A wave of opportunity is rising
Strategic alignment to the UN Global Goals

Claus Stig Pedersen
Novozymes
The power of nature
Novozymes business and sustainability journey

2000-2008: **Disconnected** – Business Risk and Reputation – Backyard focus
2009-2014: Sustainability **Support** – Business Integration – Customer focus
2015- ……: Sustainability **Lead** – Business Purpose – Ecosystem focus
2009-2014 Learnings:

• Value add - from sustainability collaboration with customers
• Additional value - engagement & support - from a wider ecosystem of stakeholders
• Stakeholders increasingly willing & able …… **Collaboration is key!**
Purpose

TOGETHER WE FIND BIOLOGICAL ANSWERS FOR BETTER LIVES IN A GROWING WORLD

LET'S RETHINK TOMORROW
## 2020 Goals

### Strategy

**PARTNERING FOR IMPACT**

### Focus Areas

<table>
<thead>
<tr>
<th>Rally for Change</th>
<th>Lead Innovation</th>
<th>Focus on Opportunity</th>
<th>Grow People</th>
</tr>
</thead>
<tbody>
<tr>
<td>Form partnerships and networks with customers, consumers, organizations and governments to make a sustainable difference.</td>
<td>Excite our customers by delivering more significant innovations tailored to their local needs.</td>
<td>Improve the customer experience and customer value to unlock the biggest opportunities for creating impact.</td>
<td>Support Zymera and people around us in unfolding their full potential.</td>
</tr>
</tbody>
</table>

### 2020 Goals

**Reach**
- 6 billion people with our biological solutions
  - By 2020

**Deliver**
- 10 transformative innovations
  - From 2016-2020

**Educate**
- 1 million people about the potential of biology
  - From 2016-2020

**Catalyze**
- 5 global partnerships for change
  - From 2016-2020

**Enable**
- Zymera to develop
  - By 2020

**Save**
- 100 million tons CO₂
  - By 2020

**Return on Invested Capital**
- 25% ROIC
  - Novozymes expects to maintain an annual ROIC of at least 25% from 2016 through to the end of the decade

**Sales**
- Our growth ambition: 5-10% organic sales growth
  - Novozymes expects annual sales growth from 2017 through to the end of the decade to be in line with the historical performance of 6-7%
Novozymes stand strong to ride the Global Goal waves!

- Nature based solutions delivering to many world needs
- Company Purpose, Strategy and Long Term Targets in sync with GGs
- GG assessment and management tool developed and applied
Global Goal assessment and management

From GG complexity to quantifiable and operational impact categories most relevant to our business.
Global Goal assessment and management

Innovation opportunities are evaluated and prioritized based on their:
1. Market potential, 2. Strategic fit and 3. GG impact potential
Together we can solve bigger problems!

- Stronger innovation pipeline from integrating GGs in priority setting
- Make solutions more relevant for development – attract Partners for Impact
- Leadership edge, storytelling, branding and marketing opportunities
Thank you!