



Novozymes & the UN Global Goals

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Novozymes

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Solutions of nature: Enzymes & Microbes



Household Care



Agriculture



Bioenergy



Animal Health & Nutrition



Food & Beverages



Textile



Pulp & Paper



Leather



Wastewater Solutions

Novozymes' business & sustainability journey



10 Bn DKK in turnover in 2010

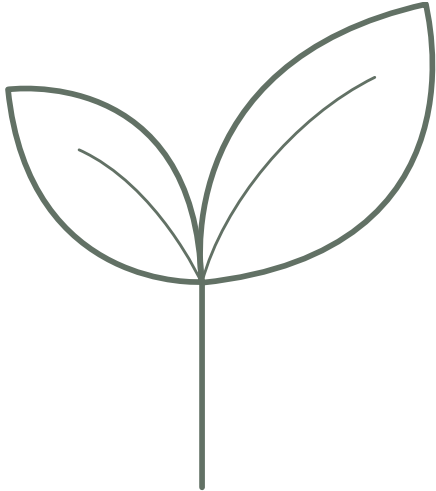
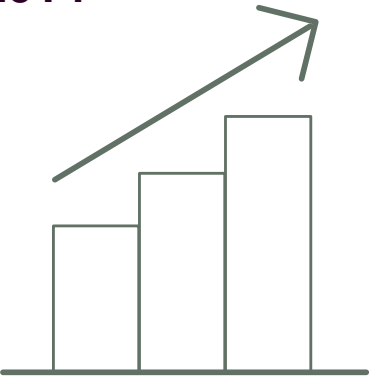


Change the world together with our customers



2015 - ...

2009 – 2014



2000 – 2008



Manage reputation

Support current business

Develop new business



Novozymes
 new purpose,
 strategy
 and long term
 targets
 were
inspired
 by the Global
 Goals

PARTNERING FOR IMPACT

RALLY FOR CHANGE



LEAD INNOVATION

Excite our customers by delivering more significant innovation, tailored to their local markets.



FOCUS ON OPPORTUNITIES



GROW PEOPLE

Support Zymers and people around us in unfolding their full potential.



REACH
 6 billion people with our biological solutions
 By 2020

EDUCATE
 1 million people about the potential of biology
 From 2015-2020

CATALYZE
 5 global partnerships for change
 From 2015-2020

DELIVER
 10 transformative innovations
 From 2015-2020

SAVE
 100 million tons CO₂
 By 2020

ENABLE
 Zymers to develop for change
 By 2020

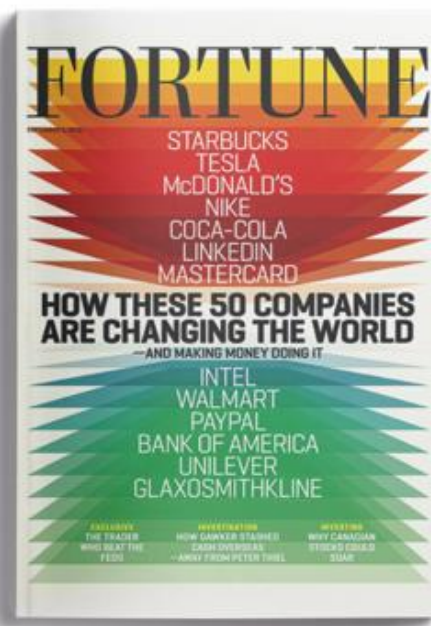
SALES
 8-10% organic sales growth
 From 2015-2020

EARNINGS
 ≥ 26% EBIT margin
 From 2015-2020

RETURN ON INVESTED CAPITAL
 ≥ 25% ROIC
 From 2015-2020



Our early move, thought leadership and innovative approaches to align with the Global Goals got recognized



HARVARD BUSINESS SCHOOL

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Case Study Proposal on Novozymes

This brief document is meant to serve as the basis for discussions about a possible Harvard Business School (HBS) case study on Novozymes.

I. Purpose of the Case

Case studies at Harvard Business School and other academic institutions have proven to be effective educational tools. They equip students with the skills to analyze complex issues and improve student's ability to manage business choices in real life. A case study places students in the shoes of a decision-maker faced with a variety of bits of information, options, opportunities, and challenges, and invites students to address these in a critical and creative fashion.

