



Simplifying the organization to strengthen customer focus and streamline the front-to-back innovation process

Novozymes is directing the organization to a more value-chain focused and customer-centric approach. The changes support the delivery of the financial and non-financial targets described in the 'Better business with Biology' strategy, and enable the realization of the company's longer-term potential. The new setup allows for a more simple and responsive organization and involves changes to the Executive Leadership Team.

Ester Baiget, President & CEO: *"Together with my leadership team and the Board of Directors, I have recognized the need to further steer Novozymes in a direction where we can better deliver on our priorities and promises. The foundation of our company remains strong, and the fundamentals of the strategy are intact. But we need to change the way we structure ourselves around customers and geographies to reduce complexity, increase accountability, speed up decision-making and empower employees to a higher degree than before. As we equip ourselves to deliver to our full potential, this drives changes to the organization and the Executive Leadership Team. I am certain the new setup is the right approach for both Novozymes and our stakeholders".*

The new structure brings a clearer approach and a stronger focus on key areas that define Novozymes and its future success. Focus is on accelerating Novozymes' commercial capabilities and streamlining the innovation process. A new two-divisional structure allows for a stronger differentiation between sustainable solutions with clear consumer benefits, and sustainable solutions focusing on maximizing yields and optimizing processes for our customers. This approach will drive stronger and broader go-to-market benefits, speed up decision-making, enhance the value offerings and will better connect customer-generated ideas with the R&D organization. Additionally, stronger geographical representation in core decision processes will allow for faster decision-making and enable us to bring more tailor-made solutions to our customers. To increase our focus on commercial excellence, the strategic direction of the company, digital capabilities as well as new business development, a new Executive Vice President (EVP) position has been established to represent these areas on the Executive Leadership Team. To bring increased focus on People, Sustainability and Branding, a new EVP position has been established to represent these areas on the Executive Leadership Team.

- The two new divisions, 'Consumer Biosolutions' and 'Agriculture & Industrial Biosolutions', are organized around the value chain and customer exposure and allow for a more integrated approach towards end markets defined by common characteristics and value drivers
- The key areas of Research & Development and Operations, Supply & Quality will be directly represented on the Executive Leadership Team, each headed by a dedicated EVP
- A new EVP area, Strategy & Business Transformation, has been established with responsibility for strategy, digital transformation, commercial excellence, and new business development
- A new EVP area has been established with responsibility for People & Organization, Sustainability and Branding
- A more simplified geographical setup with geographical representation in core decision processes enhances the ability to operate with more agility in the regions allowing for faster and more efficient decision making

Following the new structure and approach, the following changes are being made to the Executive Leadership Team:

- Thomas Videbæk, EVP and COO, will leave the company no later than at the end of 2021. Thomas will act as interim EVP for People & Organization, Sustainability and Branding, as well as EVP Strategy & Business Transformation. He will secure a successful establishment of the two new EVP-areas and leave the company when this has been concluded
- Andrew (Andy) Fordyce, EVP Food & Beverages, will following the establishment of the two divisions step down from his leadership role on the Executive Leadership Team and leave the company before the end of the year

"I would like to thank Andy for his long-term dedication and efforts to the company. His insights and expertise have been crucial to bringing Novozymes to its leading biotechnology position and has created a solid foundation for future growth. I wish Andy the best of luck in his future endeavors," said Ester Baiget, and she continued: *"And for Thomas,*

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it is not yet time to say goodbye. His career with Novozymes and dedication and knowledge about the technology and business is impressive and I am thankful that Thomas has accepted staying onboard to secure a successful establishment of the two new EVP areas. I would also like to welcome Claus Crone Fuglsang and Graziela Malucelli to the Executive Leadership Team, in the roles as CSO and COO, respectively. They both have impressive careers in the company, and I am certain their insight and understanding of the technology and business will help to form the future of Novozymes”.

Following the changes, the Executive Leadership Team will effective today consist of:

Ester Baiget, President & CEO
Lars Green, EVP & CFO
Anders Lund, EVP & Head of Consumer Biosolutions
Tina Fanø, EVP & Head of Agriculture & Industrial Biosolutions
Claus Crone Fuglsang, EVP & CSO (bio attached)
Graziela Malucelli, EVP & COO (bio attached)
Thomas Videbæk, EVP, Head of People & Organization, Sustainability and Branding (interim) and Head of Strategy & Business Transformation (interim)

The search for the two open positions has been initiated.

Novozymes will for the third quarter interim results, to be announced on October 21, continue to report on the existing sales structure until the new organization and sales responsibilities are fully in place. Under the future two-divisional structure, we will continue to share sales details on segments to allow for continued transparency. We will share historical data on the new sales structure ahead of year-end 2020.

Severance payments will have a marginal negative EBIT impact for the year but do not impact the overall financial outlook for 2020, which was communicated on August 11.

Bios for new ExLT members:

Claus Crone Fuglsang
CSO and Executive Vice President

Claus Crone Fuglsang is CSO and Executive Vice President of Research & Development, in charge of Enzyme Research, Microbe Research, Product & Process Development, Regulatory Affairs and Product Safety, Intellectual Property & Licensing and R&D Portfolio & Projects. The Research & Development function is the foundation for finding biological solutions for better lives. Since joining Novozymes in 1993, Claus has held several leadership roles in R&D in both Denmark and the US. Prior to his current position, he spent over four years as one of only two Senior Vice Presidents in the company, responsible for driving Novozymes' core research and technology development.

Claus holds a master's degree in Biochemistry from the University of Copenhagen and an MBA from Heriot-Watt University, Edinburgh Business School.

Graziela Chaluppe dos Santos Malucelli
COO and Executive Vice President

Graziela Chaluppe dos Santos Malucelli is Executive Vice President of Operations, Supply & Quality and responsible for Operations, Supply Chain, Global Planning & Optimization, Engineering & Sourcing Facilities and Quality, Environment & Safety. Since joining Novozymes in 2002, Graziela has developed diverse key functions within the organization and been based out of Brazil, Denmark and China. Prior to her current role, she spent over four years as one of only two Senior Vice Presidents in the company, with oversight of Supply Operations.

Graziela is trained as an engineer and holds a master's degree in food engineering from the University of Pontificia Catolica do Parana, Brazil.