























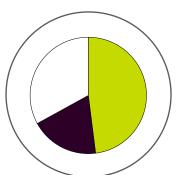


World's Largest Dedicated Biotechnology Company



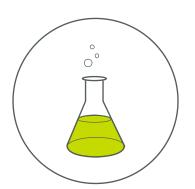
Global

- ~6,500 employees
- Major production footprint in Americas, Asia, Europe
- Sales in 140 countries



Market Leader in industrial enzymes

- ~48% Novozymes
- ~19% DuPont
- ~33% others



R&D intensive

- ~1,400 R&D colleagues
- ~7,000 patents
- ~13% of sales invested in R&D

We account for 2/3 of the entire global investment in developing enzymes, dedicating 13-14% of our total revenue to R&D

Unrivaled research and innovation







The biorefining platform addresses three key challenges recurrent in climate change discussions



Challenge 1

No silver bullet solution



Challenge 2

No crystal ball to predict new technology adoption



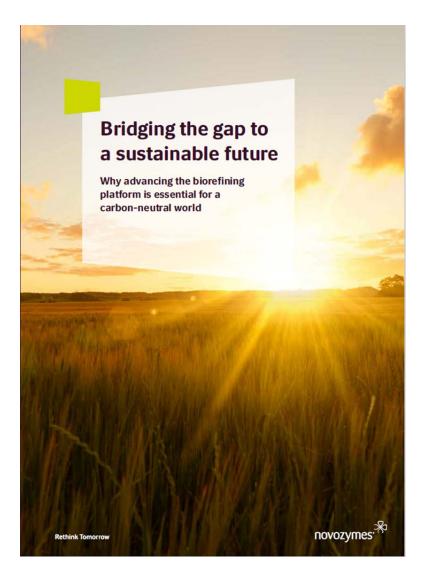
Challenge 3

Need for negative emissions

If you want to know more...

Report is available free of copyright at

Novozymes.com / bioenergy



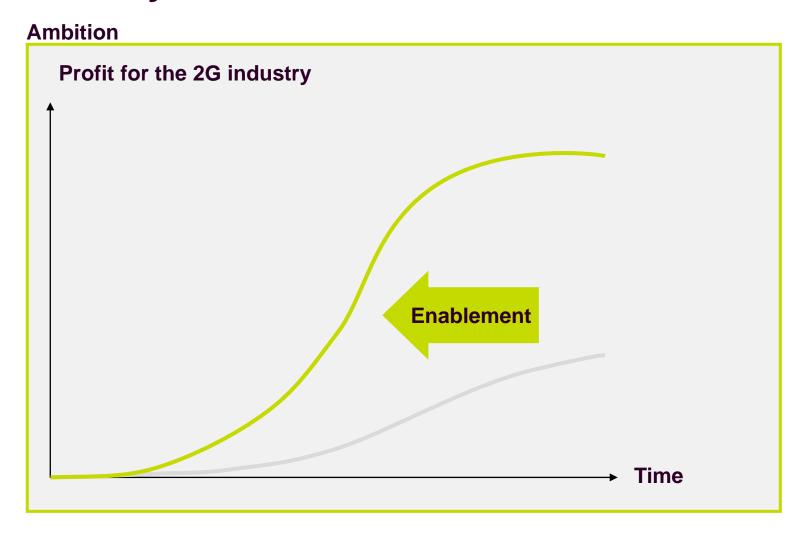
"Modern bioenergy is the overlooked giant of the renewable energy field", Fatih Birol, IEA

"Bioenergy is a great way of balancing variable electricity production", Kimmo Tiilikainin, Finnish Minister of Environment and Energy





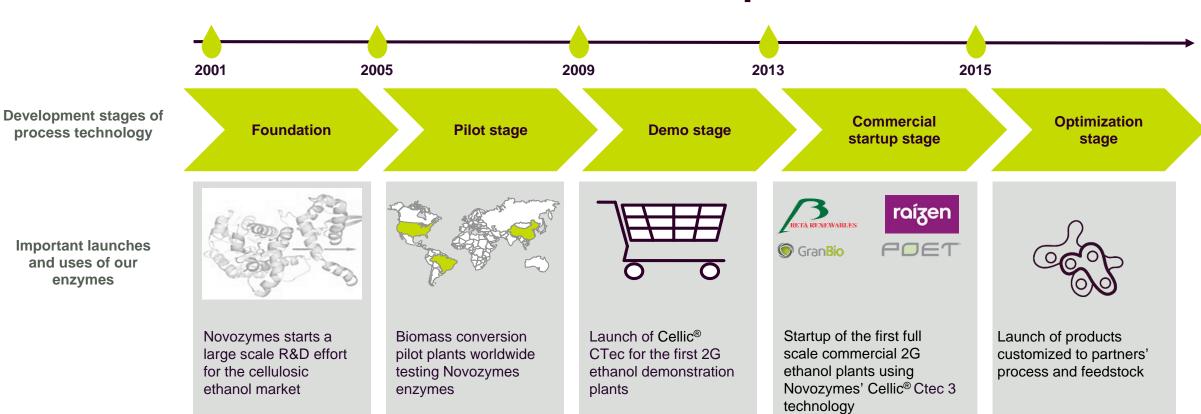
Our approach has been and continues to be to enable the 2G industry



