



Sustainability Leading the way

Claus Stig Pedersen
Head of Sustainability

Forward-Looking Statements

This presentation and its related comments contain forward-looking statements, including statements about future events, future financial performance, plans, strategies and expectations. Forward-looking statements are associated with words such as, but not limited to, "believe," "anticipate," "expect," "estimate," "intend," "plan," "project," "could," "may," "might" and other words of similar meaning.

Forward-looking statements are by their very nature associated with risks and uncertainties that may cause actual results to differ materially from expectations, both positively and negatively. The risks and uncertainties may, among other things, include unexpected developments in i) the ability to develop and market new products; ii) the demand for Novozymes' products, market-driven price decreases, industry consolidation, and launches of competing products or disruptive technologies in Novozymes' core areas; iii) the ability to protect and enforce the company's intellectual property rights; iv) significant litigation or breaches of contract; v) the materialization of the company's growth platforms, notably the opportunity for marketing biomass conversion technologies or the development of microbial solutions for broad-acre crops; vi) the political conditions, such as acceptance of enzymes produced by genetically modified organisms; vii) the global economic and capital market conditions, including, but not limited to, currency exchange rates (USD/DKK and EUR/DKK in particular, but not exclusively), interest rates and inflation; viii) significant price decreases on input and materials that compete with Novozymes' biological solutions. The company undertakes no obligation to update any forward-looking statements as a result of future developments or new information.

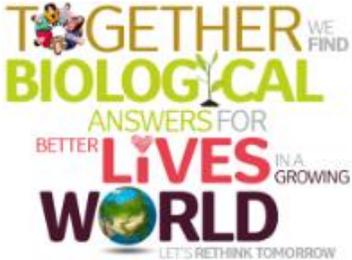
From risk mitigation to business priority over 20+ years

Guiding principles



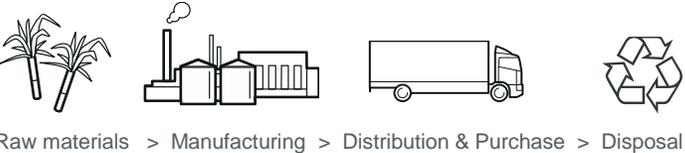
Sustainability is in our DNA

- Founded in culture, values, brand and governance structure
- New purpose, strategy and 2020 targets
- Compensation schemes



We build on science

- Extensive monitoring and reporting on operational performance
- Impact of products and solutions documented by life cycle assessments (LCA) and third-party verifications



Focus on value

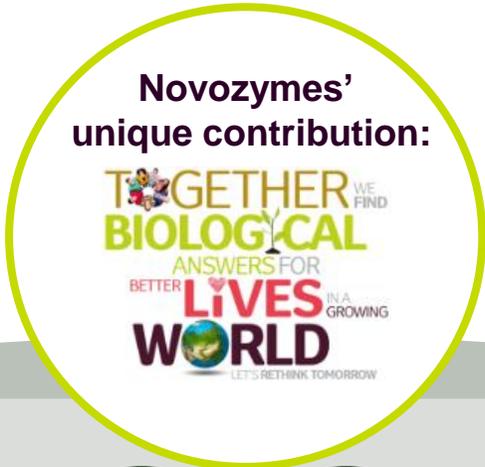
- Transparency & trust-based dialogues with stakeholders drive
 - Better understanding and mitigation of risks and costs
 - Customer engagement and competitive advantage
 - Business development in sync with world needs



New long-term targets focus on world impact

New IMPACT targets

- 10 transformative innovations
- 5 partnerships for change
- Educate 1 million people
- Enable Zymers to develop
- Save 100 million tons of CO₂
- Reach 6 billion people with our biological solutions



Updated operational targets

Environment

- Energy efficiency
- Water efficiency
- Reduction in CO₂ intensity
- Renewable energy
- Supplier program
- Gold Class RobecoSAM rating
- Carbon Disclosure Project A List

People

- Occupational accidents
- Employee absence
- Employee "satisfaction and motivation"
- Employee "opportunities for development"
- Women in senior management

