



Danish Crown

From Building Blocks to Cutting Edge – Transforming Industries through Innovation

Niels Ulrich Duedahl, Group CEO, Danish Crown

Rooted in farming





Danish Crown in brief



43 bilion
Meals annually ¹



Home Markets:
**Denmark, UK,
Poland,
Sweden and
Germany**



5,272
Danish cooperative owners



23,959
Employees

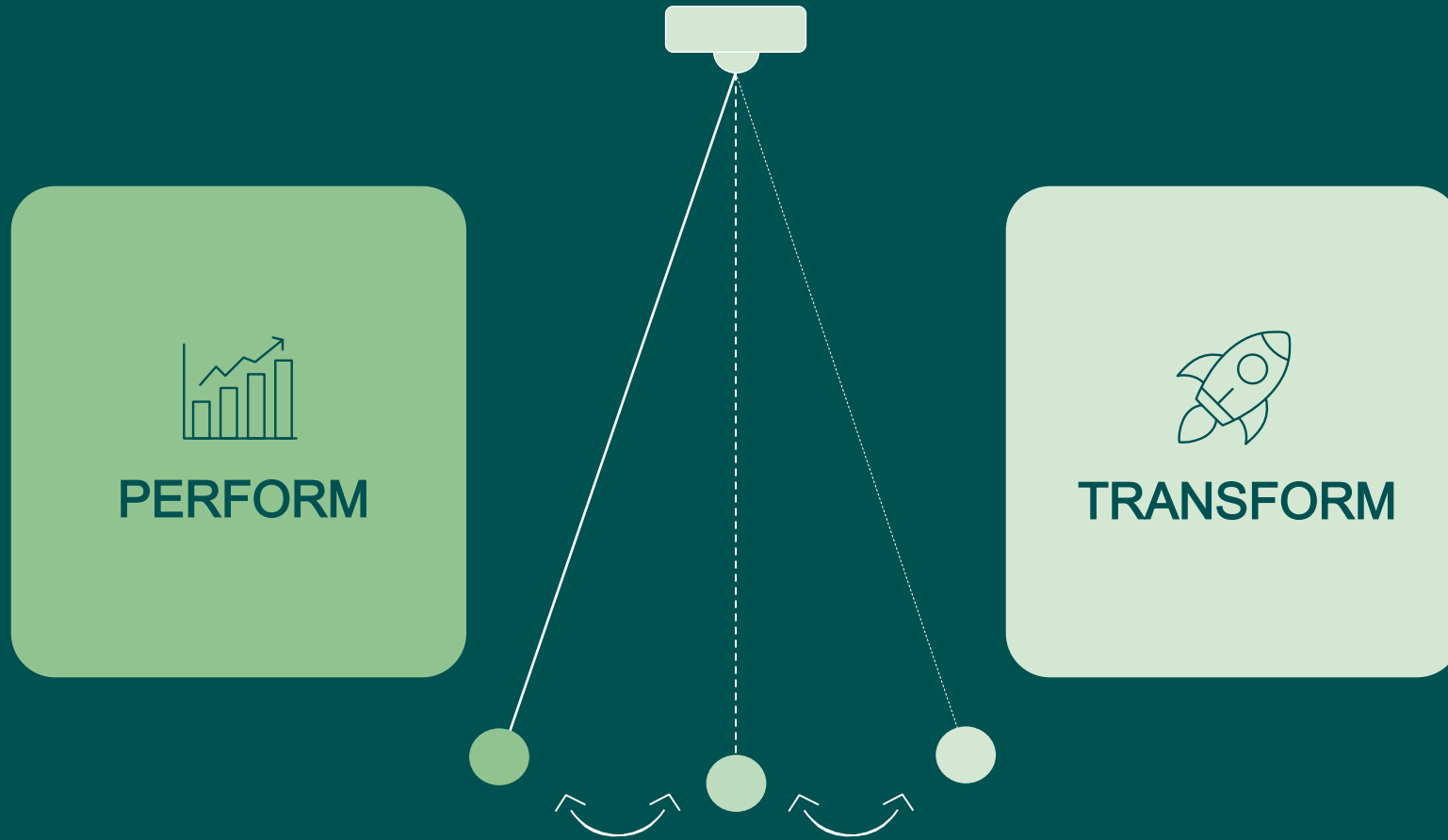


68 bn
Revenue in DKK

1. Based on the dietary guidelines recommending 50 g of meat per day





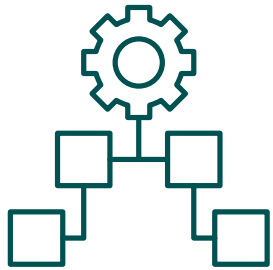


An enemy of
transformation is
Complexity

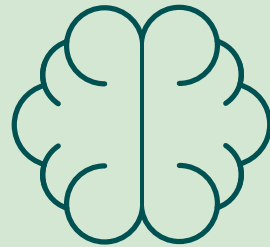


What and where is the challenge?

STRUCTURE



MINDSET



COMPETENCIES



Taking responsibility means looking
inward first.
No finger-pointing. No excuses.



