



Business Development Platforms for the future

Thomas Videbæk,
Executive Vice President,
Head of Business Development, Novozymes

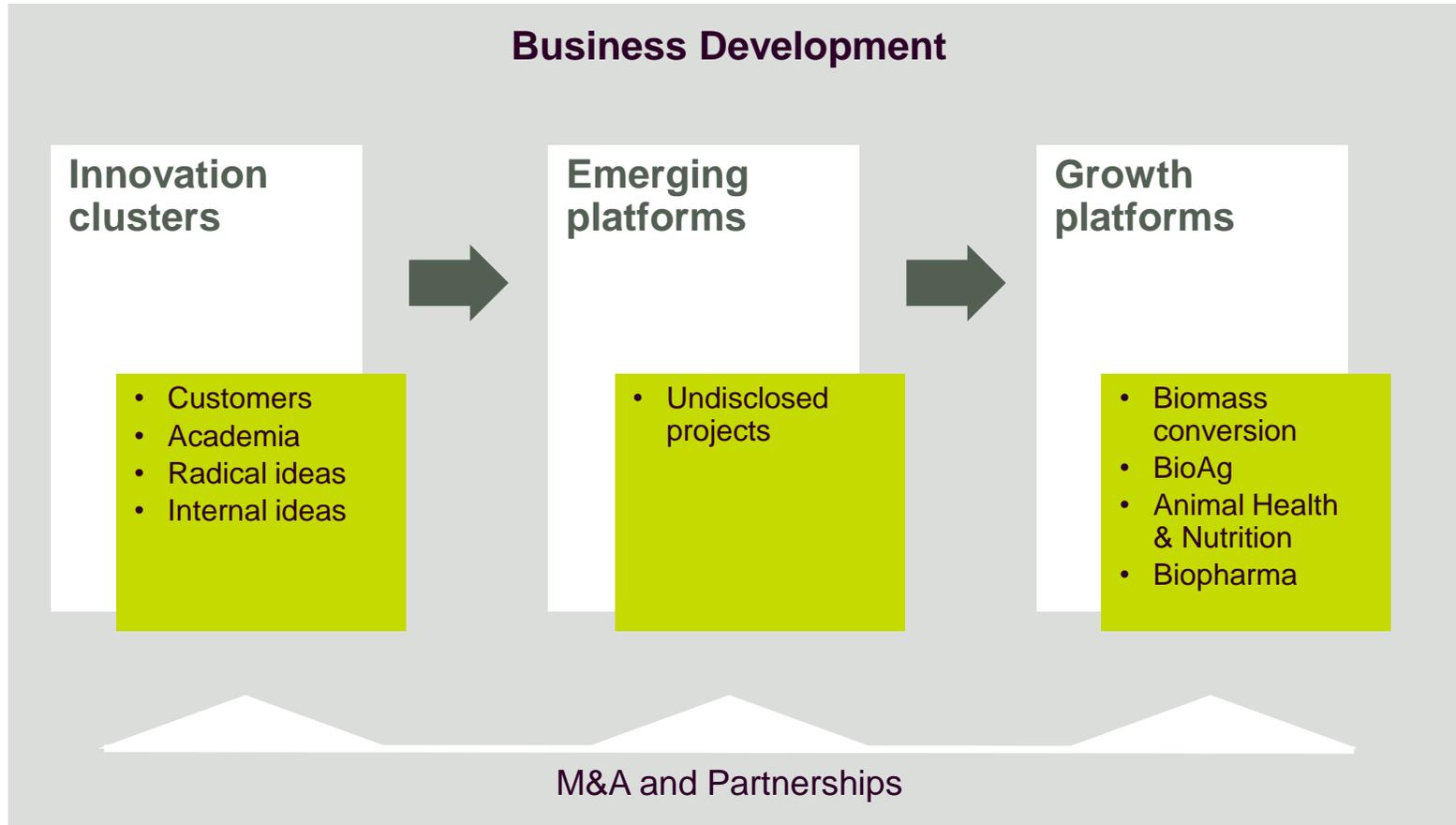
Forward-Looking Statements

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.

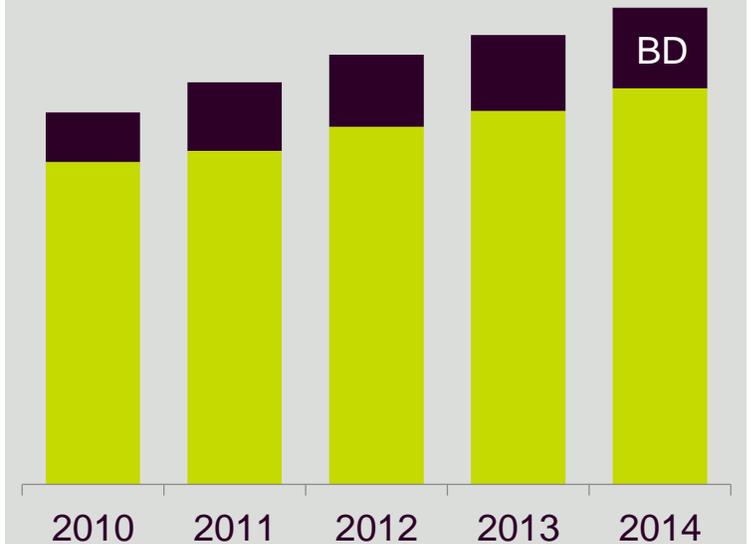
We are passionate about partnering for impact

– and to build new biological businesses to drive growth for Novozymes



Novozymes' average sales growth from 2010-2014

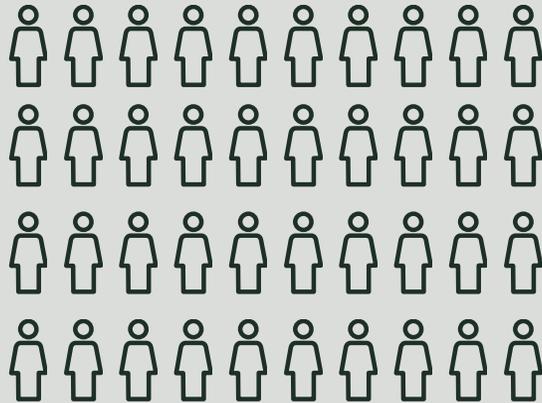
Novozymes	~7%
Business Development	~7%
Business Operations	~7%



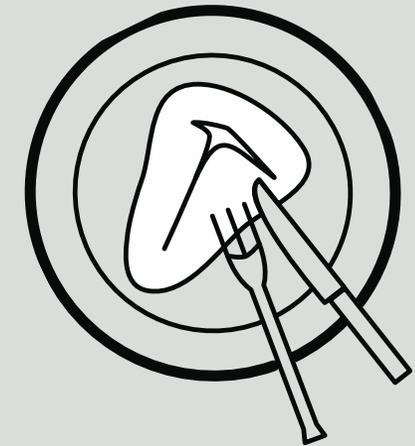
Agriculture as a focus area is supported by long-term trends



**Resource consumption
in the light of a
changing climate**

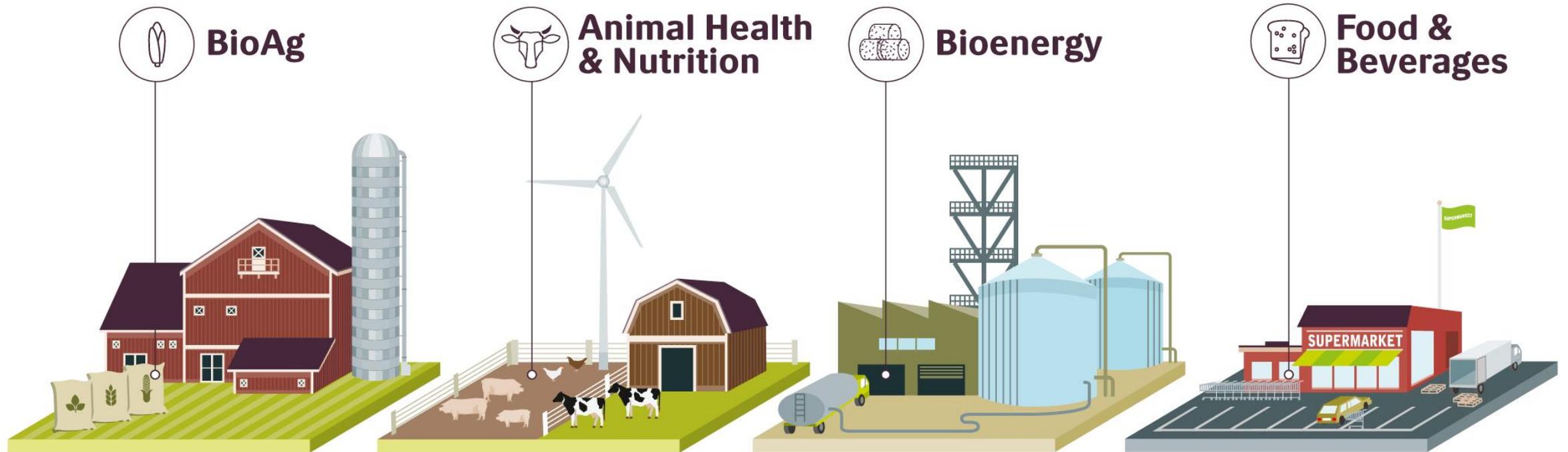


**More people,
more from our land**



**A healthier and
protein-rich diet,
please**

+50% of Novozymes revenue is derived across the agricultural value chain



In Business Development, we are building 3 growth platforms along the agriculture chain

Agriculture is important for Business Development, but we are not limited to agriculture!

Partnerships are critical for existing and new platforms to get access to the right capabilities and to ensure focus.

Novozymes' position in Agriculture:

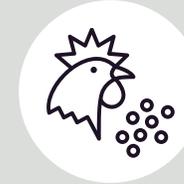
Productivity & Sustainability

We aspire to enhance the productivity and sustainability of agriculture, delivering innovative biological solutions that allow farmers to produce more while minimizing waste and the environmental impact from agriculture



BioAgriculture

The BioAg Alliance is dedicated to fundamentally enhancing the research and development of naturally derived microbial technology to enable farmers globally to produce more crops from arable land while using fewer resources.



Animal Health & Nutrition

To help feed the world, we work with partners to develop and drive adoption of proven biological innovations that improve feed efficiency and animal health.



Biomass Conversion

Through strong partnerships we work to transform underutilized agricultural biomass into renewable energy and chemicals to achieve greater productivity from land, drive rural economic development, and reduce GHG emission intensity from energy and chemical production.

novozymes® 

Rethink Tomorrow