World needs – areas where we can make an impact



Company performance – the traditional view on sustainability



Environmental

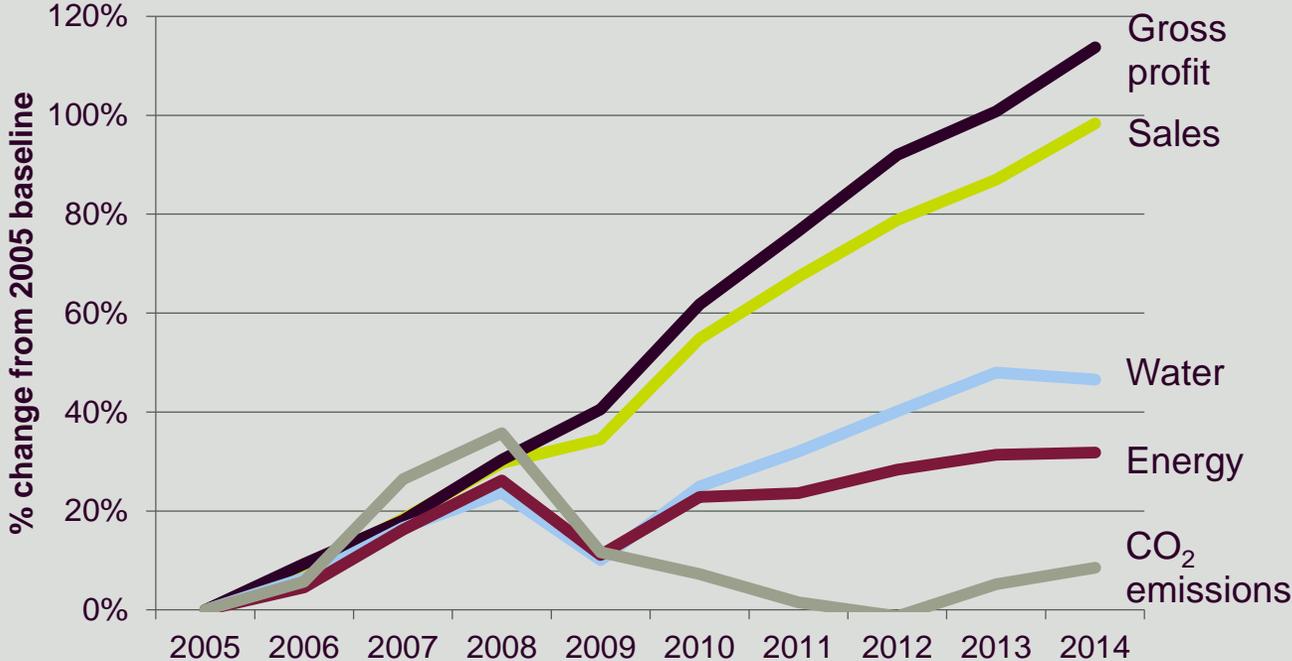
Social

Governance (economic)