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The case we are exploring with you could be used in the new corporate governance course that Prof. Andy Zelleke is teaching this Spring at the Harvard Kennedy School. This course introduces the topic of corporate governance, focusing on large business firms with publicly traded equity. For background, Prof. Zelleke's course description for students reads as follows: "At the level of the firm, corporate governance centers on the relationship among a company's executive leadership, board of directors, and shareholders and other stakeholders. Firm-level governance takes place within diverse national contexts featuring distinctive ownership patterns, laws and regulations, cultural traditions, markets for corporate control, and conceptions of the proper purpose of the business firm. These national contexts are influenced, but not determined, by prevailing views of global "best practices." The course's attention will iterate between corporate governance at the levels of firm and national system. Roughly half the course will be devoted to exploring corporate governance in the United States. The remaining half of the course will take up corporate governance elsewhere, especially in Asia (focusing on China and Japan) and Europe. Topics will include the evolution of the Anglo-American model of corporate governance, director legal duties and customary practices; board leadership structures; the extent of the Anglo-American model's diffusion globally, via national best practice codes and investor pressure; reform efforts prompted by major scandal and bankruptcy, as well as systemic crisis and sustained economic underperformance; movements championing shareholder rights, and increased representation of underrepresented groups."

HARVARD BUSINESS SCHOOL

MANAGING the FUTURE using the SDGs

deliver 10 transformative innovations

reach 6 billion people

catalyze 5 global partnerships

save 100 million tons of CO2

reach 6 billion people

catalyze 5 global partnerships

deliver 10 transformative innovations

reach 6 billion people

catalyze 5 global partnerships

delivered 10 transformative innovations

reached 6 billion people

catalyzed 5 global partnerships

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Making it **UNIDO** representing the SDGs

The business case for the Global Goals is massive!



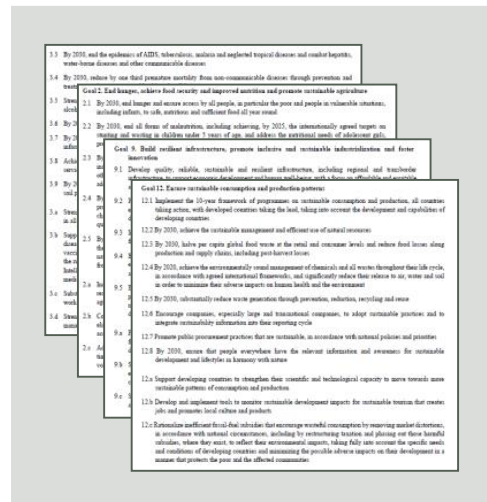
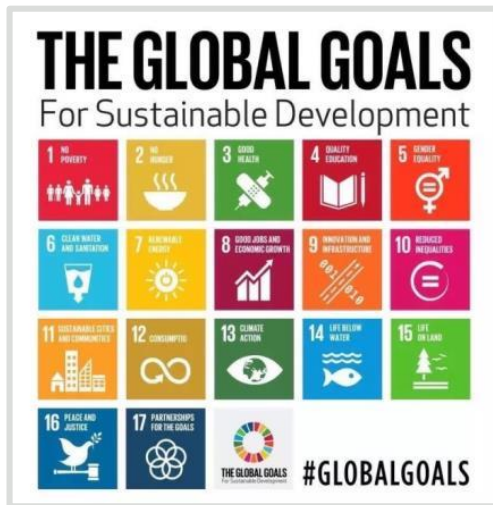
KEY FINDINGS OF THE REPORT

60 Global Goal hotspots to grow 2-3x faster than the global economy

	Food and Agriculture	Cities and Urban Mobility	Energy and Materials	Health and Well-being
1	Reducing food waste in value chain	Affordable housing	Circular models - Automotive	Risk pooling
2	Forest ecosystem services	Energy efficiency-buildings	Expansion of renewables	Remote patient monitoring
3	Low-income food markets	Electric and hybrid vehicles	Circular models - Appliances	Telehealth
4	Reducing consumer food waste	Public transport in urban areas	Circular models - Electronics	Advanced genomics
5	Product reformulation	Car sharing	Energy efficiency, Non-energy intensive industries	Activity services
6	Technology in large scale farms	Road safety equipment	Energy storage systems	Detection of counterfeit drugs
7	Dietary switch	Autonomous vehicles	Resource recovery	Tobacco control
8	Sustainable aquaculture	ICE vehicle fuel efficiency	End-use steel efficiency	Weight management programs
9	Technology in smallholder farms	Building resilient cities	Energy efficiency-Energy intensive industries	Better disease management
10	Micro-irrigation	Municipal water leakage	Carbon capture and storage	Electronic medical records
11	Restoring degraded land	Cultural tourism	Energy access	Better maternal and child health
12	Reducing packaging waste	Smart metering	Green chemicals	Healthcare training
13	Cattle intensification	Water & sanitation infrastructure	Additive manufacturing	Low-cost surgery
14	Urban agriculture	Office sharing	Local content in extractives	
15		Timber buildings	Shared infrastructure	
16		Durable and modular buildings	Mine rehabilitation	
17			Grid interconnection	