- R&D
- Established supply setup
- Advocacy
- Competitive and committed pricing
- Efficient risk sharing



2 decades of large scale R&D and business development to become the leader in the 2G biotech space



Enzyme cost improvements







There are 5 commercial scale enzymatic 2G plants in the world



...contributions to the 2G industry:

- 1. Most potent enzymes in cellulosic space (developed in past 20 years)
- 2. Reliable, fully demonstrated multi-hub supply model globally
- 3.2G Yeast available
- 4. Optimized with all technologies available globally
- 5. Active collaboration with Praj in India for past 10 years

Past and new trends in cellulosic biorefineries

Wood

- Continuing projects on ag-residues and energy crops (esp. India & Brazil)
- But high growth in wood/ forest residues projects in North America & EU

Acid and/or Neutral Steam Explosion

- All projects in commercial scale are neutral steam explosion or acid
- Most projects close to investment decision are neutral steam explosion or acid

Bottlenecks not where originally expected

- No problems on biotech side
- Biomass handling / preparation and pretreatment as the key bottlenecks (Erosion/corrosion, clogging ... and in general misalignment between original pulp and paper purpose and actual 2G conditions)

EU and India resurgence

- New "bubbling" in the EU cellulosic biorefinery projects
- India leading the pack
- China as the new potential market with big SOE push
- Americas waiting for local success before domestic and international expansion



Past and new trends in cellulosic biorefineries

Integration / Shared Utilities

 Core equipment is expensive and risky enough, so the best projects are co-located with a 1G plant or in an industrial complex with shared utilities

Onsite / Offsite

- All full scale plants currently running with offsite enzyme supply
- Most technology providers rely on offsite enzyme supply
- Most publicly developed projects rely on offsite enzyme supply
- However, onsite has some wind thanks to
 - Clariant, POET/DSM etc
 - Lack of global coverage by Novozymes competitors (means that the first plant is likely to become their future hub)

Lignin Valorization

- Mostly burnt today, but many working on higher value applications
- Good mid-term prospect for biorefineries, as today's IRRs are achieved while burning half the energy content

Other topics

- CO2 capture in 2G plants (like in several EU 1G plants today) would ensure heavily negative carbon emissions
- "End game" for sugars is likely biochemicals and shipping/aviation, but most projects still focus on light duty as ethanol is the cheapest to decarbonize transport

A few principles derived from our market observations

Getting the biotech right is key, but getting the mechanics and biomass related processes right is even more important

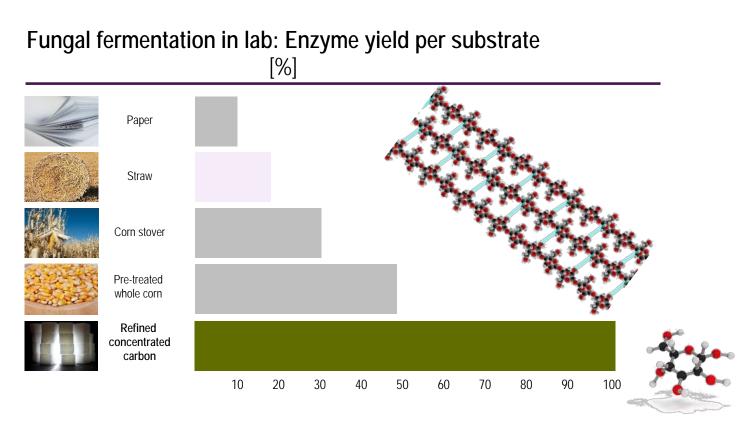
Low cost inputs are key, but smooth operations are even more important

Fancy stuff is good, but buying flexibility is even more important



Novozymes has explored alternative carbon sources

- viscosity challenges force water into the enzyme production proccesses - CAPEX/OPEX goes up





With a continuous innovation machine & high quality standards

- you get flexible product composition matching your feedstock, processes, regulatory and quality needs



