



# 9M 2024 Roadshow Presentation

# Disclaimer on forward looking statement

This presentation includes forward-looking statements. Such forward-looking statements are subject to a number of risks and uncertainties, many of which are beyond the control of the combined group and all of which are based on the combined group's current beliefs and expectations about future events. Forward-looking statements are sometimes identified by the use of forward-looking terminology such as "aim", "annualized", "anticipate", "assess", "assume", "believe", "continue", "could", "estimate", "expect", "goal", "hope", "intend", "may", "objective", "plan", "position", "potential", "predict", "project", "risk", "seek", "should", "target", "will" or "would" or the highlights or the negatives thereof, other variations thereon or comparable terminology. The forward-looking statements include all matters that are not historical facts. They appear in a number of places throughout this announcement and other documents regarding the combination and include statements that reflect the combined group's intentions, beliefs, or current expectations and projections about their respective future results of operations, financial condition, liquidity, performance, prospects, anticipated growth, targets, strategies, and opportunities, as well as the markets in which they respectively operate. The forward-looking statements and other statements contained in this announcement regarding matters that are not historical facts involve predictions. No assurance can be given that such future results will be achieved; actual events or results may differ materially as a result of risks and uncertainties facing the combined group. Such risks and uncertainties could cause actual results to vary materially from the future results indicated, expressed, or implied in such forward-looking statements. Forward-looking statements in this announcement speak only as of the date of this announcement. The information contained in this announcement is subject to change without notice, and, except as required by applicable laws and regulations, the combined group expressly disclaims any obligation or undertaking to update or revise the forward-looking statements contained in this announcement to reflect any change in its expectations or any change in events, conditions, or circumstances on which such statements are based, and nor does it intend to. Investors should not place undue reliance on forward-looking statements, which speak only as of the date of this announcement. As a result of these risks, uncertainties, and assumptions, you should not place undue reliance on these forward-looking statements as a prediction of actual future events or otherwise.

9M organic sales growth of 9% (11% in Q3). 2024 organic sales growth now expected at upper end of 7-8% range

### Sales performance 9M 2024

- Organic sales growth (OSG) of 9%
- Growth driven by volume (~7%) and supported by pricing (~2%)
- Emerging markets 14%; developed markets 6%
- 29 new product launches (8 in Q3)
- Strong external and internal momentum

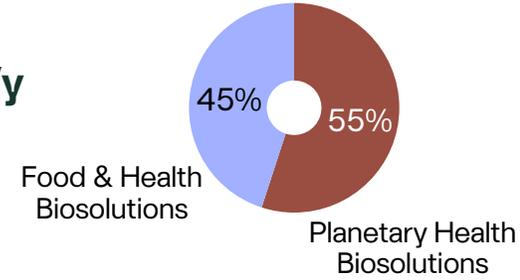
### Sales performance Q3 2024

- Organic sales growth (OSG) of 11%
- Growth driven by volume (~9%) and supported by pricing (~2%)
- Double-digit growth in both Food & Health and Planetary Health

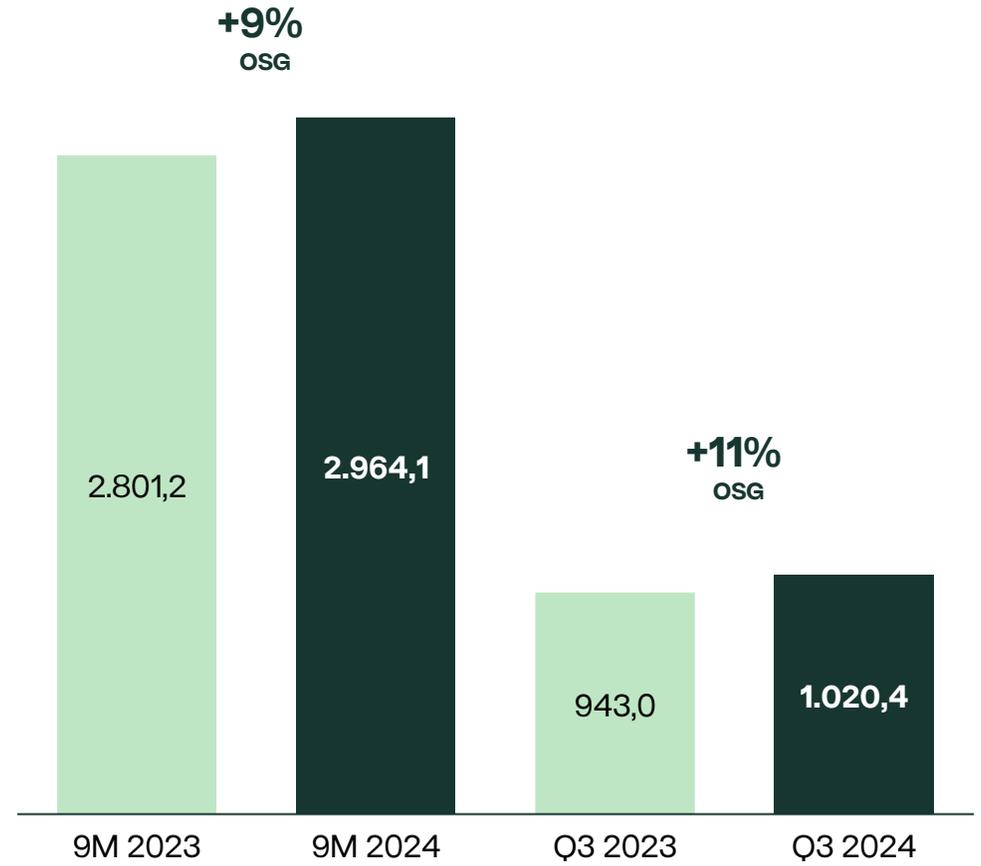
### Outlook

- Outlook now expected at upper end of 7-8% organic sales growth range ; adjusted EBITDA margin confirmed between 35.5-36.5%

### Sales and organic sales growth y/y



EURm



Novonesis

novonesis

# Food & Health Biosolutions

## Sales performance 9M 2024

- Organic sales growth of 8%
- Growth supported by both Food & Beverages and Human Health

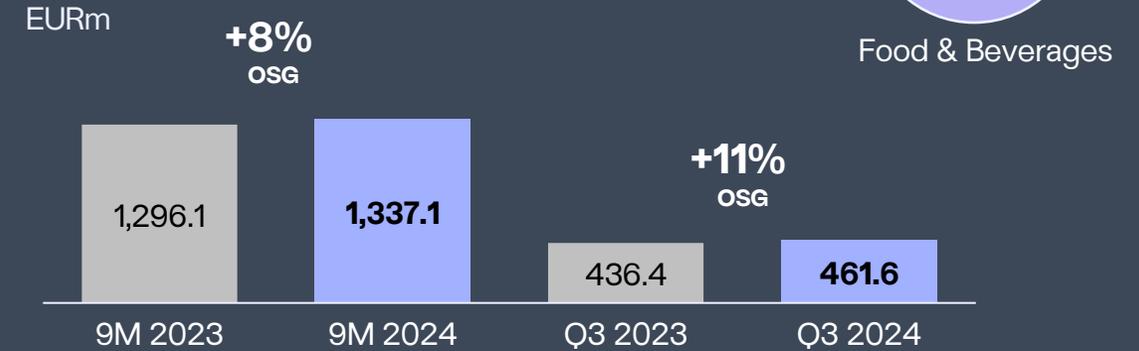
## Sales performance Q3 2024

- Organic sales growth of 11%
- Double-digit growth in both Food & Beverages and Human Health

## Growth indication 2024

- Organic sales growth at around Group level

## Sales and organic sales growth, Food & Health Biosolutions y/y



# Food & Health Biosolutions: Food & Beverages

## Sales performance 9M 2024

- Organic sales growth of 9%
- Strong performance in Dairy and solid development in Baking
- Innovation and penetration key drivers of growth

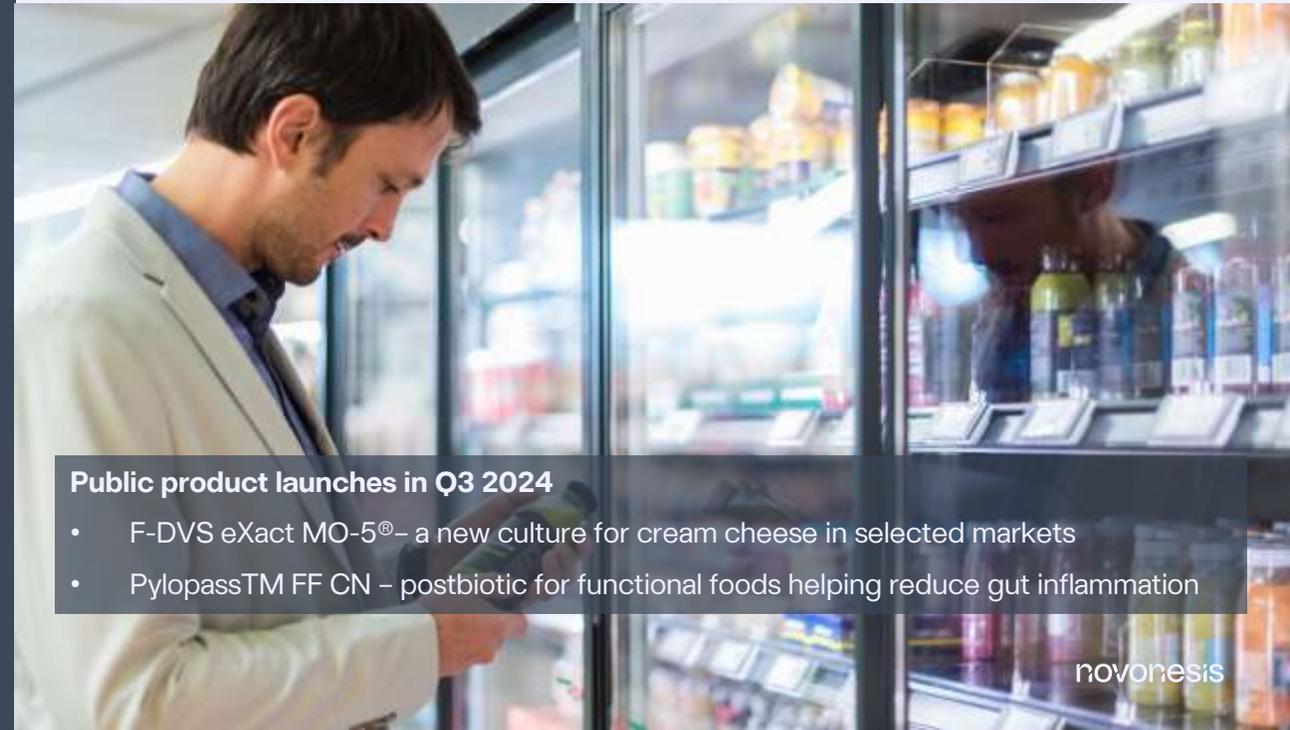
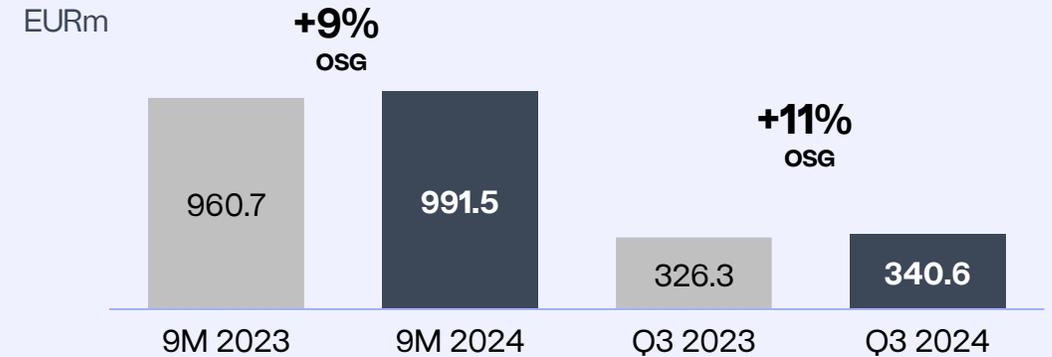
## Sales performance Q3 2024

- Organic sales growth of 11%
- Growth across all subareas driven by strong performance in Dairy and solid performance in Baking
- Strong Plant-based growth momentum
- Innovation and penetration key drivers of growth

## Expectations 2024

- Growth driven by broad performance across subareas

## Sales and organic sales growth Food & Beverages y/y



### Public product launches in Q3 2024

- F-DVS eXact MO-5® – a new culture for cream cheese in selected markets
- Pylopass™ FF CN – postbiotic for functional foods helping reduce gut inflammation

# Food & Health Biosolutions: Human Health

## Sales performance 9M 2024

- Organic sales growth of 3%
- Strong sales of Advanced Protein Solution to anchor customer
- Growth impacted by strong comparable and timing in HMO and Dietary Supplements
- Strong growth in Infant Nutrition and Women's Health dietary supplement categories

## Sales performance Q3 2024

- Organic sales growth of 11%
- Led by strong performance in Advanced Protein Solutions and positive development in Dietary Supplements

## Expectations 2024

- Growth driven by Dietary supplements and sales of Advanced Protein Solutions to anchor customer

## Sales and organic sales growth Human Health y/y



## Public product launches in Q3 2024

- Pylopass™ – new postbiotic format application (stick) for selected markets. Pylopass™ reduces gut inflammation

# Planetary Health Biosolutions

## Sales performance 9M 2024

- Organic sales growth of 9%
- Growth driven by Household Care, supported by Agriculture, Energy & Tech

## Sales performance Q3 2024

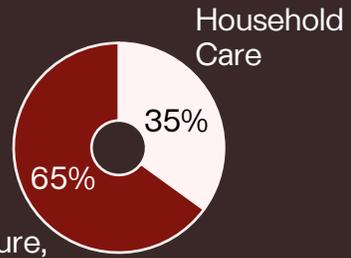
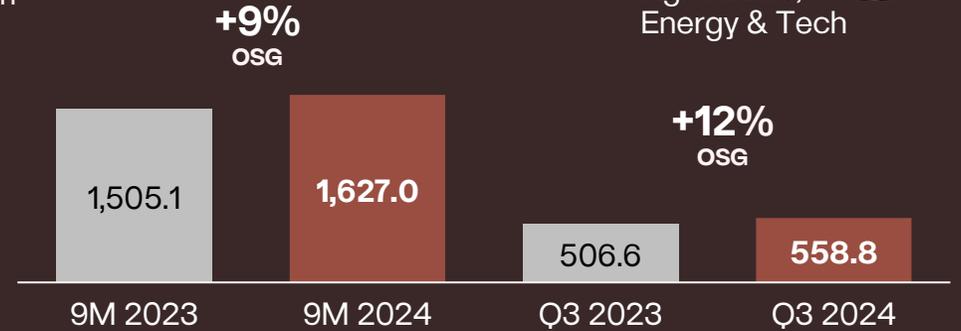
- Organic sales growth of 12%
- Double-digit growth in both Household Care and Agriculture, Energy & Tech

## Growth indication 2024

- Organic sales growth at around Group level

## Sales and organic sales growth Planetary Health Biosolutions y/y

EURm



# Planetary Health Biosolutions: Household Care

## Sales performance 9M 2024

- Organic growth of 15%, with double-digit growth across all regions driven by increased penetration, innovation, and pricing, supported by timing
- Underlying market volume growth supportive, especially in Europe

## Sales performance Q3 2024

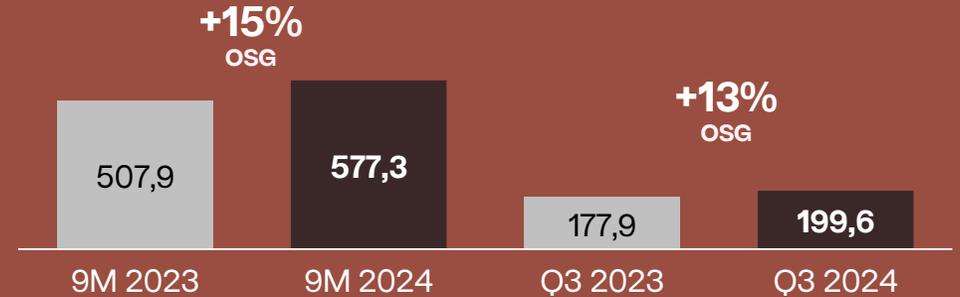
- Organic growth of 13%, driven by double-digit growth across all regions, supported by timing

## Expectations 2024

- Growth driven by increased penetration across markets and supported by pricing
- End market volume growth normalizing in Q4

## Sales and organic sales growth Household Care y/y

EURm



### Public product launches in Q3 2024

- Progress Power® – solution for soap bars enabling improved format stability



# Planetary Health Biosolutions: Agriculture, Energy & Tech

## Sales performance 9M 2024

- Organic growth of 7%, driven by double-digit growth in Energy, supported by solid growth in Tech
- Growth impacted by strong comparable in Agriculture due to timing in Animal and destocking in Plant

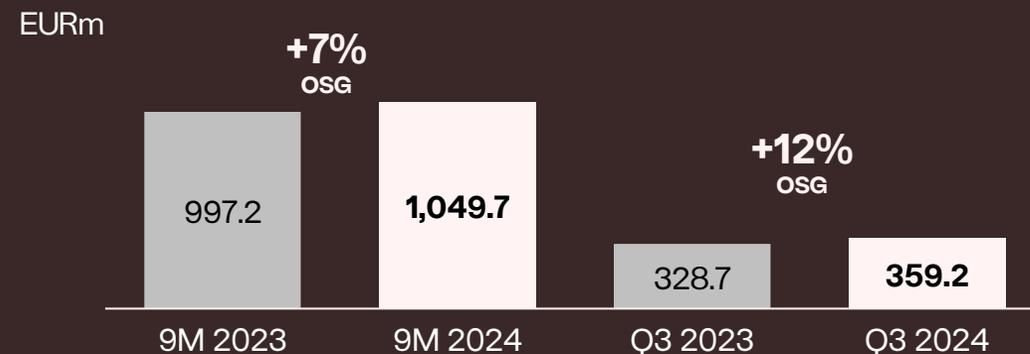
## Sales performance Q3 2024

- Organic growth of 12%, driven by double-digit growth in Energy and Tech
- Solid growth in Agriculture

## Expectations 2024

- Growth across subareas led by Energy

## Sales and organic sales growth Agriculture, Energy & Tech y/y



### Public product launches in Q3 2024

- Innova Eclipse® – high yielding yeast solution for the corn-based ethanol industry

# Outlook 2024

- Organic sales growth now at upper end of 7-8% range, driven predominately by volumes
- Adjusted EBITDA margin confirmed between 35.5-36.5%

	<b>Outlook 2024<sup>1</sup></b>
Organic sales growth	at upper end of 7-8%
Adjusted EBITDA margin	35.5-36.5%
<i>For modeling purposes:</i>	
Special items*	EURm ~190*
Net financial costs	EURm ~75
Effective tax rate	~30%
CAPEX/Sales	9-11%
Net debt/EBITDA	~1.5x

<sup>1</sup> Outlook 2024 is based on 12 months' pro forma numbers for the consolidated business

\*EUR 90m integration costs & EUR 70m transaction costs related to combination with Chr. Hansen. EUR 31m included for discontinuation of activities in Russia

# Summary

- Strong broad-based 9M performance
- H2 growth acceleration vs. H1 including positive timing in Q3
- Full-year organic sales growth outlook at upper end of range
- Strong traction on integration activities including cost synergies
- Sales synergies confirmed to materialize from 2025 and onwards



# The era of Biosolutions



# Our biosolutions are already transforming the way we all produce, consume and live

A biosolution solves a problem using biology.  
Thanks to biosolutions, we can ...

... reduce food waste by extending the shelf life of dairy products and bread

... secure more food for a growing population by making plants and crops more robust and enabling more sustainable proteins

... save millions of tons of CO<sub>2</sub> by turning waste and plants into a range of end products, including low-carbon fuels

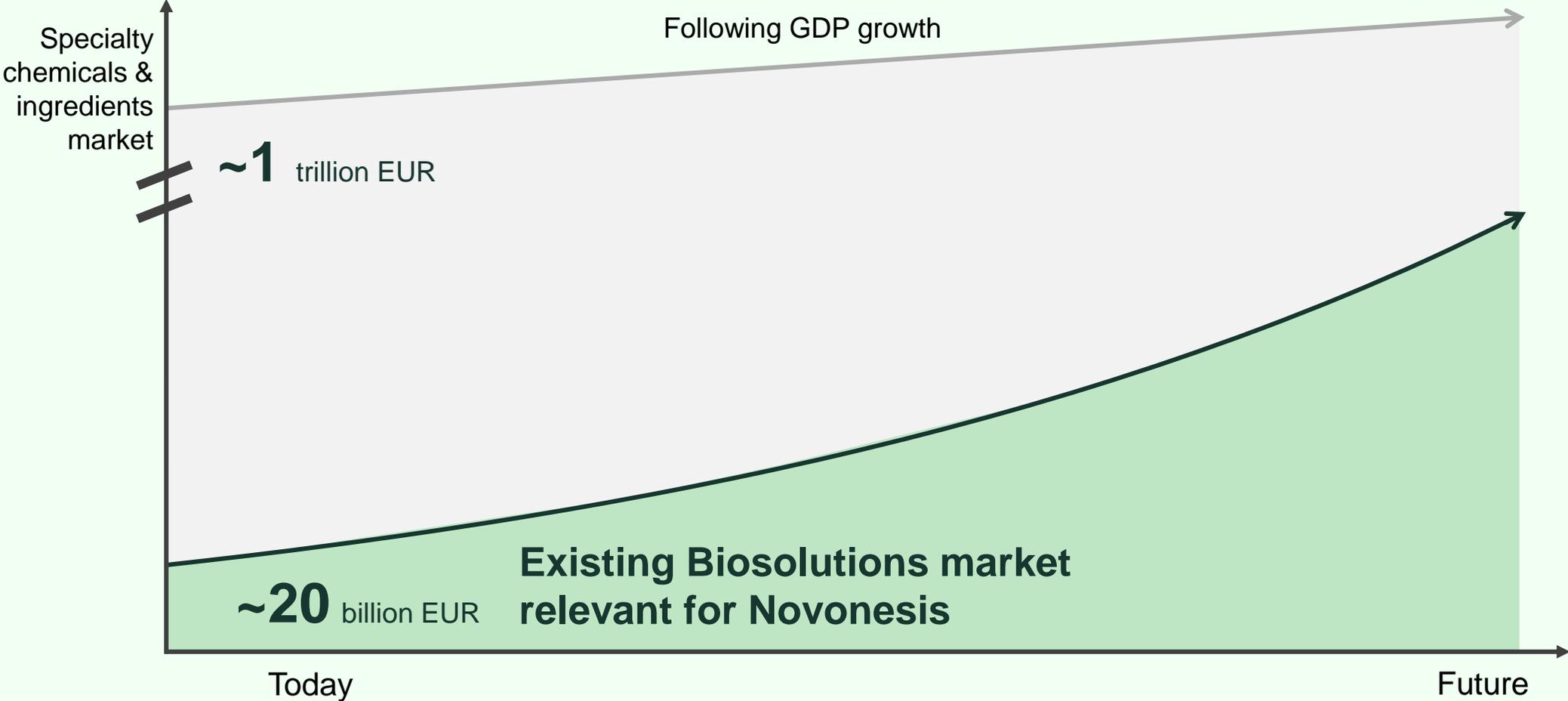
... help people live healthier for longer, with scientifically researched and clinically tested biosolutions for a stronger body and mind

... make clothes look new and last longer while reducing the environmental footprint of detergents

Novonesis is already present in your everyday life –  
our products are used by more than half the world's population



# The era of Biosolutions is still in its early stages offering significant potential



Note: Not end market value  
Source: American Chemistry Council, Expert studies, Management estimates

# Fundamental growth drivers create strong pull for Biosolutions



**Biosolutions is the answer to feed and fuel a growing world. Affordably and sustainably.**



# Biosolutions address global challenges

## Novonesis Biosolutions

46%

supporting  
healthier **lives**

54%

supporting a  
healthier **planet**

+80%

...with

of sales documented and aligned to six United  
Nation's Sustainable Development Goals  
(SDG)



# We better our world with biology and drive business performance

## Sustainability is our business

Biosolutions can reduce CO<sub>2</sub> emissions by up to 4.3 billion tonnes, equivalent to 8% of total global CO<sub>2</sub> emissions

Bioprotection prevented

**>1**

million tonnes

**of yogurt** from being wasted over the past 8 years

Bioenergy Biosolutions supported the global transport sector saving

**>60**

million tonnes

**of greenhouse gas emissions** annually

Biosolutions for detergents prevented the use of

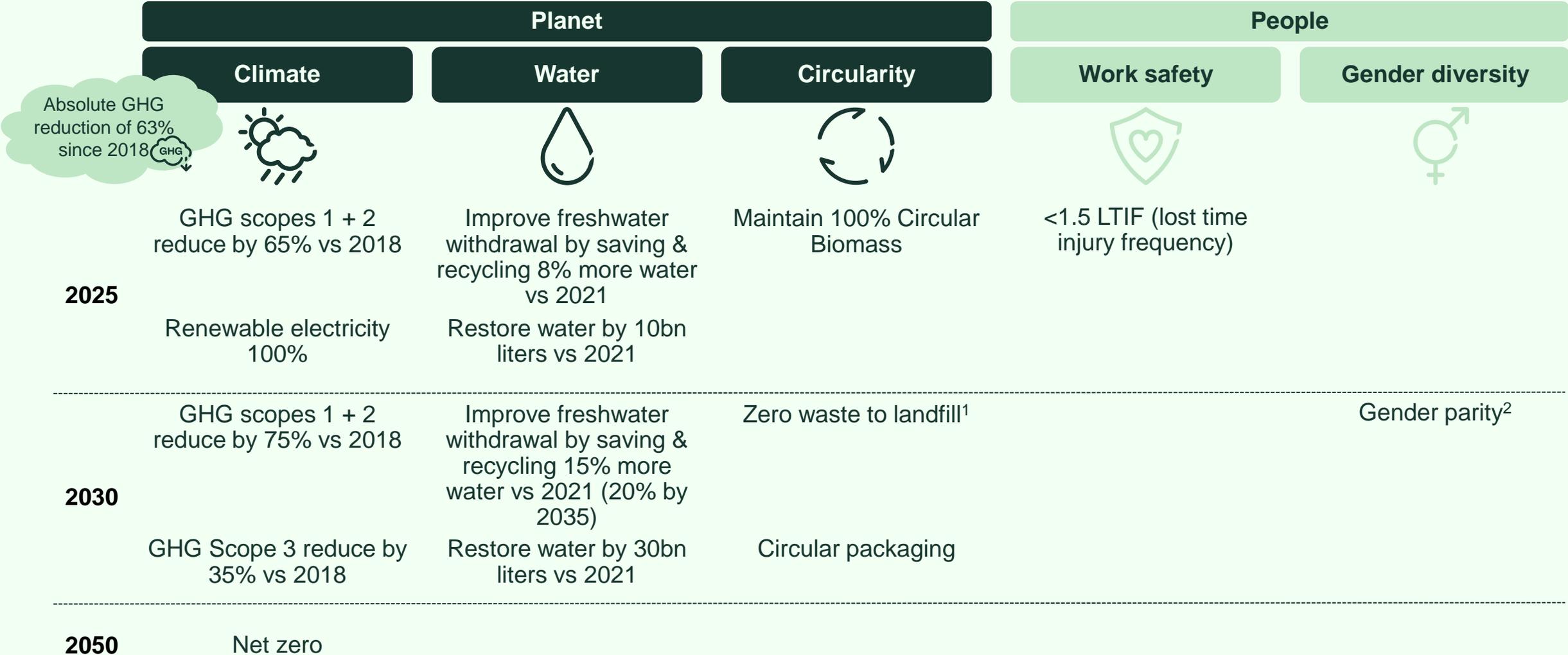
**170**

thousand tonnes

**of chemicals** in 2023 in Europe alone



# Non-financial agenda with clear targets and ambitions



Note: 1) The zero waste target does *not* include sites with activities *not* considered to have a significant environmental impact, e.g. sales offices, R&D labs, etc.  
 2) Gender parity in senior leadership positions

# Combining world-class Biosolutions capabilities into a superior powerhouse across the full value chain

Strong customer relationships and understanding of customer needs

Broad Biosolutions toolbox and capabilities

Scale up and production of robust and affordable Biosolutions

## Pure play with unmatched scale in Biosolutions

# Resilient end market exposure leveraging complementary fermentation and innovation technologies

## novonesis

**Food & Health  
Biosolutions**

*Enabling healthier  
lives*

**46%**

**Food & Beverages**

~34% of sales

**Human Health**

~12% of sales

**Planetary Health  
Biosolutions**

*Enabling a healthier planet*

**54%**

**Household Care**

~18% of sales

**Agriculture, Energy & Tech**

~36% of sales

## Precision fermentation of Biosolutions

*Key solutions*



**Enzymes**



**Probiotics**



**Proteins**



**Yeast**



**Cultures**



**HMO**

# Unmatched scale in Biosolutions R&D



**~40 R&D & application centres**

**~400**

million EUR annual R&D investment

**~2,000**

Biosolutions R&D experts

**+10**

years average tenure

**+10,000**

patents

# Mastering the engineering of biology and fermentation

Engineering strains...



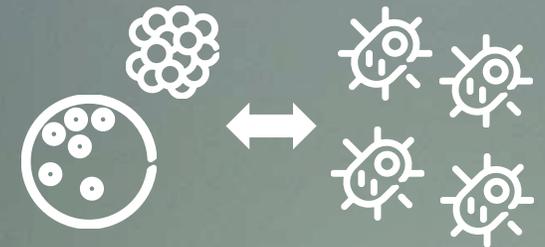
Fungi, yeasts or bacteria specifically engineered to produce the desired Biosolution

...which we scale up x200,000,000 through fermentation...