**The decisions you don't make
are also decisions.**



Without implementation even the best idea does not drive value-creation

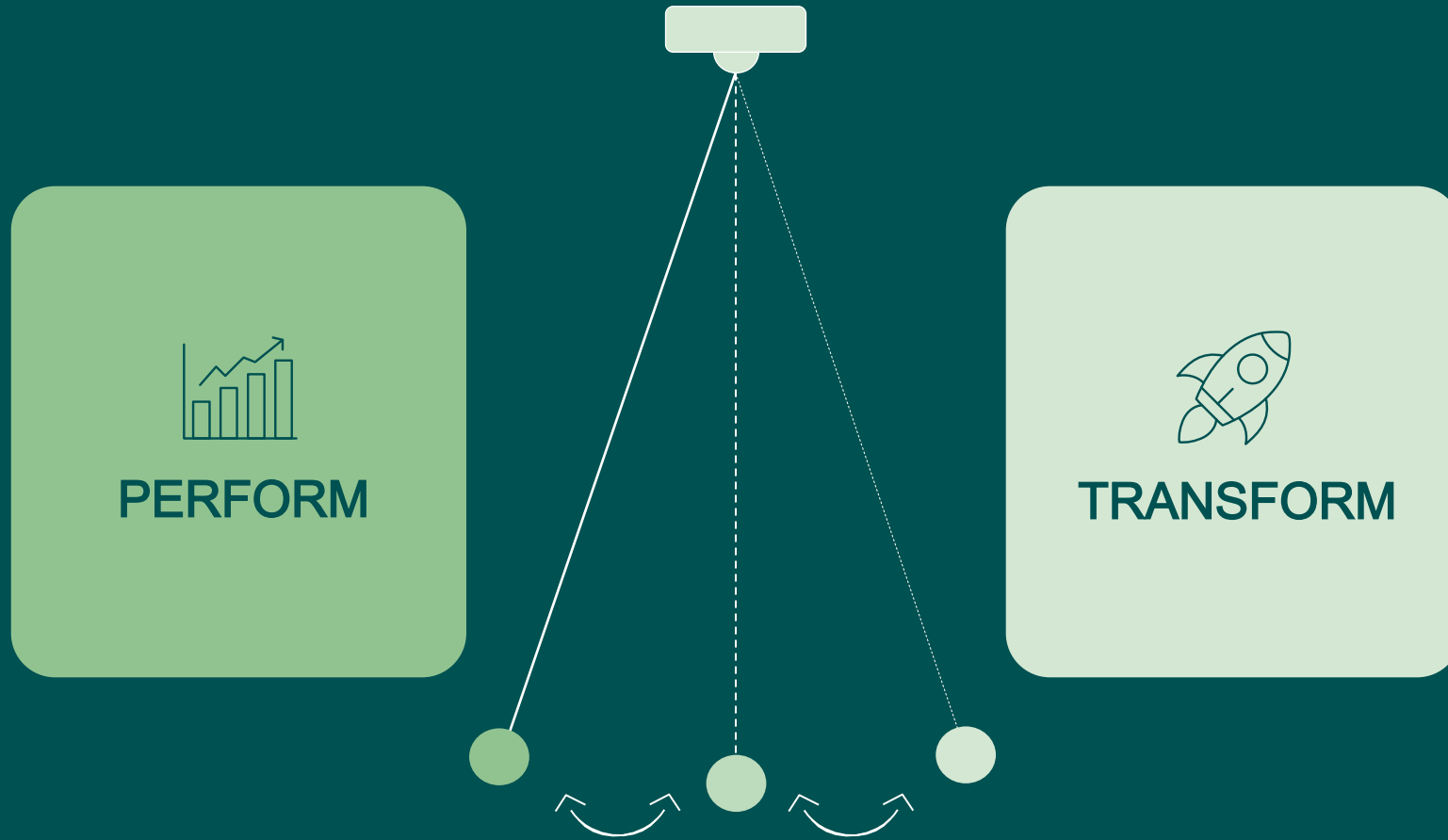


IMPORTANT vs. CRITICAL



ACHIEVE vs. AVOID





Cooperative ownership since 1887

Reducing costs

Reducing complexity

Advantages of scale

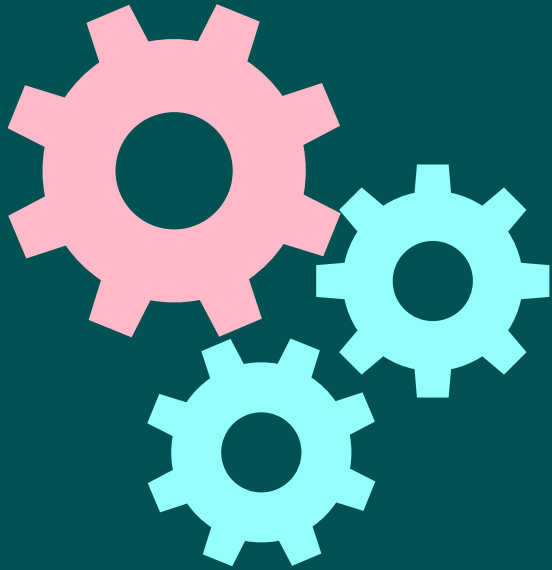
Synergies



An analogue industry in a digital world



Three essential areas of focus during our transformation



Automation and AI

Sustainability and Climate

Consumer-driven innovation



Three essential areas of focus in our transformation



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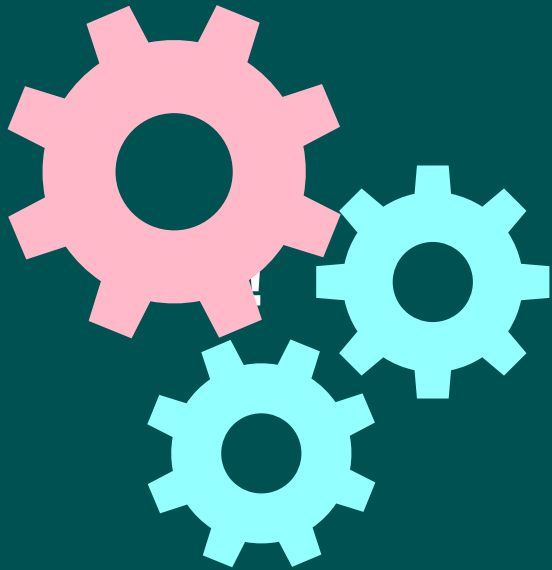