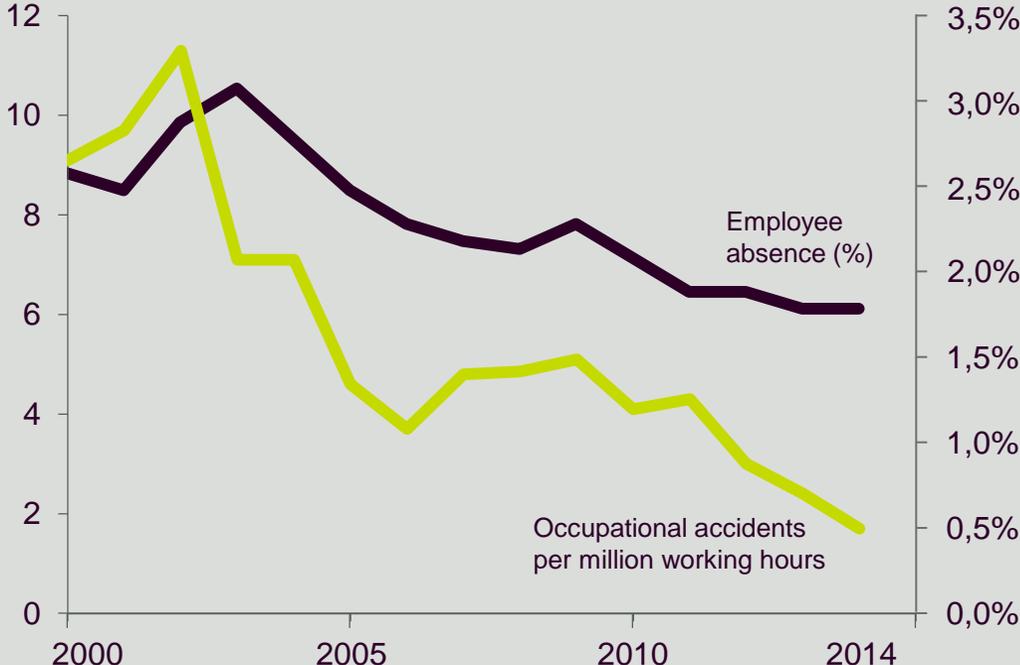


We plan to continue our journey of operational excellence

Decoupling resource consumption from economic growth



Steady improvement in employee metrics

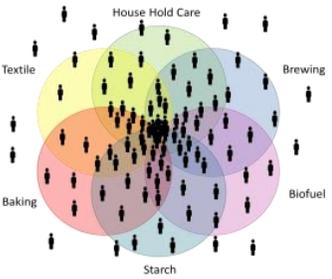


New impact targets to drive innovation and change

REACH

six billion people with our biological solutions

By 2020



DELIVER

10 transformative innovations

From 2015-2020



EDUCATE

one million people about the potential of biology

From 2015-2020



CATALYZE

five global partnerships for change

From 2015-2020



SAVE

100 million tons CO₂

By 2020



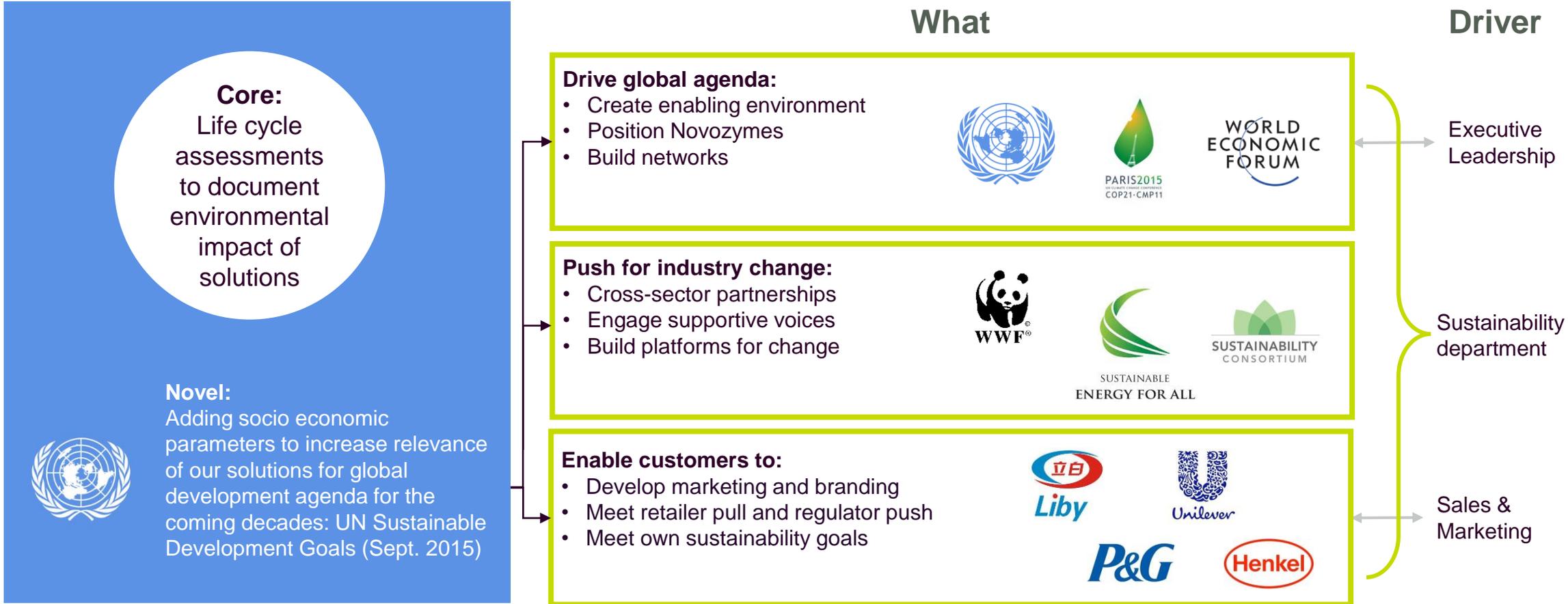
ENABLE

Novozymes' employees to develop

By 2020



Value can be harvested – in a customer setting and for corporate business development



Conclusion. To lead, we will:

- Maintain our focus on operational excellence to mitigate risks/minimize costs
- Take the next step on our sustainability journey; targeting world needs and delivering impact for better lives in a growing world
- Increase our relevance for the world by aligning with the U.N. Sustainable Development Goals
- Partner with influencers, at industry and global level, to expand the enabling environment and demand for our solutions
- Enable our partners to reach their business and sustainability goals by supporting them with dialogue, content and proof of impact



novozymes® 

Rethink Tomorrow