

# ADDITIONAL INFORMATION



# Note 1 - Accounting policies for Non-financial Key Performance Indicators

## DISCLOSING NON-FINANCIAL DATA

This is the fifth corporate social responsibility (CSR) report now fully integrated in the Annual Report with supplementary data and information available at [www.chr-hansen.com/about-us/csr](http://www.chr-hansen.com/about-us/csr). Chr. Hansen has embarked on a process where strategies, goals and indicators for CSR are set. These explain not only non-financial risks, impact and challenges but also business opportunities which conform to the Company's commitments and internationally recognized principles.

The data included in the report reflect issues relevant for Chr. Hansen's license to operate, i.e. regulatory requirements and potential business risks in relation to the environment, labor standards, ethics, quality and product safety. They also reflect areas where the Company has a significant impact and where it is Chr. Hansen's responsibility to act. Furthermore, the information addresses various concerns and interests of major stakeholders, such as society, employees, shareholders, customers and other business partners.

### Who submits data

The criteria for the collection of data are identical to the Company's financial accounting policies, i.e. subsidiaries in which Chr. Hansen Holding A/S holds, directly or indirectly, 50% or more of the votes or any controlling interest are included.

### Changes from 2011/12

There were no major changes in the Company's operations, such as acquisitions or divestments, that may have a significant impact on its performance.

### Data scope

Data regarding environment, product safety & quality as well as occupational health & safety cover activities mainly related to production that may have a significant impact on the business. Data is reported by production sites, major warehouses, innovation centers, pilot plants and administration units, while sites considered as not having a significant impact, such as pure sales offices, are excluded. Outsourced toll manufacturing activities are not included.

Global data concerning people, people development and employee satisfaction are reported by all legal entities and sites.

## ENVIRONMENTAL DATA

### Environmental performance indicator (EPI)

Chr. Hansen monitors environmental performance using environmental performance indicators (EPI's). Each EPI is calculated on the basis of production volume and/or product activity and indexed with 2008/09 as the base year (100). An increase in an EPI indicates an improvement.

### Raw materials, chemicals and packaging materials

Raw materials, chemicals and packaging materials comprise materials for production, cleaning and packaging of products. They do not include water used in products. Consumption is calculated when the material first enters production. It is recorded by weight in tons. Chemicals, including cleaning agents, are registered based on the purchased amount by weight.

### Energy

All energy used is registered based on direct meter readings or invoices and reported in MWh. Fuel consumption does not include transportation.

### Water

Water comprises all sources and utilizations: products, non-contact cooling water, steam and domestic water. The source of the water may be the municipal water supply, a private water supply, groundwater or surface water. Water volumes are reported in cubic meters on the basis of metered intake or invoices.

At some production sites, non-contact cooling water is either re-injected to the groundwater reservoir or released into surface water. As the non-contact cooling water is not contaminated with either products or chemicals, and there is no net consumption, this source is not included in the calculation of water consumption.

### Wastewater

Wastewater discharge comprises wastewater from production and other activities such as domestic wastewater. All wastewater is emitted to public wastewater treatment plants. The water

discharge is measured in cubic meters by flow meters at some sites, especially the large sites, and calculated at most sites, especially small sites, based on incoming water volume (which is measured in cubic meters by metered intake).

Biological oxygen demand (BOD), nitrogen (N) and phosphorous (P) are measured as proportional flow, based on samples taken at the point of discharge at some of the facilities. For the remaining sites where it is not a regulatory requirement to perform measurements, the content is estimated.

### **Biomass**

Biomass, which is a by-product from production, is measured as the weight produced and reported in tons. It is utilized as liquid fertilizer, liquid feed or fuel for energy production.

### **Waste**

Waste is the registered volume of solid waste broken down by fraction and disposal method. The fractions and disposal methods are defined by Chr. Hansen and include recycled waste (in a number of sub-fractions), hazardous waste, waste for incineration and waste for landfill. Waste is recorded by weight in tons based on weighing at the recipient or invoicing from the authorized waste handler.

### **Emissions of greenhouse gases**

Emissions of CO<sub>2</sub> from Chr. Hansen's energy consumption and consumption of cooling agents are recorded and compiled. Emissions are calculated in tons. The conversion factors are based on the principles stipulated in the Greenhouse Gas Protocol combined with peer-reviewed lifecycle-based figures or nationally recognized key figures in the countries where our sites are located. Emissions from transportation are not included.

