three years

### In % of fixed pay

<table>
<thead>
<tr>
<th></th>
<th>Target</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO</td>
<td>70%</td>
<td>100%</td>
</tr>
<tr>
<td>CFO/EVP</td>
<td>50%</td>
<td>70%</td>
</tr>
</tbody>
</table>

### In % of fixed pay

<table>
<thead>
<tr>
<th></th>
<th>Target</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td>CEO</td>
<td>80%</td>
<td>120%</td>
</tr>
<tr>
<td>CFO/EVP</td>
<td>60%</td>
<td>90%</td>
</tr>
</tbody>
</table>

Target matching shares per investment of one share
Sustainability Board
is responsible for ensuring ownership, involvement and commitment from the entire business in defining, prioritizing and executing Chr. Hansen’s sustainability objectives and activities

Chairman
Mauricio Graber
President & CEO

Director
Camilla Leerke
Sustainability & ESG

GOVERNANCE

RESEARCH AND DEVELOPMENT
EVP & CSO
Research and Development
Thomas Schäfer

INVESTOR RELATIONS & CORPORATE AFFAIRS
VP Group Strategy & Investor Relations
Anders Klør Knægt Madsen
Senior Director of Corporate Affairs
Amaeinges

CUSTOMERS, PRODUCTS & MARKETS
EVP
Food Cultures & Enzymes
Jacob Vilborg Poulsen
SVP Animal Health
Health & Nutrition
Hans-Joerg Nielson

BUSINESS INTEGRITY
General Counsel & EVP
Wannie Bügel

HR & DIVERSITY
CVP
Global Human Resources
Alison Larsen

GLOBAL OPERATIONS
EVP
Global Operations
Søren Stroeholt
Financial calendar

April 6, 2022
Interim Report Q2 2021/22

July 7, 2022
Interim Report Q3 2021/22

October 12, 2022
Annual Report 2021/22

November 23, 2022
Annual General Meeting 2022

Contacts

Anders Mohr Christensen
VP Group Strategy & Investor Relations
DKAMC@chr-hansen.com

Annika Stern
Senior Investor Relations Manager
DKASTE@chr-hansen.com

Disa Tuominen
Junior Investor Relations Manager
DKDITU@chr-hansen.com

Camilla Lercke
Head of Sustainability
DKCALE@chr-hansen.com

Rune Jørgensen
Sustainability Program Manager
dkujo@chr-hansen.com