Project FOOD FOLK



Three essential areas of focus in our transformation



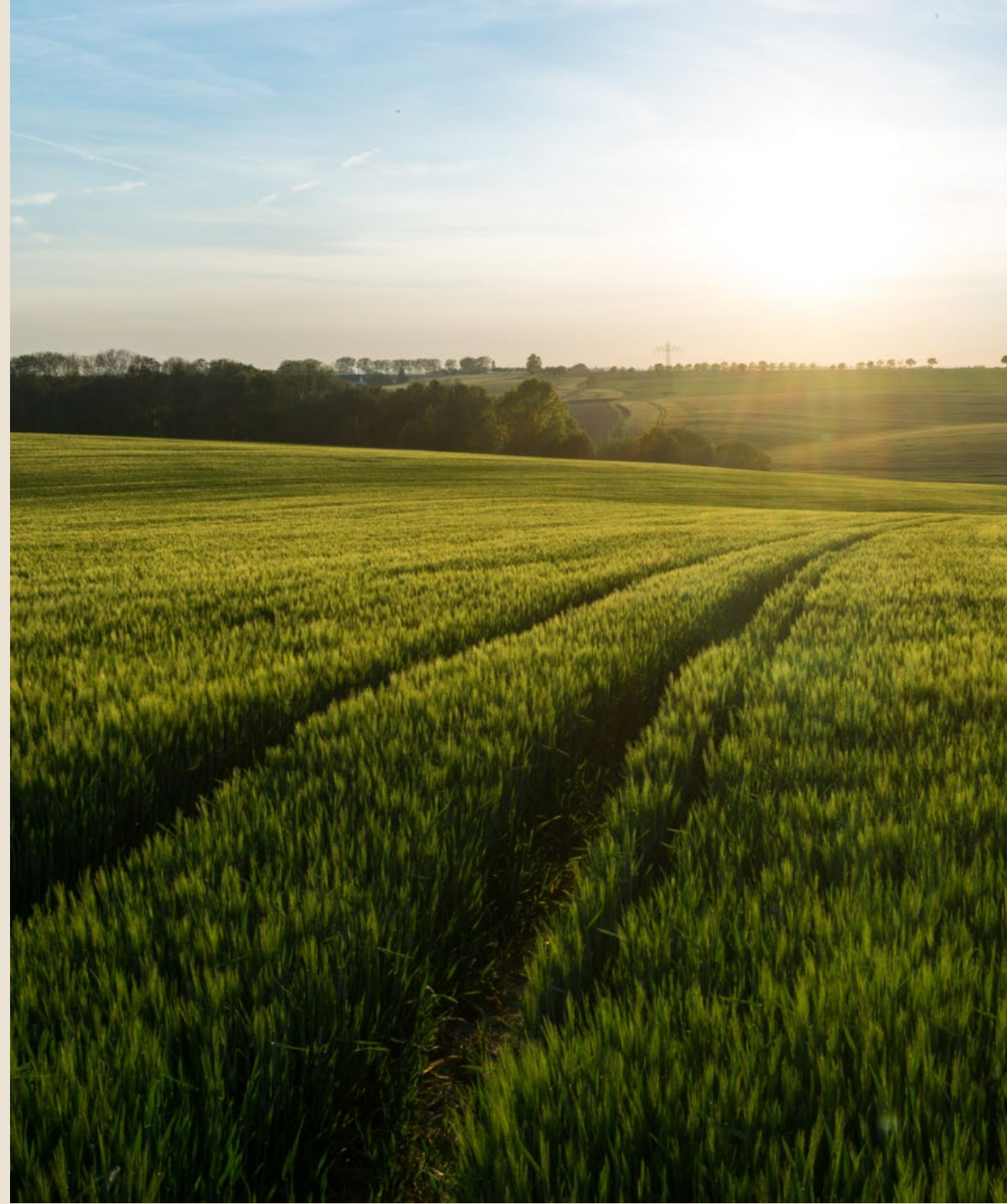
Automation and AI

Sustainability and Climate

Consumer-driven innovation



Denmark is the first country in the world to introduce a national CO₂-tax on agriculture





Leadership Principles

1. Totality

2. Talent

3. Ambition

4. Trust

5. Followership



Leadership principles

1. **Totality**

We always put the overall interests of the company first, sacrifice our own targets for the greater good, and actively resist silo culture.

2. **Talent**

We always select the strongest team, prioritise diversity, and dare to hire people who are more skilled than we are.

3. **Ambition**

We set ambitious targets and do not get excited about easily achieved green numbers, and we dare to "lean out" in the pursuit of better results.

4. **Trust**

We fight every day against the "zero mistake culture" and accept that mistakes are part of our professional and personal development journey.

5. **Followership**

We strive daily to create followership from our employed colleagues and act as role models by living out our values and leadership principles.



The culture we develop with our leadership approach

1. Totality

Creates a sense of **common direction** and purpose, where everyone has a **common commitment** towards, and proactively work towards, the same overall goals.