### **Environmental non-compliance**

Breaches of regulatory limits and accidental spills are measured as the number of breaches/spills reported to the authorities or received notices of violation. Environmental complaints are the number of complaints received (be it in person, by phone or in writing) from stakeholders (i.e. authorities, neighbors, employees, NGOs). Registration of all non-compliances takes place at the end of the business day.

## **SOCIAL DATA**

### **Employees**

#### ***Number of employees***

The number of employees is the total number at year end,

excluding temporary employees. Headcount is also expressed in full-time equivalents (FTE), i.e. number of full time positions.

#### ***Employee turnover***

Employee turnover is calculated as an accumulated percentage at the end of the financial year. The calculation is based on the number of employees who were dismissed or voluntarily left the Company during each month compared to the total number of employees per month. Temporary employees are not included in this number.

#### ***Rate of absence***

Rate of absence is the number of days employees have been absent due to own illness compared to the number of possible annual working days (240 working days). Absence due to illness of children or relatives and maternity/paternity leave, is not included.

#### ***Diversity & inclusion***

Gender nationality, age, job category and position for each employee are consolidated. Data is calculated as the number of employees within each category at the end of the financial year. Diverse teams are corporate management teams, reporting to Vice President level and above, that include at least one woman and one non-local. The percentage of diverse teams is calculated at the end of the financial year. The composition of the Board of Directors is calculated at the end of the financial year. Inclusion is measured in the employee satisfaction survey at least every second year (see section on employee satisfaction). The inclusiveness index is based on seven indicators in the questionnaire.

#### ***Employee development***

The average number of days of training per employee per year recorded locally in individual training records. For some small sites or offices, e.g. in Eastern Europe, the number of training days is estimated for data before 2009/10. Data concerning performance and career development interviews are available via the employee satisfaction surveys for 2009/10 and 2011/12 for all sites. Data for 2008/09, 2010/11 and 2012/13, when no employee surveys were conducted, have been reported by the regional HR coordinators, and in Denmark by Stakeholder Relations.

#### ***Employee satisfaction***

An employee Satisfaction Survey is conducted at least every second year. All employees with a seniority of three months or

more and who are not on leave of absence participate in the survey. Temporary employees are included if they have a contract of more than six months. Overall employee “satisfaction and motivation” and “loyalty” are measured, as is satisfaction with engagement drivers such as “professional and personal development”, “daily work” and “immediate manager”.

### ***Occupational health & safety***

The number of lost-time incidents (LTIs), i.e. accidents resulting in more than one day's absence from work, and the incident type are recorded. The LTI frequency is calculated as incidents resulting in more than one day's absence per million working hours, excluding sickness, maternity/paternity leave and holidays. A decrease in the frequency is an improvement.

The severity of incidents is measured as the number of days away from work per incident.

### **Ethics**

Chr. Hansen's Legal Affairs department records the number of employees trained in the organization's anti-corruption and anti-trust policies and procedures for business functions that need to be especially aware of legal requirements and the company's commitments, such as sourcing, sales and finance.

### **Quality and product safety**

#### ***Customer complaints***

Customer complaints are recorded when received.

#### ***Product safety audit findings***

All ISO 9001, ISO 22000 and FSSC 22000 third party audits are performed by the Company's certifying body Bureau Veritas Certification (BVC). If the final BVC audit report has not been received at the time of reporting, the number of non-conformities mentioned at the audit exit meeting is used.

#### ***Product retrievals***

An internal procedure is in place for managing incidents that can lead to the withdrawal or recall of products. All products sold by Chr. Hansen are covered by this procedure. Retrievals are recorded on the day the decision is made to retrieve.

# Notes to Non-financial statements

## Note 2 - Environmental performance indicator (1)

Overall environmental performance for the financial year 2012/13 was satisfactory. The reduction target was more than met for energy, where a decrease of 38% was achieved compared to 2008/09 and 6% compared to 2011/12. Water consumption also improved, and the global reduction target was met. Various technical challenges for water were resolved successfully, resulting in an overall 16% reduction since 2008/09 and 14% compared to 2011/12. Chr. Hansen wants to improve its water performance and is currently exploring the possibilities for new supporting activities. The EPI for CO<sub>2</sub> improved further, with an overall increase of 41% since 2008/09 and 21% compared to 2011/12. Sharpened focus on minimizing the consumption of cooling agents has made a significant impact.

	Unit	2012/13	2011/12	2010/11	2009/10	2008/09
EPI - water, Cultures & Enzymes	EPI	115	98	110	97	100
EPI - water, Health & Nutrition	EPI	67	70	77	78	100
EPI - water, Natural Colors	EPI	153	136	128	106	100
Total EPI - water	EPI	116	102	111	97	100
Average EPI - water (% improvement)	%	14	(9)	14	(3)	-
EPI - energy, Cultures & Enzymes	EPI	133	126	119	112	100
EPI - energy, Health & Nutrition	EPI	79	79	87	80	100
EPI - energy, Natural Colors	EPI	173	163	144	120	100
Total EPI - energy	EPI	138	132	122	111	100
Average EPI - energy (% improvement)	%	6	9	11	11	-
EPI - CO <sub>2</sub> , Culture & Enzymes	EPI	136	106	106	114	100
EPI - CO <sub>2</sub> , Health & Nutrition	EPI	85	86	97	87	100
EPI - CO <sub>2</sub> , Natural Colors	EPI	176	165	144	118	100
Total EPI - CO <sub>2</sub>	EPI	141	120	114	113	100
Average EPI - CO <sub>2</sub> (% improvement)	%	21	5	2	13	-

1) EPI (Environmental Performance Indicator). The base year of the EPIs is 2008/09.

Natural Colors successfully continued to grow the business sustainably. The energy EPI was up more than 73% on 2008/09 and more than 10% on 2011/12. Likewise, water consumption improved, due mainly to greater efficiency and better utilization of production capacity. Cultures & Enzymes delivered good energy reductions of more than 33% since 2008/09 and 7% compared to 2011/12. Process innovation combined with energy efficiency programs at key production facilities paid off. Water consumption improved significantly and was back at the same level as in 2010/11.

The EPIs for the Health & Nutrition Division were again affected by the upgrading of processes and refurbishment in general. The results for both energy and water were unsatisfactory.

Chr. Hansen is generally pleased with the results and aims to continue to make improvements and deliver new reductions in 2013/14 in line with its environmental targets for 2020.

**Note 3 - Raw materials, chemicals and packaging**

Raw material consumption increased by 8%, which was a little more than expected. Growth in all product divisions impacted the overall level of consumption. Chr. Hansen strives to optimize raw material consumption going forward.

Consumption of chemicals/auxiliary materials was slightly lower than expected compared to the general growth in the Company. Chr. Hansen is pleased with this development.

Packaging material consumption increased by 2% compared to 2011/12. Consumption was lower than expected, due to changes in product mix and new packaging solutions.

Chr. Hansen will continue its efforts to reduce the consumption of materials per unit produced.

	Unit	2012/13	2011/12	2010/11	2009/10	2008/09
Raw material	ton	39,587	36,508	38,802	38,150	38,562
Chemicals/auxilliary material	ton	50,576	50,355	47,750	42,053	30,850
Packaging material	ton	11,059	10,864	11,155	10,258	9,324

**Note 4 - Energy**

Total energy consumption for the Group increased slightly by 2% compared to 2011/12. The positive trend from previous financial years continued. Chr. Hansen aims to keep energy consumption constant while increasing product output - "producing more with less".

Innovations were key to success. Focus on process improvement and efficiency programs was the main contributor to the result.

The energy consumption pattern was unchanged. The largest change was in electricity and steam consumption, which climbed 3% and 6% respectively due to increased production.

	Unit	2012/13	2011/12	2010/11	2009/10	2008/09
Total energy consumption	MWh	173,266	170,110	169,452	167,082	173,936
Electricity	MWh	67,075	64,888	63,572	62,721	62,681
District heating	MWh	11,296	11,092	10,845	10,580	12,063
Steam (purchased)	MWh	9,370	8,840	7,978	8,705	8,309
Propane, butane, flask gas	MWh	222	249	173	172	185
Natural gas	MWh	81,355	81,357	83,123	81,161	86,553
Fuel and gas oil	MWh	3,948	3,684	3,762	3,743	4,146

**Note 5 - Water**

Total water consumption stabilized in 2012/13, and a minor decrease of 1% was achieved. Two technical issues in the Cultures & Enzymes Division were resolved during the year, and the positive trends from previous years continued. Produced volume increased, resulting in a better water performance per unit produced.

Chr. Hansen is pleased to be back on track. Improving water performance remains a priority in order to meet the targets for 2020. Chr. Hansen wants to improve its water performance and is currently exploring the possibilities for new supporting activities.

