



# Leading transformation in Danish Crown

## Agenda



Global  
Challenge



Transformation  
in Danish Crown



The Leadership  
Challenge



# A global challenge



# A Global Challenge



Figure 1 | The world needs to close a food gap of 56 percent by 2050



Note: Includes all crops intended for direct human consumption, animal feed, industrial uses, seeds, and biofuels.  
Source: WRI analysis based on FAO (2010), UNDESA (2012), and Almondbrooks and Bruckman (2012).

# A challenging global context



DANISH CROWN

14.5%



# Consumers are setting a new agenda



Safe

Healthy protein

Free from

No plastic

Organic

Local

Natural

## Global Food Trends



Sustainability



Local Produce



Eating out of home

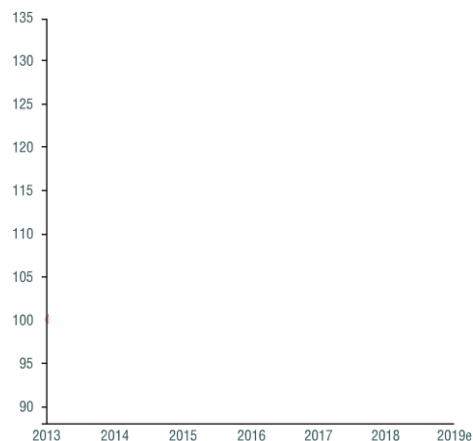


# A Global Challenge



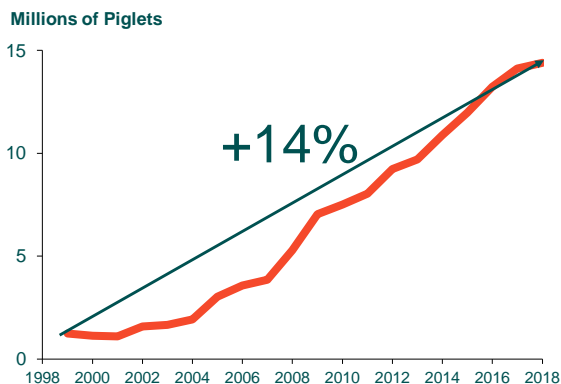
## Spain and USA grow rapidly

Production Index



Source: GIRA meat club

Danish Crown's base of piglets are challenged by a growth in export of piglets



Kilde: Landbrug og Fødevarer, Eksport smågrise

Exports of piglets has grown by annually by 14% since 1999

Exports are going into Germany and Poland

# Disruption



## Disruption

The actual story about African Swine Fever

**50%** of all pigs in the world are produced in China

African Swine Fever has spread into almost all areas of China

Chinese pig production has dropped dramatically:

- Pigs for slaughter: **16.1%**
- Sows: **19.1%**

Rabobank estimates that Chinese pig production will be reduced by **35 %** by year end.





## Danish Crown in brief



Home markets:  
Denmark, UK,  
Poland and  
Sweden



7,000  
Danish farmers own Danish  
Crown

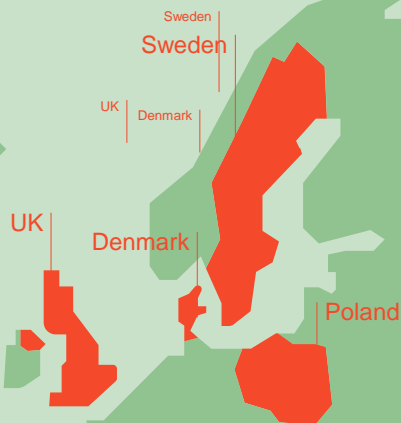


29,000  
employees



8.2 bn  
Turnover EUR

## Leading positions in our home markets

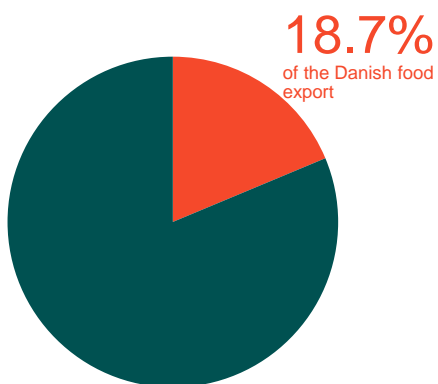


China could become our 5th  
home market



Danish Crown has market access to  
136 countries

Export 2017/18  
3 bn EUR



3.3%

Of total Danish export of  
goods







“

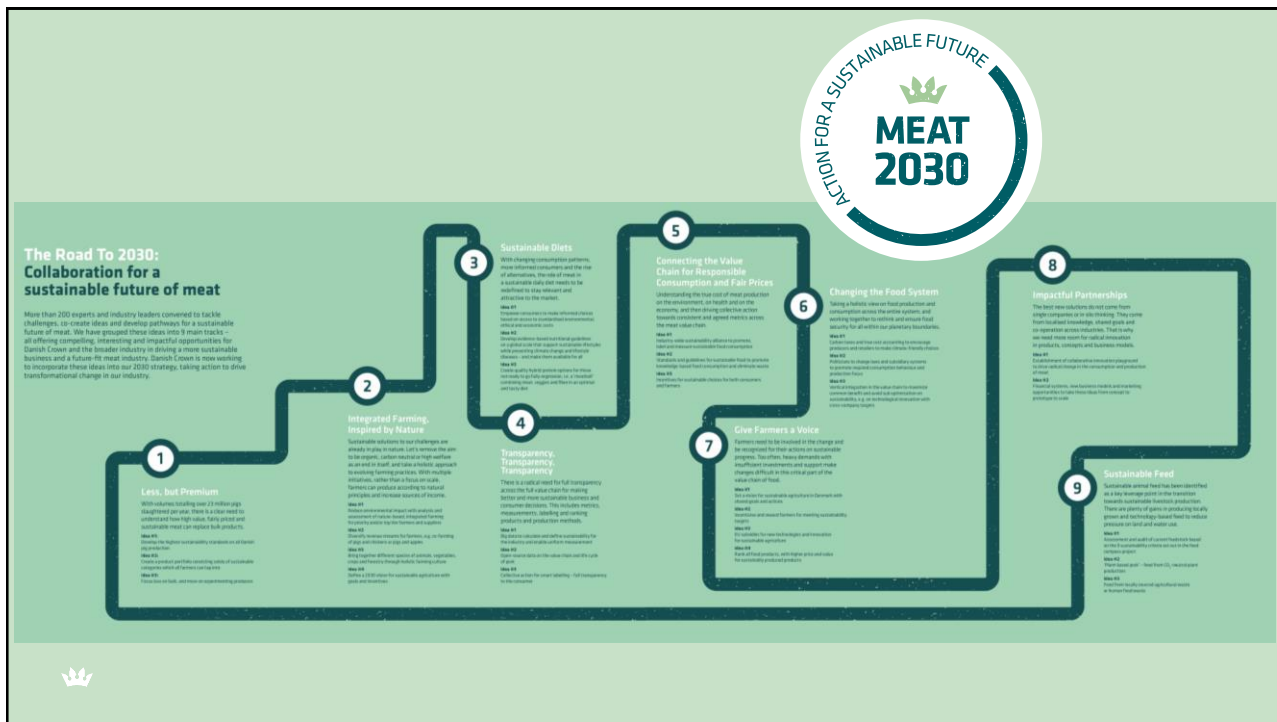
*Towards 2030 we will  
deliver sustainable meat  
to our customers all over  
the world*

”

Jais Valeur, CEO Danish Crown







On the 8 March 2019 we presented:

# A clear direction

**Our 2030 goal**  
in Danish Crown is to reduce our GHG emissions by 50 %

**Our 2050 vision**  
is to produce Danish Crown meat climate neutral (net zero)

**90% of all pigs delivered to Danish Crown's Danish abattoirs come from a sustainability certified farm in 2019**



# Sustainability in five tracks



## The transition has begun

From		To	
	Where do we <b>operate</b>	How do we <b>win</b>	
	Driven by raw material	Driven by markets	
	Separate Business Units	<b>ONE company</b>	



# Leading Danish Crown through the transition



Why change a success?



How will we succeed?



What are the criteria of success?

## Why change a success?

Creating common understanding and direction



# Why change a success?

Create common understanding and direction



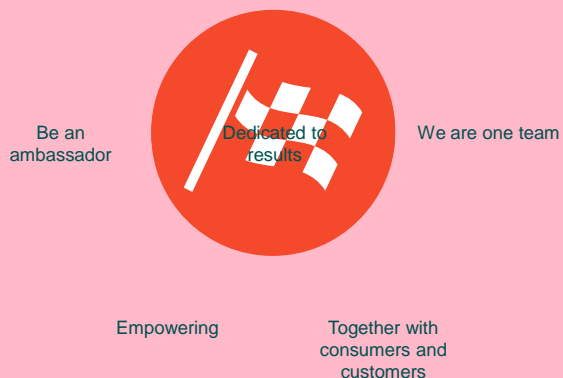
## How will we succeed?

A common set of values and goals

- Concrete and action oriented
- Daily reference and delivery
- It has to make a difference



## Our leadership principles



## Success criteria Our goals



Create leading positions in our home markets



Driven by consumers and our ability to differentiate



Create value for our customers



We act as one



## Success criteria Our goals



Set a clear sustainability agenda



Strengthen Danish Crown's reputation



Increase diversity in our organisation

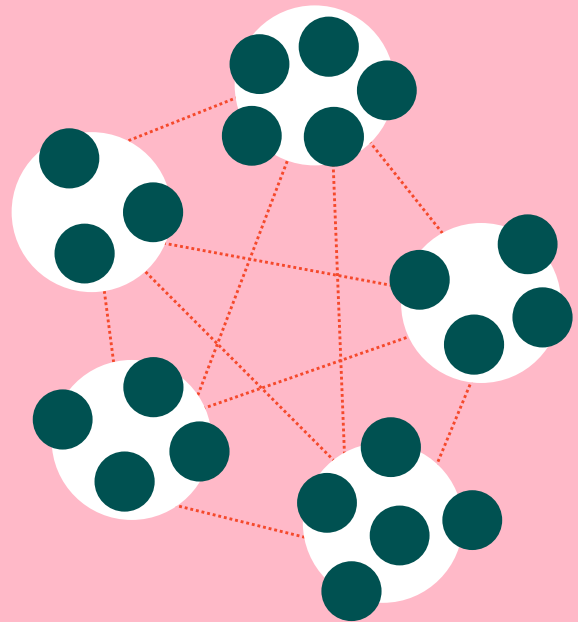


Create a strong pipeline of leaders

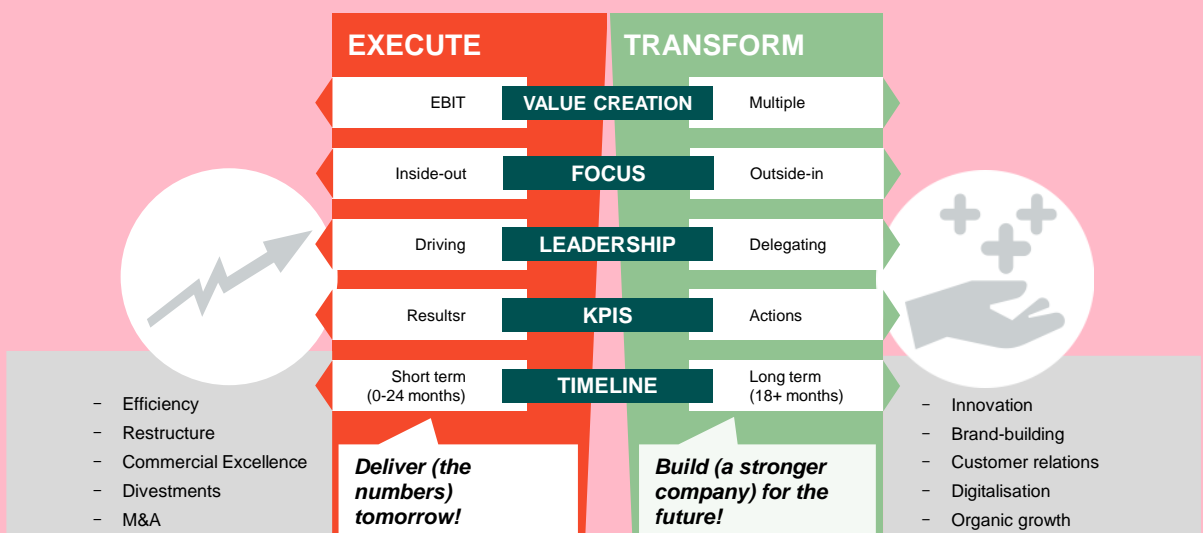


# Leadership dilemmas

What is difficult during a transition and how do we work with it?



We are often caught in everyday delivery







Lessons learned

Followship is  
necessary to  
be a success



DANISH CROWN

Vielen  
Dank