2. Talent

3. Ambition

4. Trust

5. Followership



The culture we develop with our leadership approach

1. Totality

2. Talent

Identifies, cultivates, rewards and retains talent, with the right capabilities, and who **continuously push** our organisation and ourselves to **develop and achieve** even more.

3. Ambition

4. Trust

5. Followership



The culture we develop with our leadership approach

1. Totality

2. Talent

3. Ambition Drives **continuous improvement** , both individually and organizationally, and employees are motivated to think big, lean out and set ambitious **stretch goals** .

4. Trust

5. Followership



The culture we develop with our leadership approach

1. Totality

2. Talent

3. Ambition

4. Trust

Creates an open and inclusive culture where employees feel comfortable and **safe** – even when challenging themselves in their pursuit of **high performance** and when sharing their ideas, view-points and **innovative thinking** .

5. Followership



The culture we develop with our leadership approach

1. Totality

2. Talent

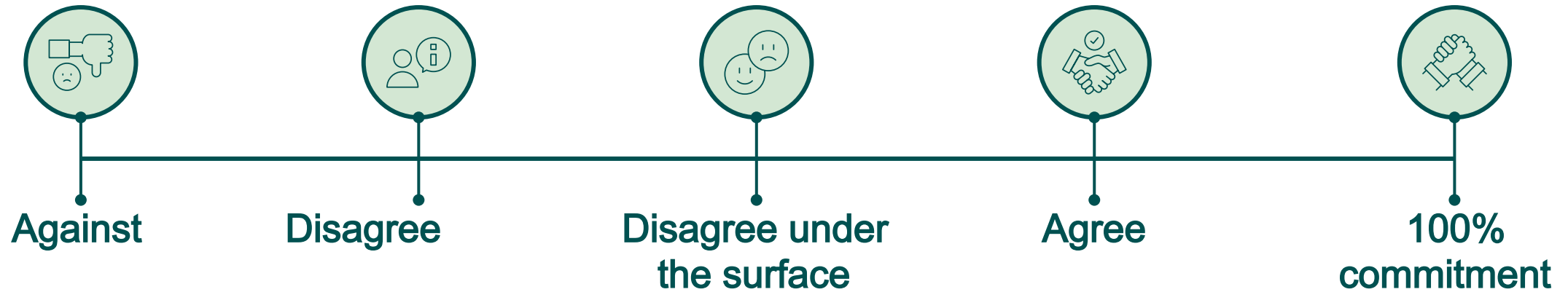
3. Ambition

4. Trust

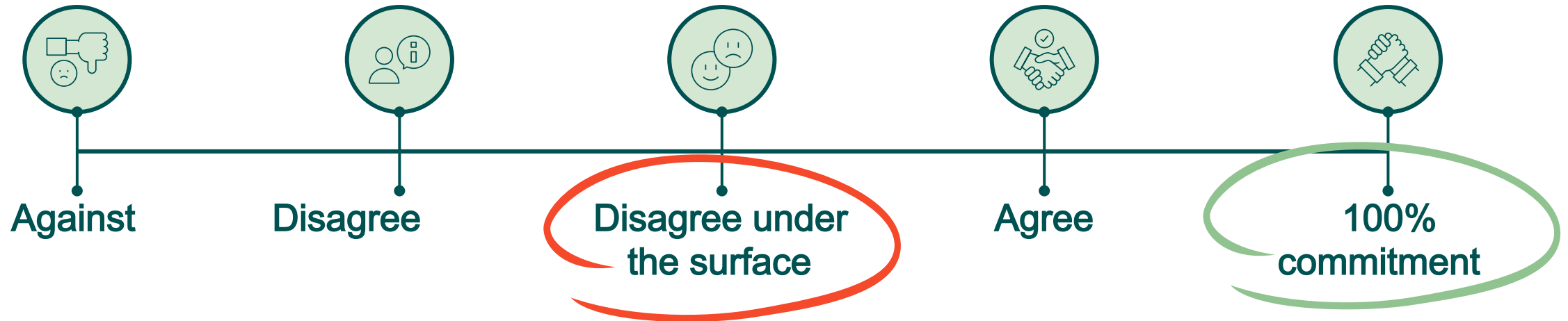
5. Followership Instills a close and collaborative work culture, where leaders support, inspire, enable, and engage their team—fostering a **proactive** and **collaborative** work culture.