~ 1600 employees in R&D



> 700 products in 30+ industries

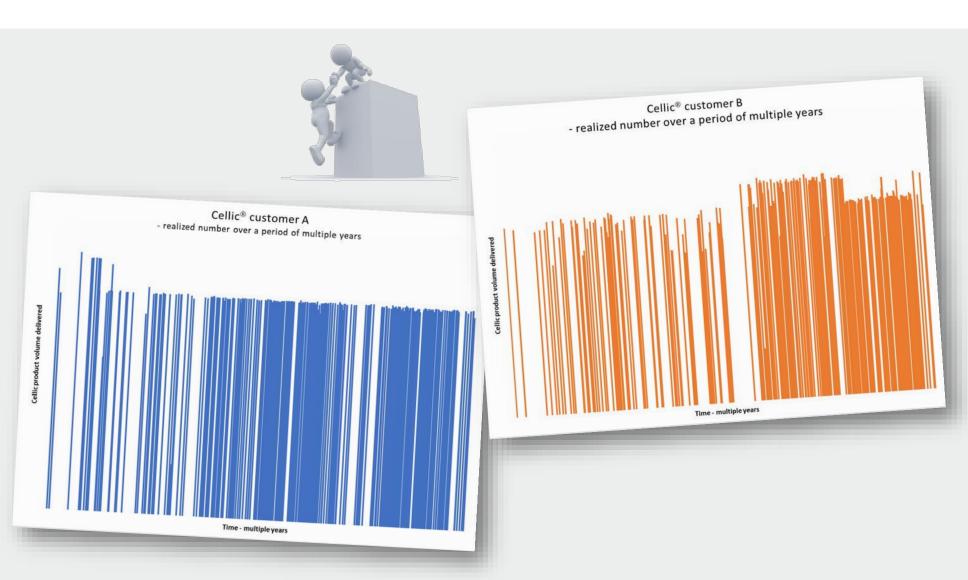






With enzyme supply from Novozymes - you get flexible product supply





Is onsite a no go for Novozymes?

We were among the first to bring both IP, running at full scale new machinery and concepts that enable onsite / co-location / integration ... but we believe that using our megahub is the most competitive





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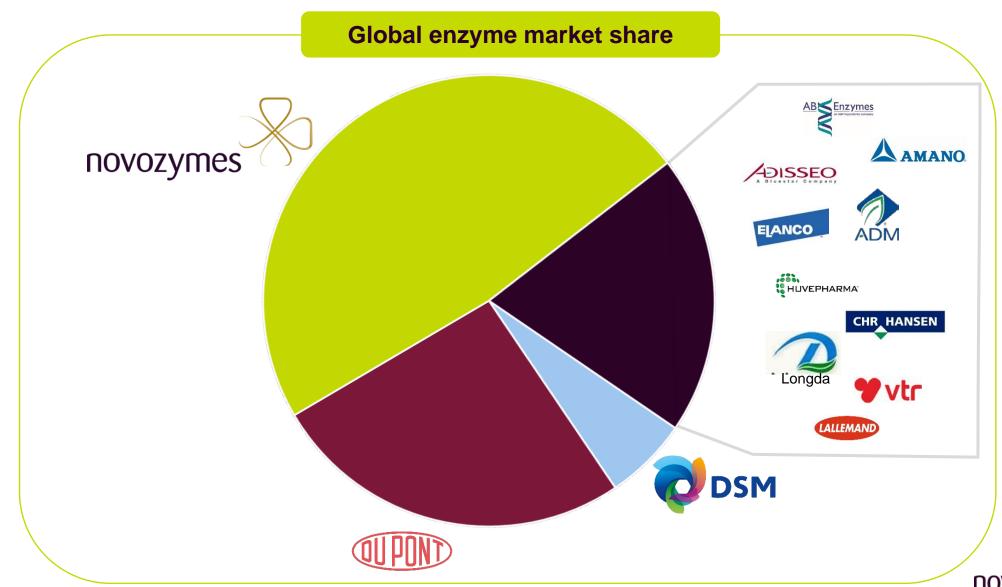
EUROPEAN PATENT SPECIFICATION

- (45) Date of publication and mention of the grant of the patent: 10.05.2017 Bulletin 2017/19
- (21) Application number: 05736399.6
- (22) Date of filing: 10.03.2005

- (51) Int Cl.: C12P 19/04 (2006.01)
- C12P 7/06 (2006.01)
- (86) International application number: PCT/US2005/008325
- (87) International publication number:
 WO 2005/100582 (27.10.2005 Gazette 2005/43)



In line with our strong commercial position ...



... we offer a supply chain unrivaled in scale and scope, thereby guaranteeing supply security and most competitive prices



Novozymes India:





