

Strategic update

Peder Holk Nielsen, President & CEO

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Safe Harbor Statement

This presentation and its related comments contain forward-looking statements, including financial expectations.

Forward-looking statements are by their very nature associated with risks and uncertainties that may cause actual results to differ materially from expectations.

The uncertainties may include unexpected developments in the international currency exchange and securities markets, market-driven price decreases for Novozymes' products and the introduction of competing products in Novozymes' core areas.



Agenda



Setting the scene

Management wishes to provide an update on strategy and targets to emphasize Novozymes' strategic priorities for the years ahead

Outline

- Long-term targets

- Strategic priorities

- Innovation

- Earnings capacity

- Priorities for cash use

- Q&A

Long-Term Targets, Updated January 2013

Long-term financial targets for the next 5 years:

- Average organic sales growth of more than 10% (from 2015)
- EBIT margin of more than 24%
- Return on invested capital of more than 22%

Targets are based on the assumptions that:

- The global economy stabilizes
- The biofuel market in the U.S. moves toward E15
- Novozymes will sell enzymes to at least 15 biomass conversion plants by 2017

The targets are contingent upon no major acquisitions being made



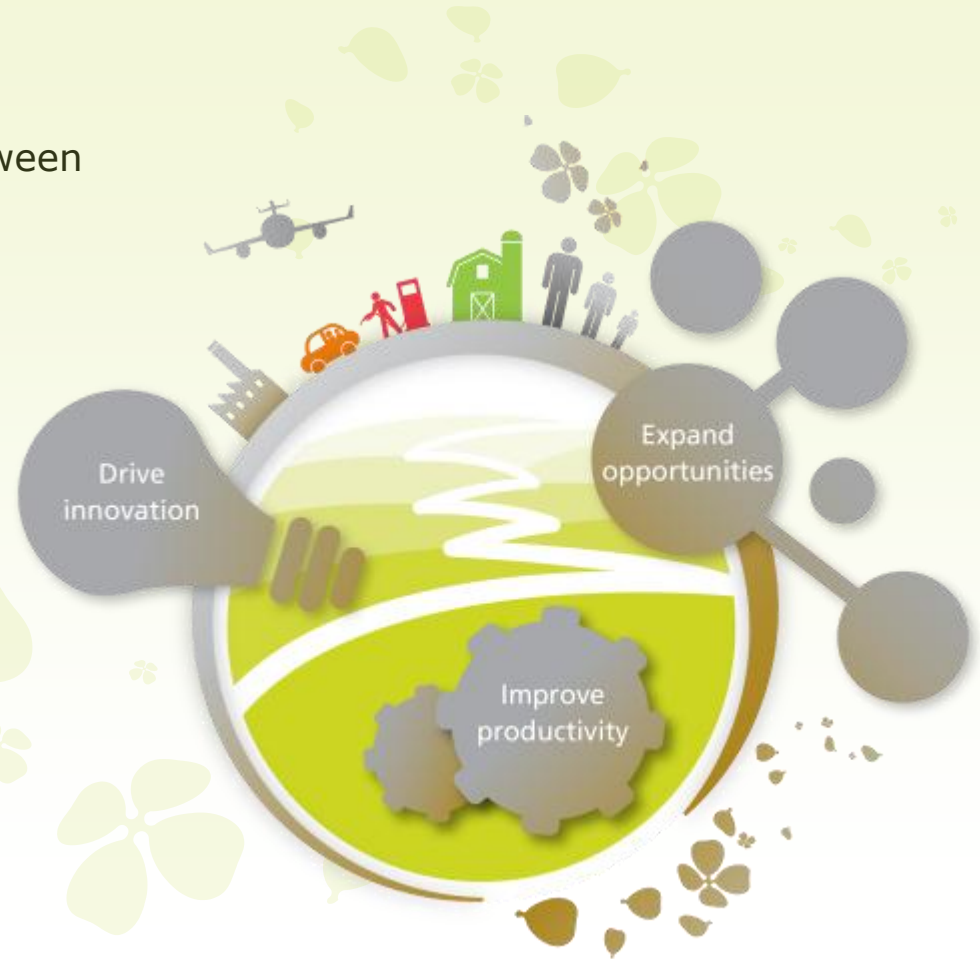
Strategic Foundation Unchanged

– Evolution, Not Revolution, for New Leadership Team

Novozymes' vision:

We envision a future where our biological solutions create the necessary balance between better business, cleaner environment and better lives.