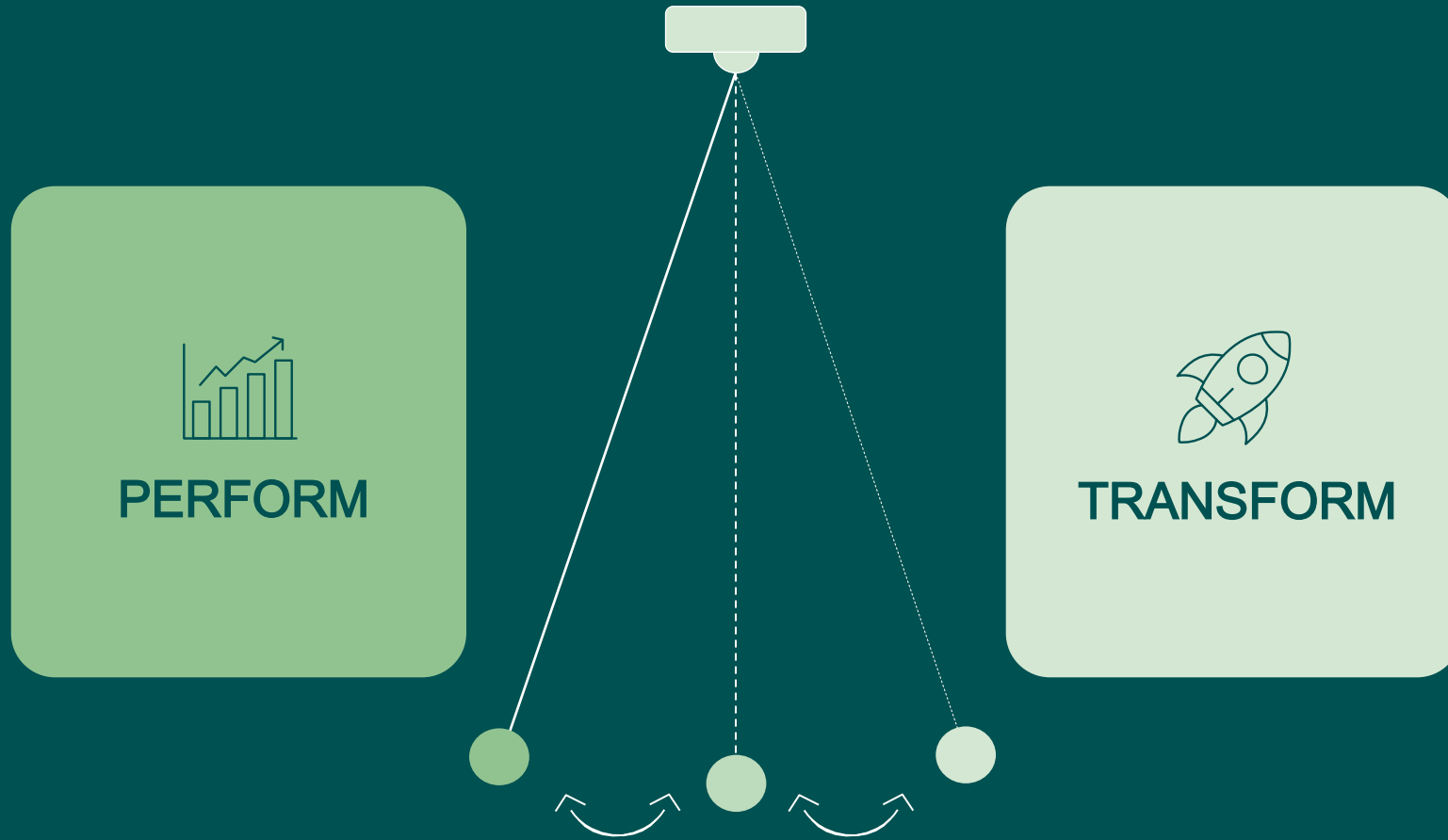


Level of followership



Imagine what we could achieve if everyone was 100% committed







Thank you