	Unit	2012/13	2011/12	2010/11	2009/10	2008/09
Total water consumption	m <sup>3</sup>	1,256,993	1,268,630	1,112,729	1,148,072	1,112,855
Potable water	m <sup>3</sup>	1,022,533	1,068,709	908,956	943,581	890,875
Groundwater	m <sup>3</sup>	234,461	199,921	203,773	204,491	221,980

**Note 6 - Wastewater**

Wastewater discharge decreased by 3% compared to 2011/12. Wastewater discharge is mainly a function of water consumption (see note 5). However, in 2012/13 a significant part of wastewater was reutilized as fertilizer. On top of that, Chr. Hansen implemented a new wastewater monitoring system at the Copenhagen factory, allowing reporting of more accurate discharge data.

	Unit	2012/13	2011/12	2010/11	2009/10	2008/09
Total wastewater	m <sup>3</sup>	919,993	946,500	822,102	815,898	809,349
	Unit	2012/13	2011/12	2010/11	2009/10	2008/09
BOD	ton	2,785	2,588	2,524	2,618	2,546
Total-N	ton	240	256	260	282	324
Total-P	ton	39	51	62	83	76

Nitrogen (total N) and biological oxygen demand (BOD) were in the acceptable range. Phosphorus (total P) was reduced by 24%. The discharge is determined by the product mix.

Chr. Hansen is pleased with this lower contribution to nutrient enrichment. The Company expects to maintain the same level in 2013/14.

**Note 7 - Biomass**

Biomass increased by 20% in 2012/13. Chr. Hansen got approval for an increase in the application of by-products from production as liquid fertilizer. All biomass is utilized as liquid fertilizer or liquid feed or for biogas/energy production. The Company strives to be able to recycle more of its secondary product streams and will continue its efforts to find more and better uses for by-products.

	Unit	2012/13	2011/12	2010/11	2009/10	2008/09
Recycled Biomass	ton	60,300	50,351	49,806	52,951	42,829

**Note 8 - Waste**

Solid waste increased by 14% compared to 2011/12. The total amount of waste recycled increased to 21%. The individual recycling categories fluctuate considerably. Improved reporting caused a large increase in the amount of recycled paper and cardboard.

The amount of hazardous waste decreased by 68% compared to 2011/12. Improved waste sorting eliminated more than 40 tons in this category. The large increase in the category "Other" compared to 2011/12 was a result of demolition waste generated during site reconstructions. Landfill volume increased due to a large calcium carbonate fraction, a residue from a new wastewater pretreatment process required by the authorities.

Chr. Hansen will focus sharply on reducing waste from operations going forward.

	Unit	2012/13	2011/12	2010/11	2009/10	2008/09
Total recycled waste	ton	855	708	727	689	696
Recycling: Paper/cardboard	ton	450	265	346	393	428
Recycling: Plastic	ton	106	132	72	104	92
Recycling: Metals	ton	93	159	113	73	45
Recycling: Glass	ton	6	5	7	1	0.98
Recycling: Wood	ton	79	95	178	97	111
Recycling: Other	ton	120	52	10	21	18
Recycling	%	21	20	21	21	20
Incineration	ton	1,032	909	905	1,017	967
Landfill	ton	2,141	1,864	1,684	1,568	1,645
Hazardous waste	ton	23	73	93	79	93
Solid waste	ton	4,051	3,554	3,408	3,352	3,401

**Note 9 - Emissions of greenhouse gases**

CO<sub>2</sub> emissions were 10% down on 2011/12. Energy consumption was kept low, and the energy mix did not change significantly. Optimization of cooling equipment had the biggest impact. Chr. Hansen is pleased with the ongoing improvements, with increased production yet lower CO<sub>2</sub> emissions.

	Unit	2012/13	2011/12	2010/11	2009/10	2008/09
CO <sub>2</sub>	ton	66,359	74,099	71,601	65,692	65,840

**Note 10 - Instances of environmental non-compliance**

Chr. Hansen received two notices of violations of regulatory requirements from authorities in 2012/13. Both related to wastewater discharge. Both notices have been dealt with in cooperation with authorities, and there are no outstanding claims.

Chr. Hansen recorded an additional 43 non-compliances, including accidental spills that have been reported to authorities. 28 of these were related to excess nutrient concentrations (mainly BOD, N and P) or temperatures above the wastewater discharge permit limit, including accidental product releases; two were related to handling of waste; one was related to spills to soil (accidental spill of caustic soda); and two to emissions to air (NO<sub>x</sub> emissions and odor).

