



**Novozymes**

# **Strategisk tilpasning til FN's Verdensmål**

**Claus Stig Pedersen**  
**Novozymes**

# FORTUNE

SEPTEMBER 1, 2016

FORTUNE.COM

STARBUCKS  
TESLA  
McDONALD'S  
NIKE  
COCA-COLA  
LINKEDIN  
MASTERCARD

**HOW THESE 50 COMPANIES  
ARE CHANGING THE WORLD**  
—AND MAKING MONEY DOING IT

INTEL  
WALMART  
PAYPAL  
BANK OF AMERICA  
UNILEVER  
GLAXOSMITHKLINE

**EXCLUSIVE**  
THE TRADER  
WHO BEAT THE  
FEDS

**INVESTIGATION**  
HOW GAWKER STASHED  
CASH OVERSEAS  
—AWAY FROM PETER THIEL

**INVESTING**  
WHY CANADIAN  
STOCKS COULD  
SOAR

# FORTUNE

## CHANGE THE WORLD

INDUSTRY

Kline

Pharmaceuticals

ologies

Industrial Machinery

ctric

Industrial Machinery

nces

Pharmaceuticals

Food Consumer Products

Apparel

Financial Data Services

inologies

Aerospace & Defense

Specialty Chemicals

Energy

novozymes 

# Novozymes' sustainability journey



10 Bn DKK in turnover in 2010

2000 – 2008

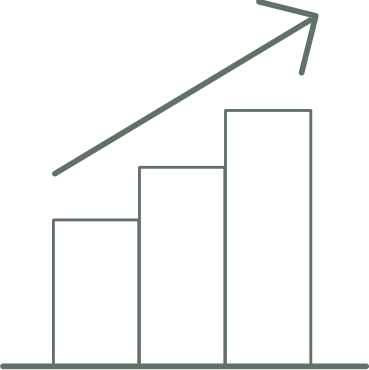


Manage reputation



Change the world together with our customers

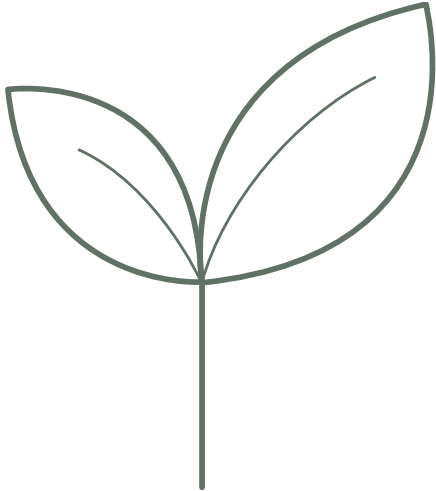
2009 – 2014



Support current business



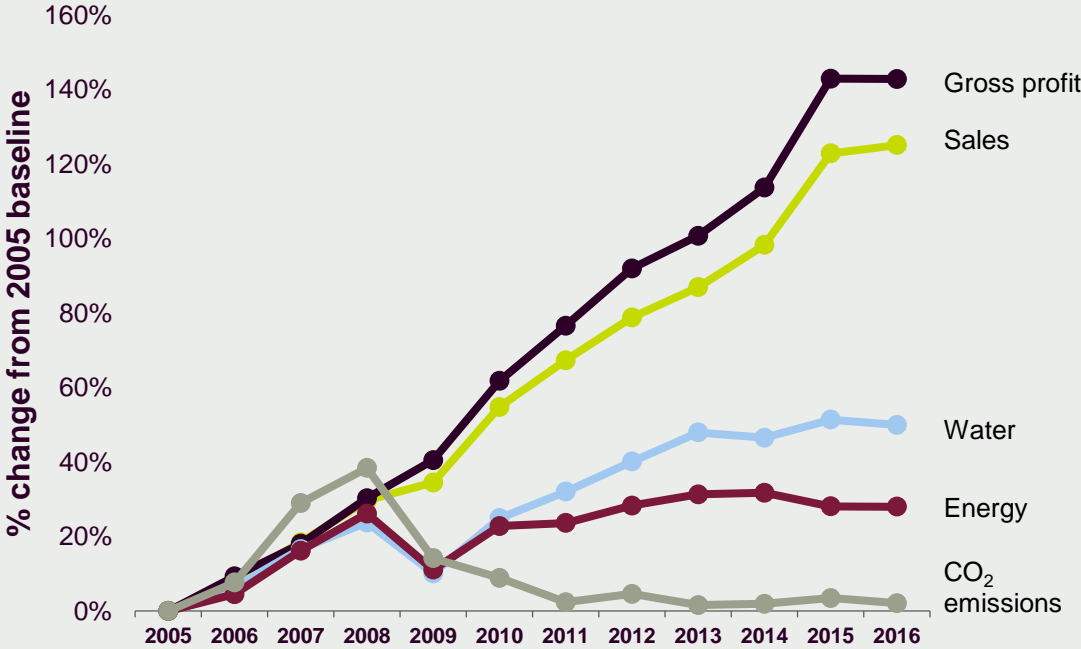
2015 - ...