BUSINESS & SUSTAINABLE DEVELOPMENT COMMISSION 16

We have developed tools to assess and connect our solutions to Global Goal impact



Poverty	Health	Gender
Sanitation	Food supply	Water supply
Energy supply	Land use	Acidification
Climate change	Nutrification	Forest
Resources	Chemicals	Waste

17
Goals

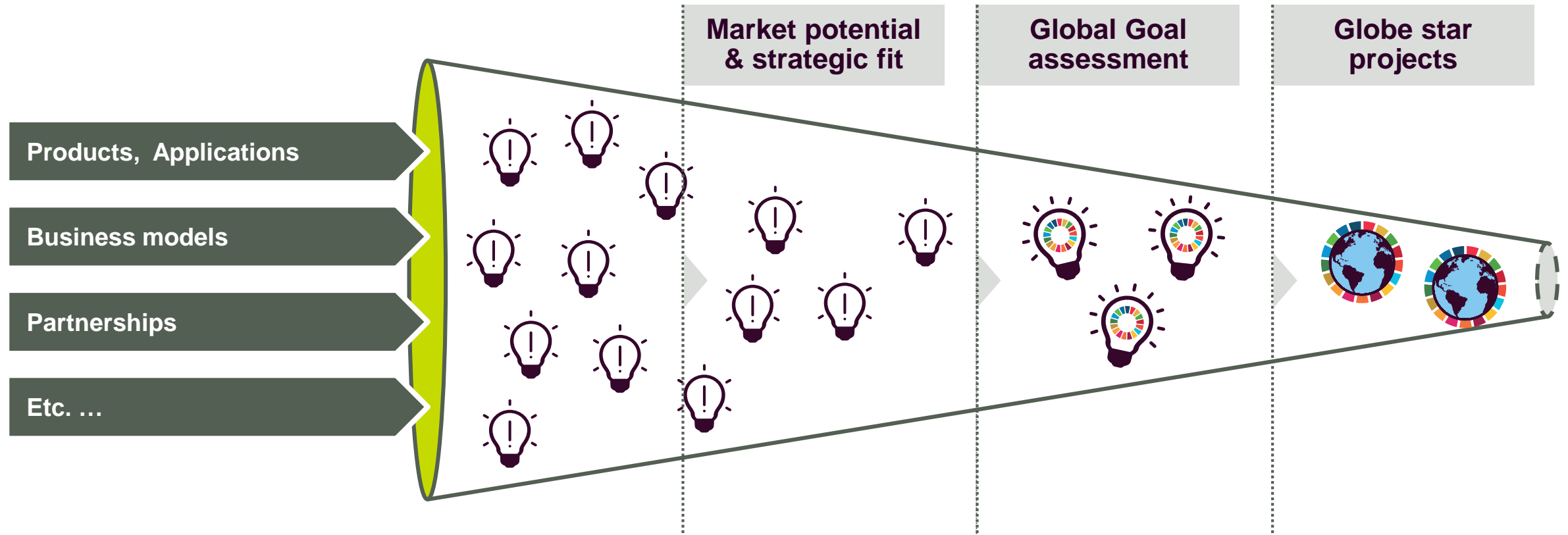
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Targets

