

# Board member competencies for Chr. Hansen Holding A/S

29 November 2011

The Board of Directors of Chr. Hansen Holding A/S, 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 Holding A/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:
  - Sales and marketing of fast moving consumer goods - preferably food (B2B and B2C)
  - Strategic R&D competencies incl. scientific knowledge about Health & Nutrition
  - Strategic planning and value creation
  - Financial, accounting and financing matters
  - Knowledge about relevant geographies
  - Food industry (incl. dairy) experience
  - Leadership and HR development
2. Diversity of perspectives brought to the Board of Directors by the individual members.
3. Personal characteristics matching Chr. Hansen Holding A/S' values and leadership principles.

Approved by the Board of Directors of Chr. Hansen Holding A/S on 29 November 2011

**CHR HANSEN**

*Improving food & health*