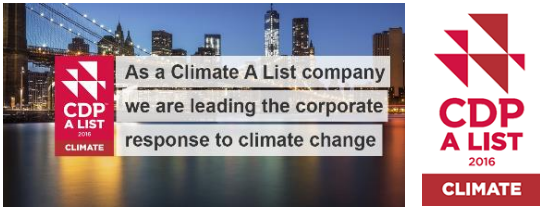
Develop new business

# Novozymes' sustainability performance is recognized

Decoupling economic results from resource consumption



Sustainability recognition examples



CDP A list



Dow Jones Silver Class



Included in sustainability indices

# Novozymes' sustainability journey



10 Bn DKK in turnover in 2010

2000 – 2008

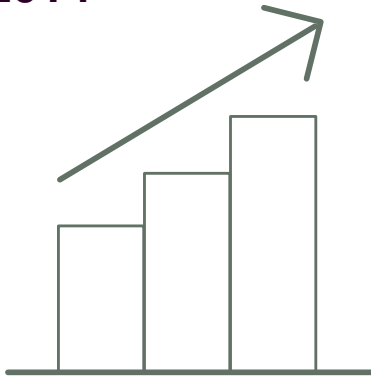


Manage reputation



Change the world together with our customers

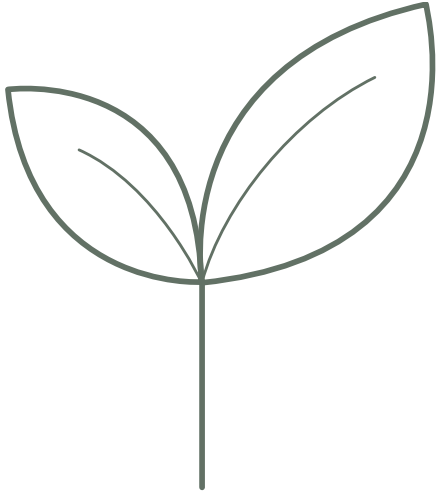
2009 – 2014



Support current business



2015 - ...



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 CO<sub>2</sub>  
 By 2020

**ENABLE**  
 Zymers to develop for change  
 By 2020

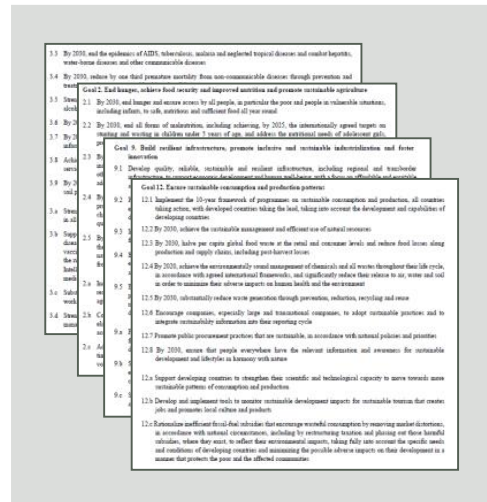
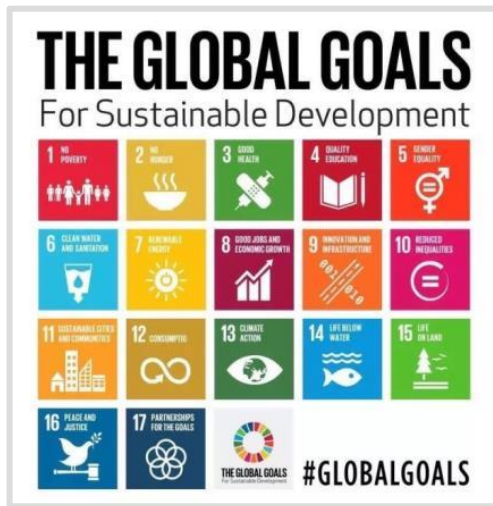
**SALES**  
 8-10% organic sales growth  
 From 2015-2020