15

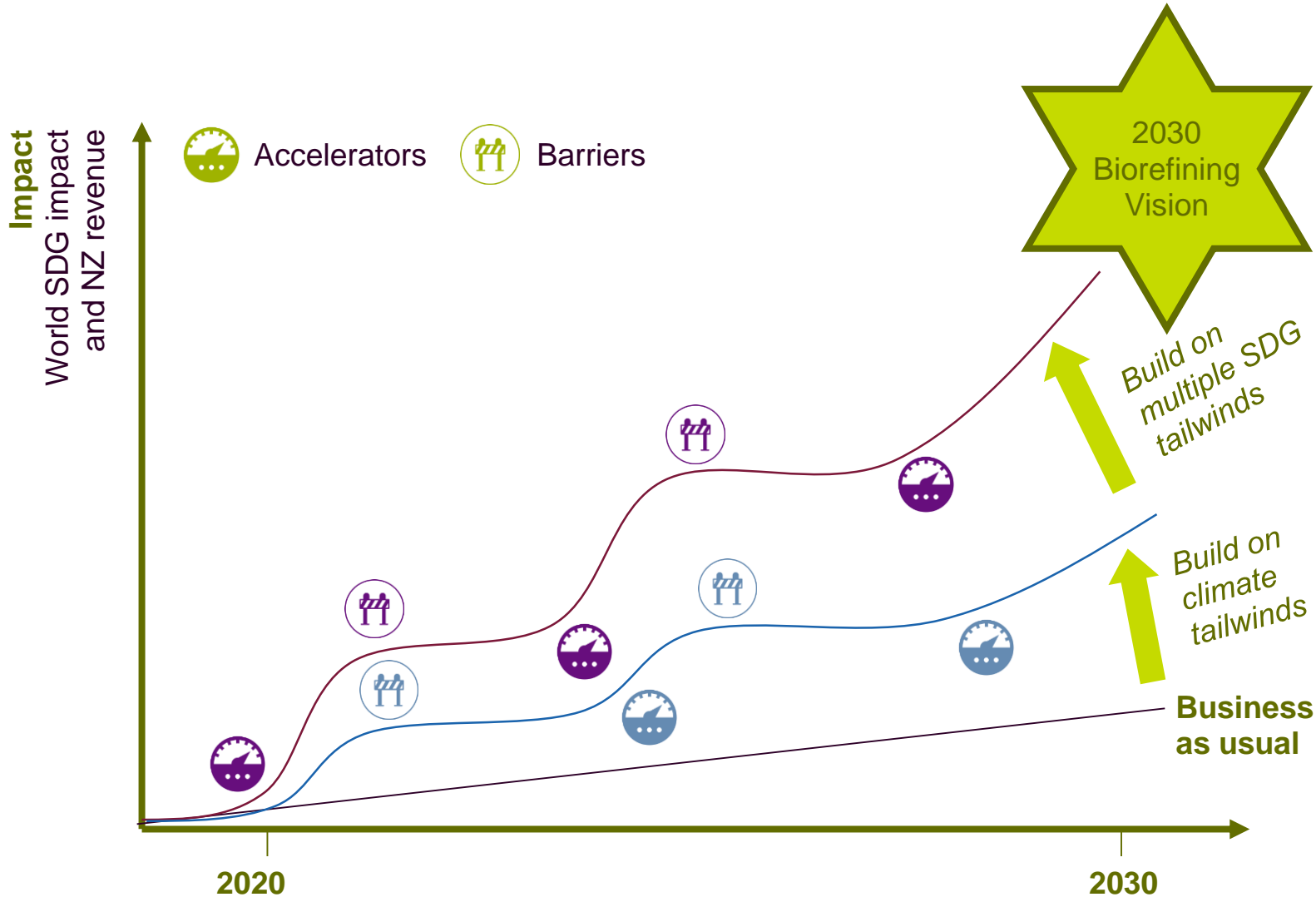
Novozymes
Impact Categories

We have scanned our innovation pipeline

- to identify Global Goal high impact opportunities!



We aim to generate and leverage “SDG tailwinds” to remove barriers and mobilize accelerators



2030 Biorefining Vision (illustrative)

Biorefining could access a **US\$75bn** market...

- Biofuels make up **>20% of jet fuels**
- Bio-based equivalents make up **30% of feedstock required for chemicals and materials**

...While also helping meet multiple SDGs

- Bio-energy **provides a complementary source for intermittent electricity generation** for areas with limited renewable (sun, wind, hydropower etc) potential
- 100 million new rural jobs from bio-economy. While
- **Zero biofuels** come from areas with **food shortages, water or deforestation risk**

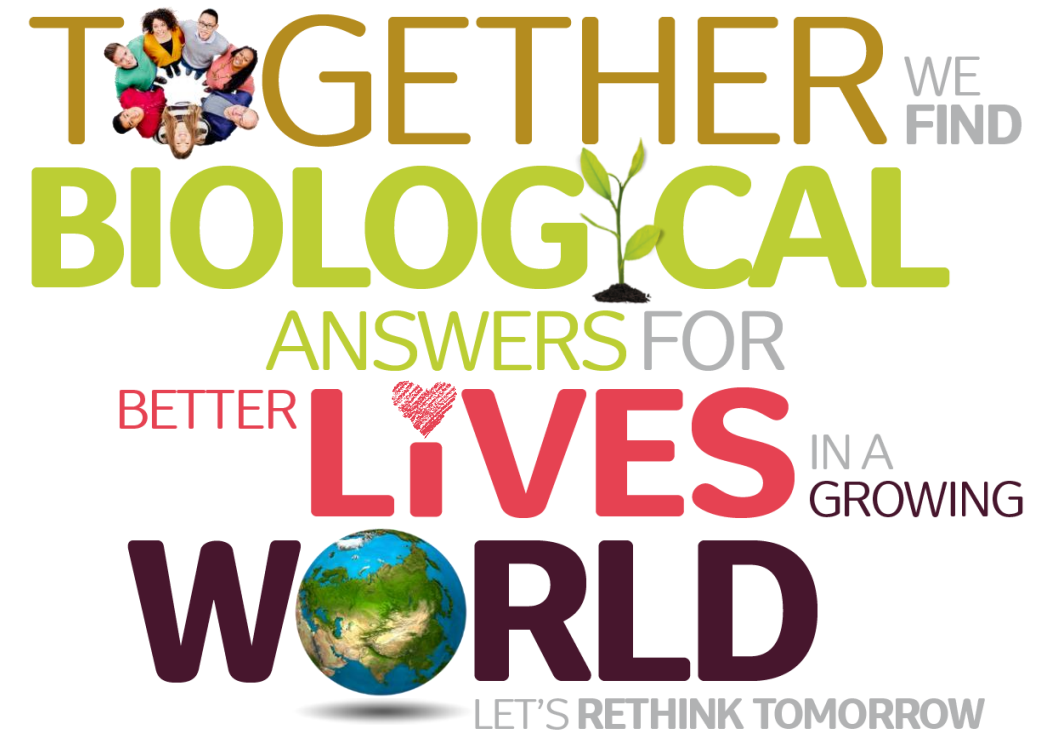
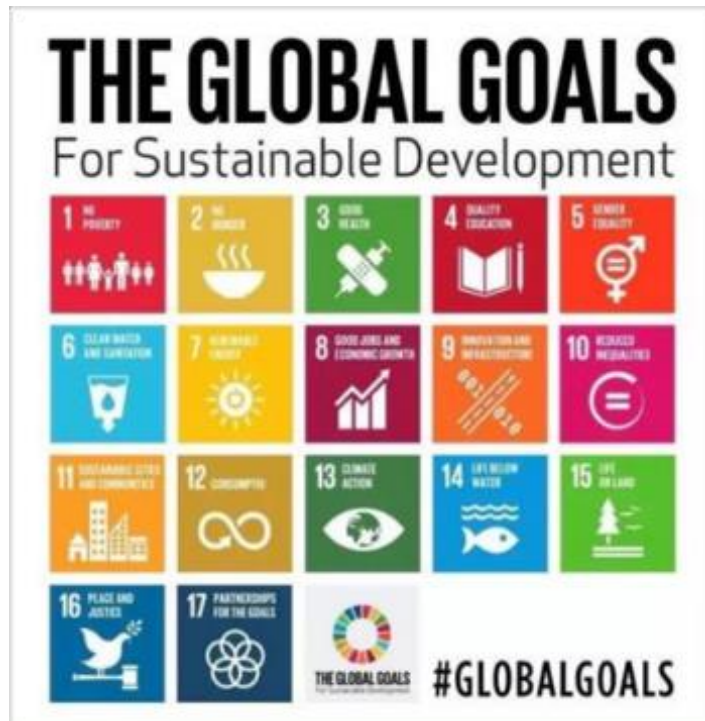


We have established an open innovation platform to fill our pipeline with **SDG high impact opportunities**

We invite innovators and collaborators to develop **solutions for SDG impacts based on science and technology**



THE GLOBAL 2030 DEVELOPMENT AGENDA IS ALSO NOVOZYMES AGENDA



How we maximise our impact!

How we live our purpose!

Governance, Strategy & Targets
Communications

Investor engagements

Academia

Customer engagements

Public Private Partnerships

Business Development

Public Affairs work

Operational excellence

Innovation pipeline management

Employee attraction, retention & motivation