- Use industrial biotechnology to address society's biggest challenges:
 - Energy efficiency
 - Waste reduction
 - Scarce raw materials
 - Replacing chemicals
 - Climate change
 - Population growth
 - Etc.
- Diversified growth from core technology platform is pivotal
- Biological solutions for B2B, not just enzymes
- Innovation is the epicenter



3 Focus Areas to Drive Performance and Reach Long-Term Targets

1. Deliver significantly more innovation to the market faster

- The value of our innovation must increase in order to sustain 10% organic growth
- Technology and innovation processes must decrease time to market

2. Ensure success in growth platforms

- 4 key platforms defined today within business development. Nurture, develop and execute
- Keep room (and resources) for exploring the next big thing to ensure long-term growth

Biomass
Conversion

BioAg

Animal Health
& Nutrition

Biopharma

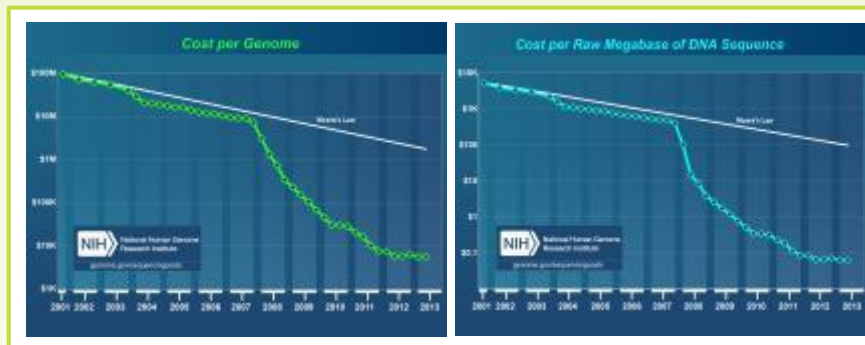
3. Cultivate great leadership and develop people

- Without the right leaders we will get nowhere

Driving Innovation Is All About Striking the Right Balance with Your Expertise

Take full advantage of technology

Technology is developing incredibly quickly. We have the right know-how to take advantage of the unprecedented opportunities this development is providing. Mastering complexity and data to develop new solutions is critical, as well as utilizing our production strength to an even larger degree.



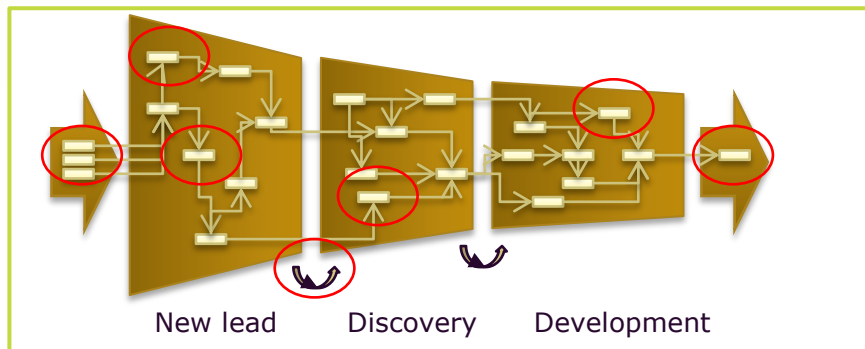
Customer-driven innovation is not a one size fits all

With the foundation of our core technologies, we can customize solutions that fit the customer and application. Partners are critical for success, but in some areas, more value is generated by delivering the unexpected. We need both push and pull.



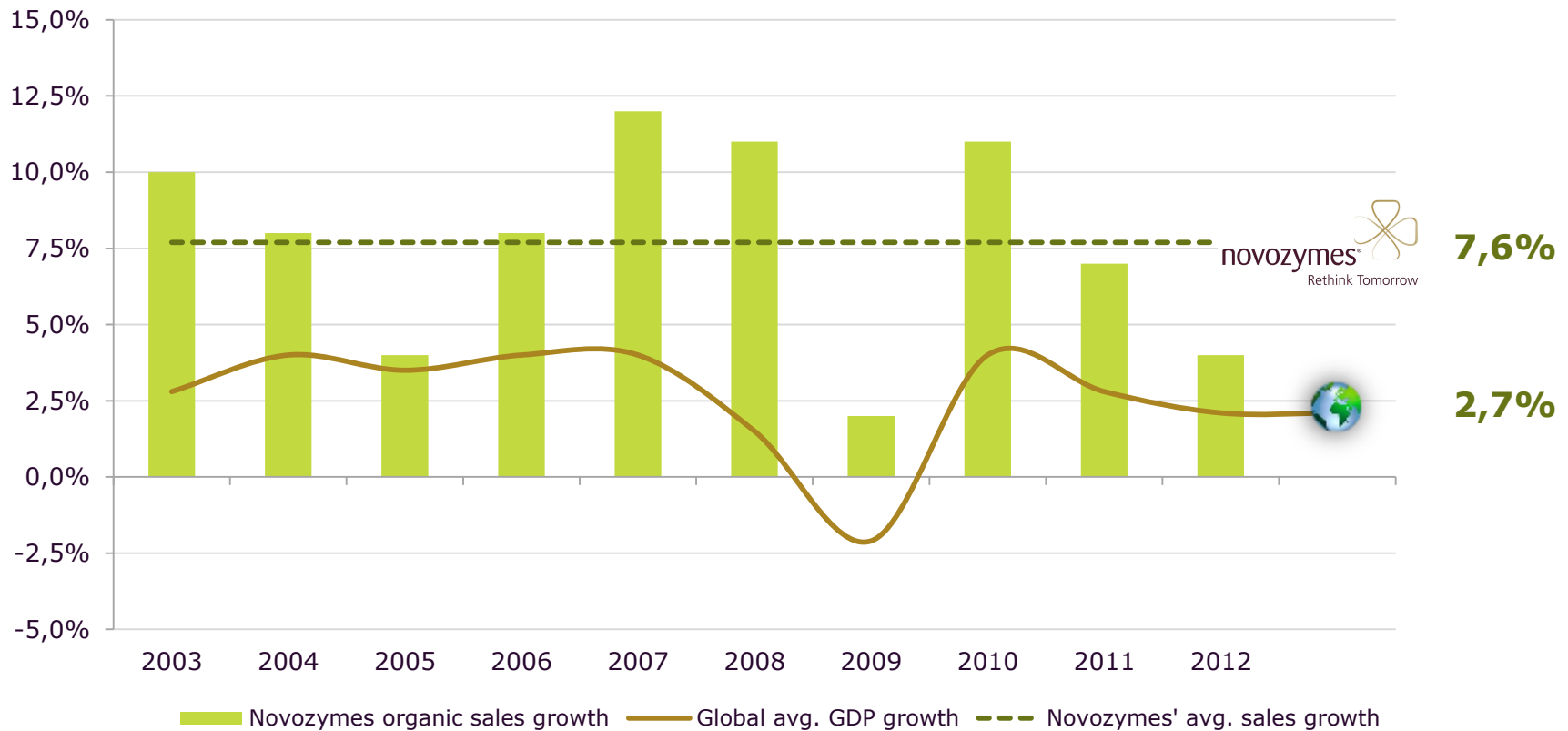
Pipeline management is no simple task

Our innovation depends on the insight and involvement of the more than 1,500 Zymers engaged in product development. Reducing complexity and bringing innovation straight to market are key.



Novozymes Has a Proven Ability to Outgrow the Global Economy through Economic Cycles

Novozymes' organic sales growth vs. global GDP growth, 2003-2012

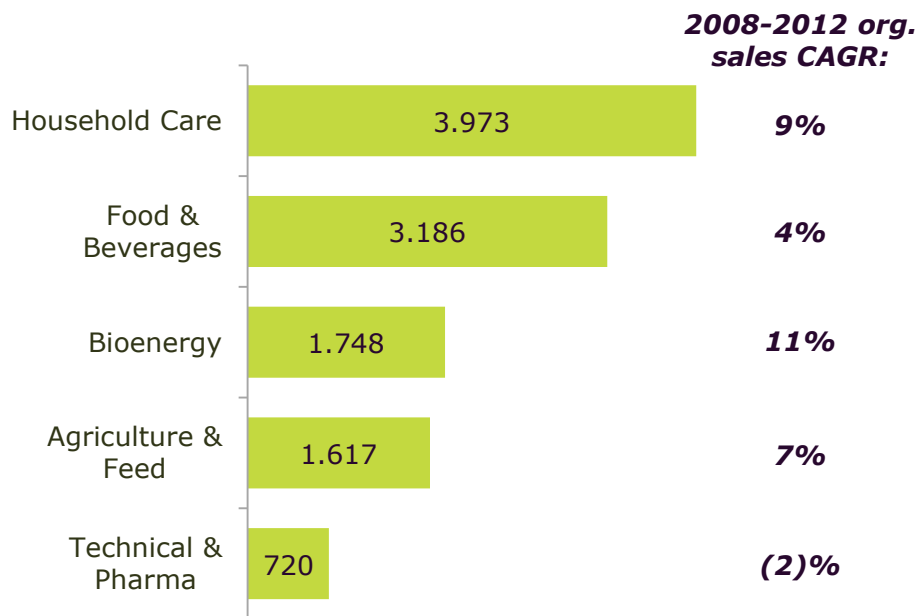


Source: The World Bank/Internal Analysis

How Do We Get To +10% from 2015?

- History shows potential to grow 10% from a diversified set of industries, but not consistently
- Consistent performance in existing business will lay foundation for +10%
- Growth platforms will add layers of growth to enable +10%
- All 5 sales areas have the potential to deliver +10% growth within the 5-year period

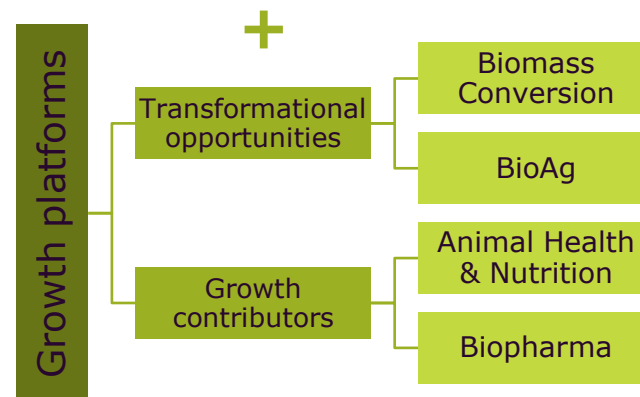
Historic performance & size of areas, 2012 DKKm



Future growth to come from

Established businesses

- Household Care
- 1G bioenergy
- Food & Beverages + Technical

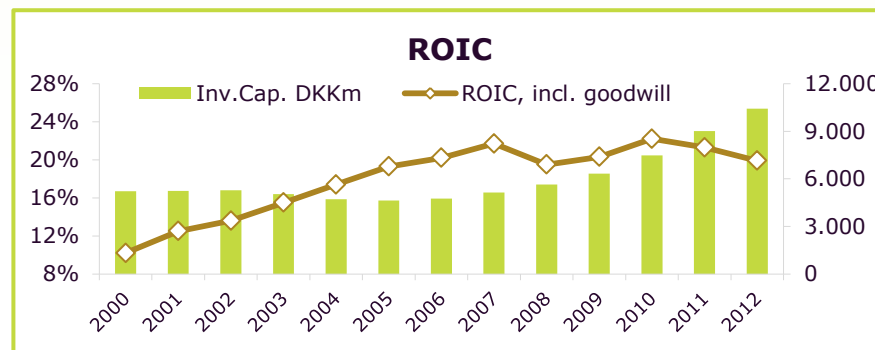
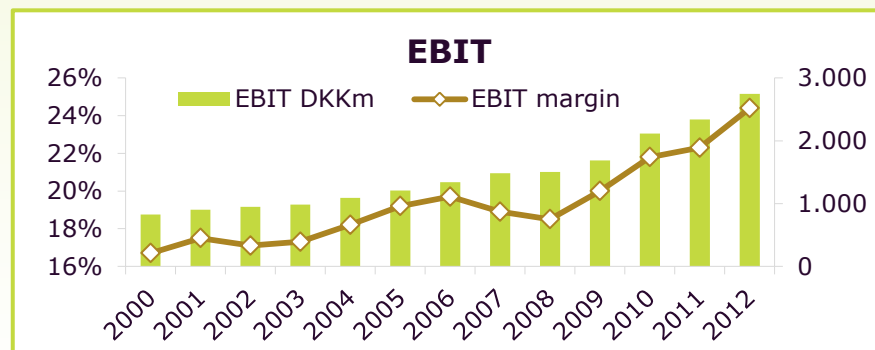


Historical Performance Demonstrates Track Record of Delivery

Since IPO:

- +5.2 %-points gross margin
- +7.7 %-points EBIT margin
- +9.9 %-points ROIC improvement

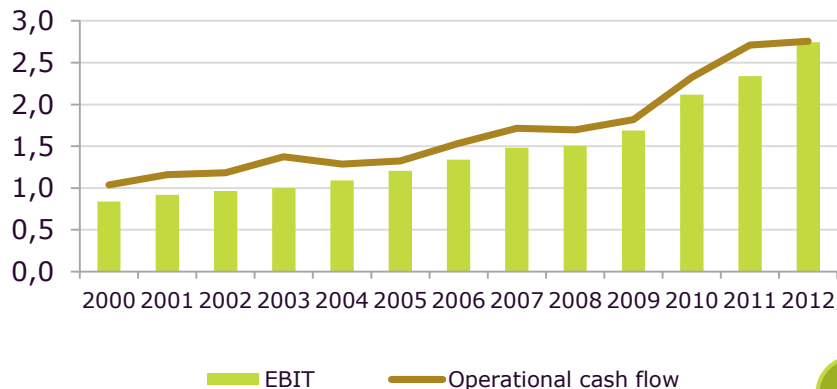
- Historical margin expansion through productivity improvements and operational leverage
- Earnings capacity is believed to be intact, as productivity improvements are expected to continue
- From 2015, success is +10% growth with high EBIT margin of +24% and ROIC >22%. Higher margins not a priority in themselves
- Leadership decision to allocate resources to drive innovation instead of margins, emphasizing absolute returns



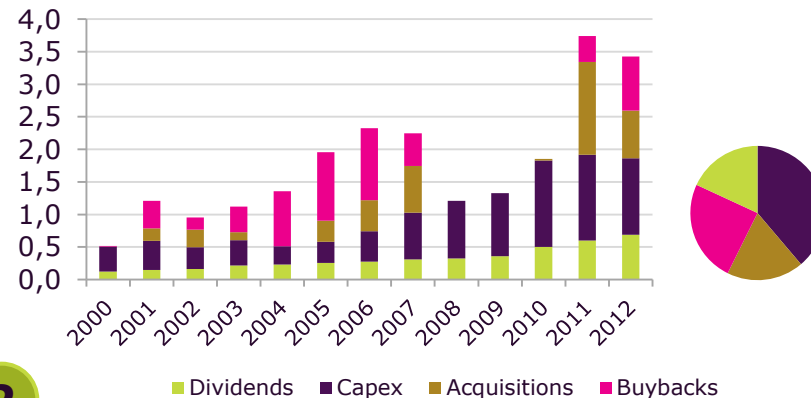
Cash Generation, Use, Capex and Future Priorities

– DKK billion

Cash generation has tracked EBIT



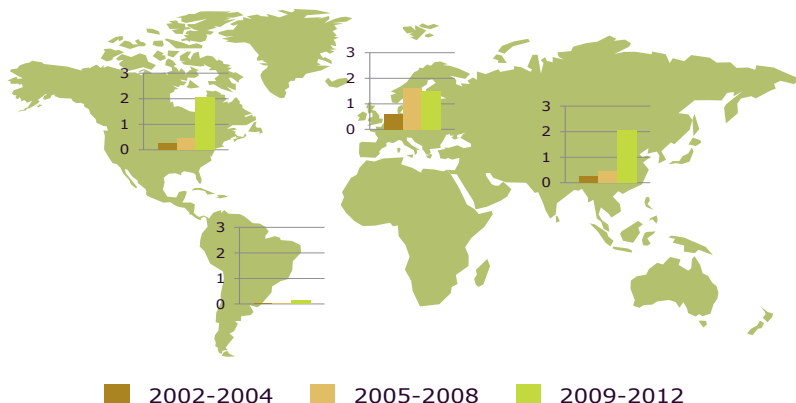
Cash for growth and shareholders



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2

CAPEX 2002-2012; DK & new facilities



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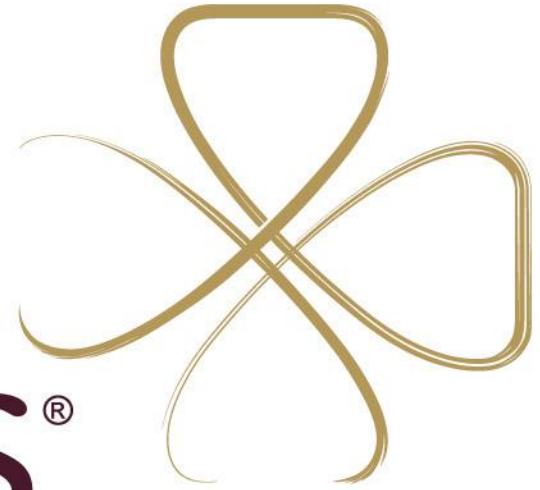
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2013-2017; DKK +15bn* in operational cash flow to be invested in:

1. Innovation
2. Business development
3. Acquisitions
4. CAPEX as needed
5. Return to shareholders

* Estimated as a simple progression of current operational cash flow with 10% growth p.a.

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Rethink Tomorrow