**EARNINGS**  
 ≥ 26% EBIT margin  
 From 2015-2020

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



# We have developed tools to assess and connect Novozymes 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

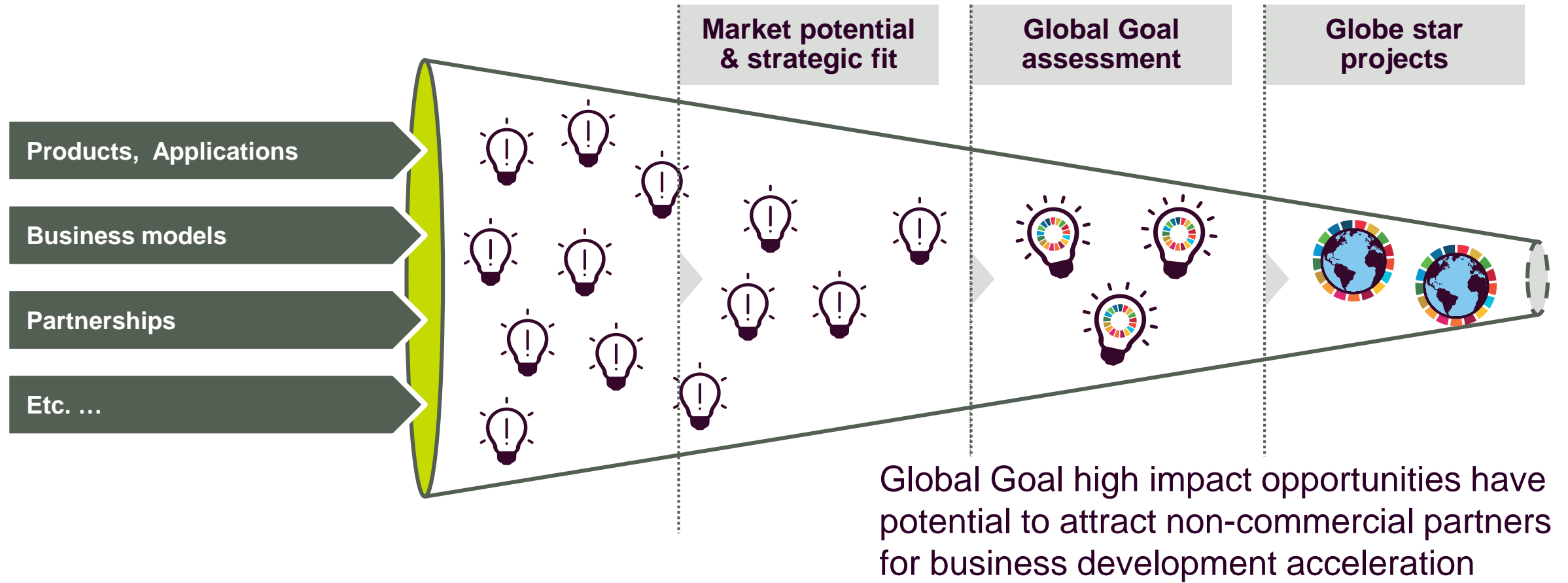
**169**  
Targets

**15**

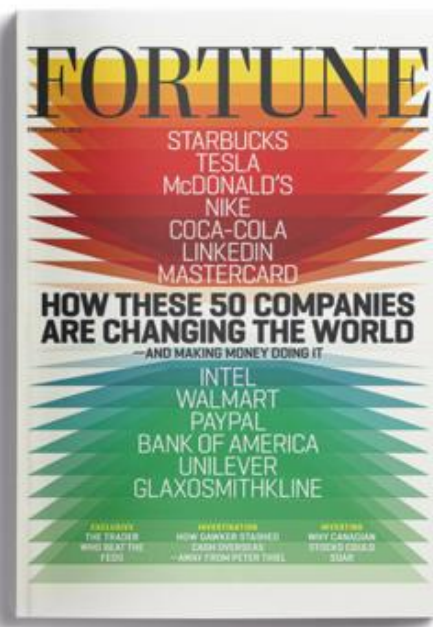
Novozymes  
Impact Categories



# We have scanned our innovation pipeline to identify Global Goal high impact opportunities



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



**HARVARD BUSINESS SCHOOL**

April 20, 2017

**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.

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

**save 100** million tons of CO2

**reach 6** billion people

**5** global partnerships

**Managing the future with the SDGs**

1. Current progress needs to be accelerated to achieve the SDGs. We need governments to provide the framework.

2. Current progress needs to be accelerated to achieve the SDGs. We need governments to provide the framework.

3. Current progress needs to be accelerated to achieve the SDGs. We need governments to provide the framework.

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5. Current progress needs to be accelerated to achieve the SDGs. We need governments to provide the framework.

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8. Current progress needs to be accelerated to achieve the SDGs. We need governments to provide the framework.

9. Current progress needs to be accelerated to achieve the SDGs. We need governments to provide the framework.

10. Current progress needs to be accelerated to achieve the SDGs. We need governments to provide the framework.