	Unit	2012/13	2011/12	2010/11	2009/10	2008/09
Violations	Number	45	42	37	34	15
Complaints	Number	-	-	6	2	11

In addition, there were 10 non-compliances in the category "Other." Four were administrative non-compliances (missed reporting deadlines); two related to the absence of secondary containment; two were minor incidents related to fire; and two were related to product and process issues (pH in biomass and contamination of cooling towers).

No adverse effects from the non-compliances indicated above have been observed.

The increase in the number of violations is primarily a result of the increased focus on reporting incidents.

The company received no environmental complaints from stakeholders in 2012/13.

**Note 11 - People**

The number of employees increased by 2% on average to 2,526 at the end of the financial year, corresponding to 2,489 full-time equivalents (FTEs). The average number of employees during the year was 2,509. In Europe, the number of employees increased because of more activity and the organizational transfer of Middle East & Africa to this region. The greatest percentage increase, 5%, was in Europe, Middle East & Africa. In Asia-Pacific, there was a slight decrease in the number of employees due to changes in the regional setup.

The employee turnover rate increased from 10.2% to 11.5% (voluntary 8.3%, involuntary 3.2%), which lies within the target range of 10-15%.

Attracting and retaining the right talented people remains a key objective for Chr. Hansen.

	Unit	2012/13	2011/12	2010/11	2009/10	2008/09
Total number of employees (End of year)	Number	2,526	2,472	2,360	2,303	2,178
Americas	Number	603	604	563	561	551
Asia-Pacific	Number	193	229	250	158	106
Europe, Middle East & Africa	Number	1,730	1,639	1,547	1,584	1,521
Number of Full-time equivalents (FTE)	Number	2,489	2,448	2,337	2,268	2,143
Employee turnover (average)	Number	12	10	13	9	14
Rate of absence	%	2	2	2	2	2



**Note 12 - Diversity & Inclusion**

Chr. Hansen is on the right track regarding women in Management. The goal is to have the same gender distribution in Management as in the Company as a whole. The 2% increase in female managers in 2012/13, compared to a 1% increase in the company, was therefore an improvement. There was an increase in women in key positions of 1%, but no changes in the proportion of non-Danes in key positions.

There was a big increase in the number of diverse teams at Chr. Hansen, from 46% in 2011/12 to 63% in 2012/13. Diverse teams are defined as corporate management teams from vice president level and up containing at least one woman and one non-local (different nationality). Organizational changes contributed to some of the improvement, and the general increase in the number of women in the Company is also reflected in the numbers. 25 corporate management teams have non-locals and 30 have women. Chr. Hansen will continue to implement initiatives enhancing diversity and inclusion.

	Unit	2012/13	2011/12	2010/11	2009/10	2008/09
Gender - All employees (male/female)	%	59/41	60/40	61/39	61/39	61/39
Gender - Managers (male/female)	%	66/34	68/32	-/-	-/-	-/-
Gender - Key positions (male/female)	%	82/18	83/17	-/-	-/-	-/-
Nationality Key positions (Dane/non-Dane)	%	60/40	60/40	-/-	-/-	-/-
Diverse teams	%	63	46	-	-	-
Board of Directors - (male/female/non-local)	%	100/0/50	-/-/-	-/-/-	-/-/-	-/-/-
Inclusiveness (2)	Score	-	80	-	-	-

2) No employee satisfaction survey was conducted in 2008/09, 2010/11 and 2012/13

In 2012/13, the Board of Directors set the goal of having at least one woman and one non-local among the board members appointed by the Annual General Meeting by the end of 2016. 50% of board members were non-local in 2012/13, but there are no women yet.

**Note 13 - Training and performance development interview**

The number of training days recorded globally decreased slightly by 5%, or 214 days, in 2012/13. The true number of training days is likely to be higher - for example, the Danish data only to some extent include external training (open enrolment courses). The total number of training days per employee was 3.0, which is a small decrease on 2011/12. The decrease in training days was driven primarily by fewer training activities in the Americas. Despite the slight reduction in 2012/13, there is still a strong and sustained focus on training and development as a strategic focus area for Chr. Hansen globally.

Training	Unit	2012/13	2011/12	2010/11	2009/10	2008/09
Total number of Training Days	Days	7,497	7,711	6,106	5,578	5,164
Americas	Days	1,847	3,053	1,459	2,038	1,704
Asia-Pacific	Days	641	761	606	648	257
Europe, Middle East & Africa	Days	5,009	3,897	4,041	2,892	3,203
Training days per employee	Days	3.0	3.1	2.6	2.4	2.4

The global indicator for personal and professional development remained very high in 2012/13 and above industry and other benchmarks. No employee satisfaction survey was conducted in 2012/13, so the figures are based on data from local HR and Management. The high level reflects the importance of people development, which is supported by the number of training days globally.

Performance Development Interview	Unit	2012/13	2011/12	2010/11	2009/10	2008/09
Total	%	96	88	94	88	90
Americas	%	99	91	99	89	96
Asia-Pacific	%	93	92	100	88	100
Europe, Middle East & Africa	%	96	87	91	88	86

**Note 14 - Employee satisfaction (2)**

An employee satisfaction survey is carried out every second year, and there was no survey in 2012/13.

	Unit	2012/13	2011/12	2010/11	2009/10	2008/09
Satisfaction & motivation	Score	-	75	-	76	-
Loyalty	Score	-	83	-	85	-
Daily work	Score	-	77	-	78	-
Professional and personal development	Score	-	69	-	69	-
Managers (sterling manager/weak manager)		-/-	44/9	-/-	45/8	-/-

2) No employee satisfaction survey was conducted in 2008/09, 2010/11 and 2012/13

**Note 15 - Occupational health and safety**

The lost-time incident (LTI) frequency was further reduced from 10 in 2011/12 to 8 in 2012/13. The ultimate goal is zero accidents. Chr. Hansen had no fatal or serious accidents during the year. There were, however, percentage increases in both fractures and chemical burns. Contusions and abrasions were still the main incident type. Severity, measured as days away per incident, increased from 9 in 2011/12 to 15 in 2012/13.

The Company implemented several initiatives to underline the importance of a safe working environment in 2012/13. Monitoring and follow-up of incidents have been strengthened at all levels of the organization from department level to the Executive Board. A Behavior Based Safety program is being rolled out at all sites in 2013/14.

Chr. Hansen received two notices of violations of health & safety regulatory requirements from authorities in 2012/13. One related to risk assessment and the other to training. Both notices have been dealt with in cooperation with authorities, and there are no outstanding claims.

	Unit	2012/13	2011/12	2010/11	2009/10	2008/09
Lost-time Incidents (LTI) (3)	Number	34	39	46	34	27
Frequency of LTI per one million working hours		8	10	12	9	7
Severity (days away pr. LTI)	Days	15	9	9	12	9
Occupational illnesses	Number	8	11	9	8	7
Frequency of operational illnesses (4)		2	3	2	2	2
Violations	Number	2	0	1	0	0
Complaints	Number	0	1	0	1	0

3) Away from work more than one day

4) Per one million working hours

**Note 16 - Ethics**

90% of the target group from the commercial side of the business received anti-corruption and anti-trust training in 2012/13. The target group constitutes almost 40% of employees at Chr. Hansen. All relevant new employees will also receive training. Workshops were held at regional or country level to ensure that the corporate zero-tolerance policy is translated into local hands-on implementation.

	Unit	2012/13	2011/12	2010/11	2009/10	2008/09
Training in anti-corruption and anti-trust policies (5) %		36	35	19	19	10

5) Incl. procedures for sourcing, sales and finance organizations

**Note 17 - Quality and product safety**

Chr. Hansen improved the speed of closing customer complaints by almost 8% compared to 2011/12, which is an accomplishment as the number of complaints per order and per turnover increased by 9 and 13%, respectively, which is well above the target of a 10% reduction. Increased activities resulted in more complaints. A large number of the complaints related to labeling issues.

The Company succeeded in reducing product safety audit findings by 4.3% compared to 2011/12.

	Unit	2012/13	2011/12	2010/11	2009/10	2008/09
Product safety audit findings	%	22	23	-	-	-
Customer complaints	Number	2,912	2,505	2,447	1,997	1,992

**Note 18 - Product retrievals**

Chr. Hansen carried out six product withdrawals from immediate customers in 2012/13. None of the retrievals implicated any risk for the customer.

Retrival type:	Reason for product retrieval in 2012/13
Product safety (recall)	None
Quality (6)	1) Five on unharmed product cross contamination 2) One on wrong color density
Legal	None

	Unit	2012/13	2011/12	2010/11	2009/10	2008/09
Product retrievals (7)	Number	6	3	5	4	6

6) Quality related recalls do not implicate risks for the consumers.

7) One recall in 2010/11