**Making it**

# The business case for the Global Goals is massive!

Select slides from the **Better Business Better World** report - by the Business & Sustainable Development Commission - presented in Davos (2017)



## The business case for the UN Global Goals

Initiated in 2016 by Poul Polman  
Lead by Jeremy Oppenheim

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**2** 60 Global Goal hotspots that can grow 2-3x faster than the global economy

Food and Agriculture	Cities and Urban Mobility	Energy and Materials	Health and Wellbeing
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 small holder farms	Building real estate	Energy efficiency - Energy intensive industries	Better disease management
10 Microirrigation	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 Caste interfaith	Water & sanitation infrastructure	Additive manufacturing	Low-cost surgery
14 Urban agriculture	Office sharing	Local content in exports	
15 Forest Ecosystem Services	Timber buildings	Shared infrastructure	
16	Durable and modular buildings	Mine rehabilitation	
17		Grid interconnection	

BUSINESS & SUSTAINABLE DEVELOPMENT COMMISSION

**1** 12 market opportunities can generate up to \$12 trillion worth of business value

**Largest opportunities**

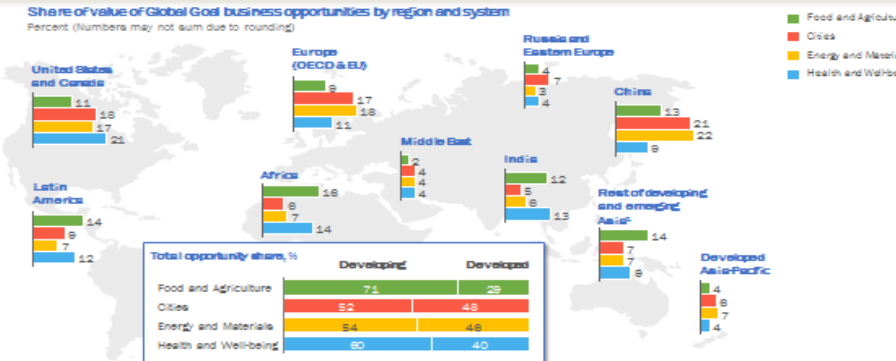
Opportunity	Size of incremental opportunity in 2030 <sup>1</sup> \$ billions
Mobility Systems	2,020
New Healthcare Solutions	1,650
Energy Efficiency	1,345
Clean Energy	1,200
Affordable Housing	1,080
Circular Economy Manufacturing	1,015
Healthy Lifestyles	835
Food Loss & Waste	685
Agricultural Solutions	665
Forest Ecosystem Services	365
Urban Infrastructure	355
Buildings Solutions	345
Other	735

Reflects the value opportunity in new business models and technologies that can shift each sector to deliver the Global Goals

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**3** Developing countries account for more than half of the value of the Global Goals business opportunities

Share of value of Global Goal business opportunities by region and system



Region	Food and Agriculture	Cities	Energy and Materials	Health and Wellbeing
United States and Canada	11	15	17	21
Europe (OECD & EU)	9	17	18	11
Russia and Eastern Europe	4	7	3	4
China	13	21	22	9
Middle East	2	4	4	4
India	12	5	18	13
Africa	18	8	7	14
Latin America	14	9	7	12
Rest of developing and emerging Asia <sup>1</sup>	14	7	7	9
Developed Asia-Pacific	4	8	7	4

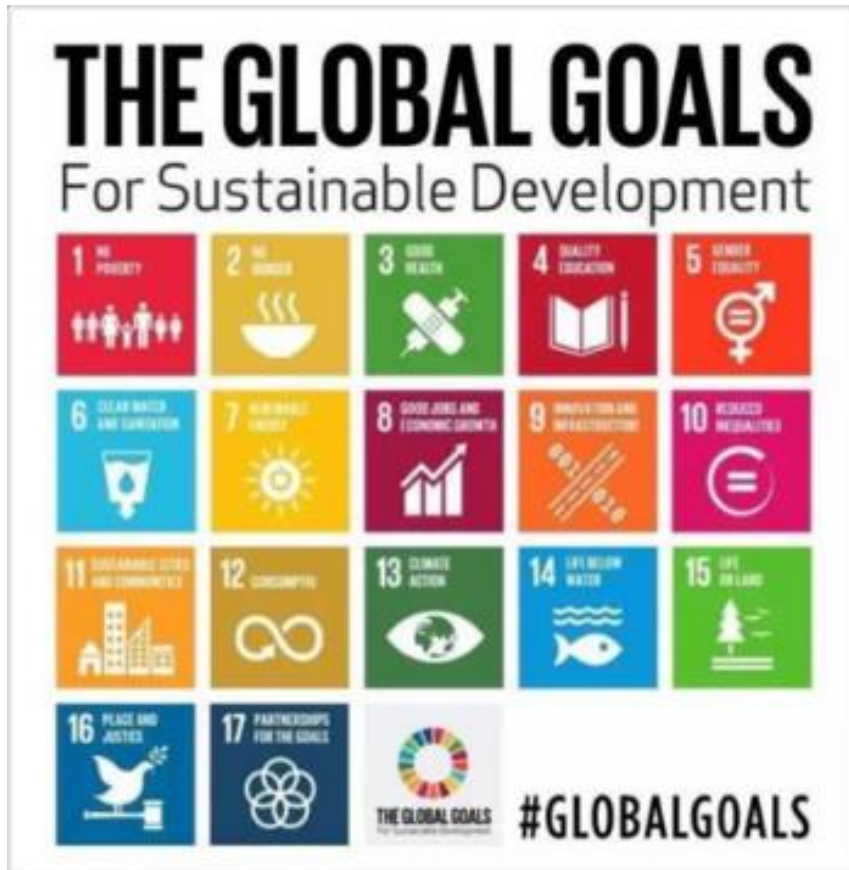
Total opportunity share, %




System	Developing	Developed
Food and Agriculture	71	29
Cities	52	48
Energy and Materials	54	46
Health and Well-being	60	40

1. Rest of developing Asia includes Central Asia (e.g., Uzbekistan), South Asia (e.g., Bangladesh), Southeast Asia (e.g., Laos), and North Korea.

BUSINESS & SUSTAINABLE DEVELOPMENT COMMISSION

The Global Goals are our greatest opportunity, our responsibility, how we live our purpose and how we measure our impact!



**T**  **GETHER** WE FIND  
**BIOLOGICAL**   
ANSWERS FOR  
BETTER **LIVES** IN A GROWING  
**WORLD**   
LET'S RETHINK TOMORROW