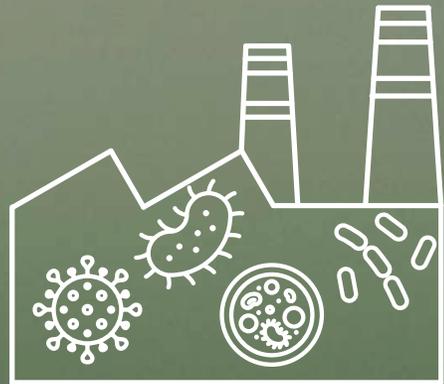
Adding strain specific tailormade "food" of carbohydrates, nitrogen and other nutrients

... before extracting the Biosolution solving a customer need



Enzymes, proteins or the microbe itself as yeast, culture or probiotic

# Delivering a wide array of Biosolutions



Leveraging  
**output from the  
production-  
microorganism**

Leveraging the  
**microorganism  
itself**



Enzymes



Proteins



Sugars and  
Fibers (HMO)



Vitamins



Metabolites



Fuels



Polymers



Biochemicals



Fats



Yeast



Food cultures



Probiotics

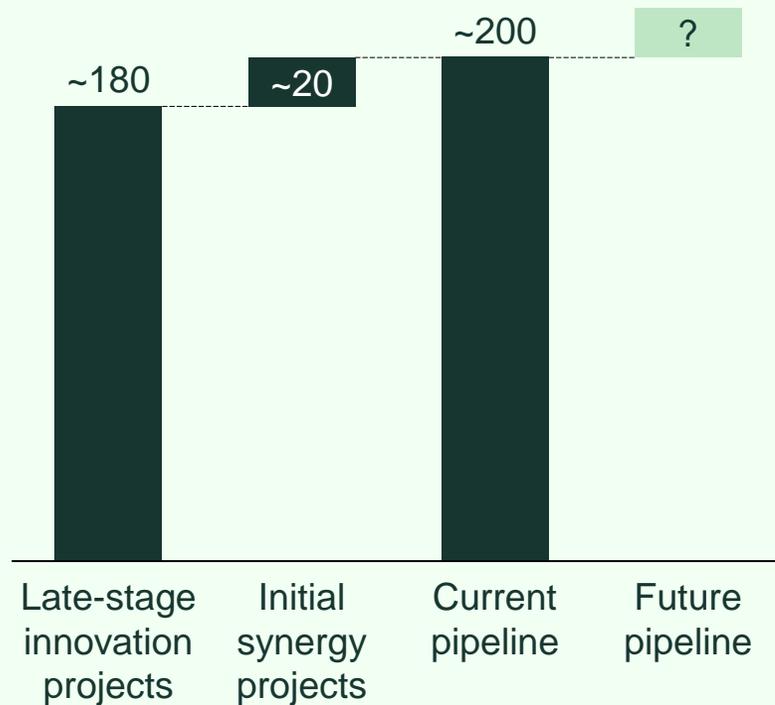


Postbiotics



# Increasing the value of the combined innovation pipeline

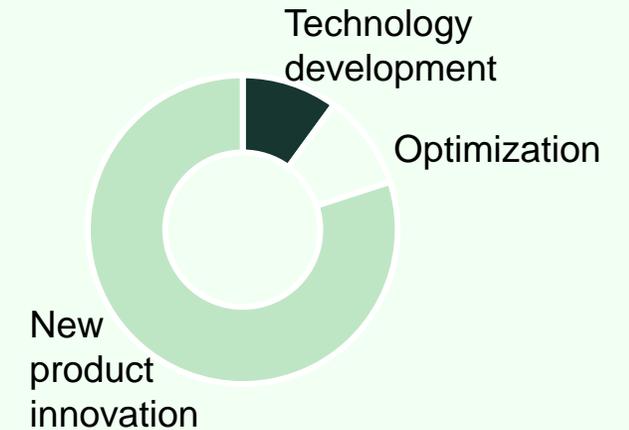
Late-stage innovation pipeline (# of projects)



## Future long-term projects will come from

- Leveraging Combined Resources**  
Our strain database and production expertise catalyze innovative product initiatives
- Harnessing Optimization Know-How**  
Shared understanding of product scale-up and optimization fuels the creation of new project

## R&D allocation



## Innovation index

**~30%** of sales from products launched in the last 5 years

# Unmatched scale and position in Biosolutions production

## Largest producer of Biosolutions

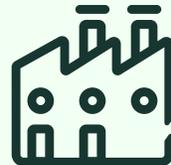
**#1** producer of enzymes

**#1** producer of cultures

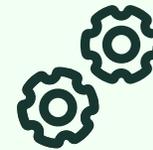
**#1** producer of probiotics



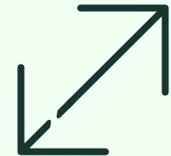
Proven ability to optimize and deliver productivity gains



Capability to produce current and novel array of Biosolutions



Multi-purpose facilities with full production value chain

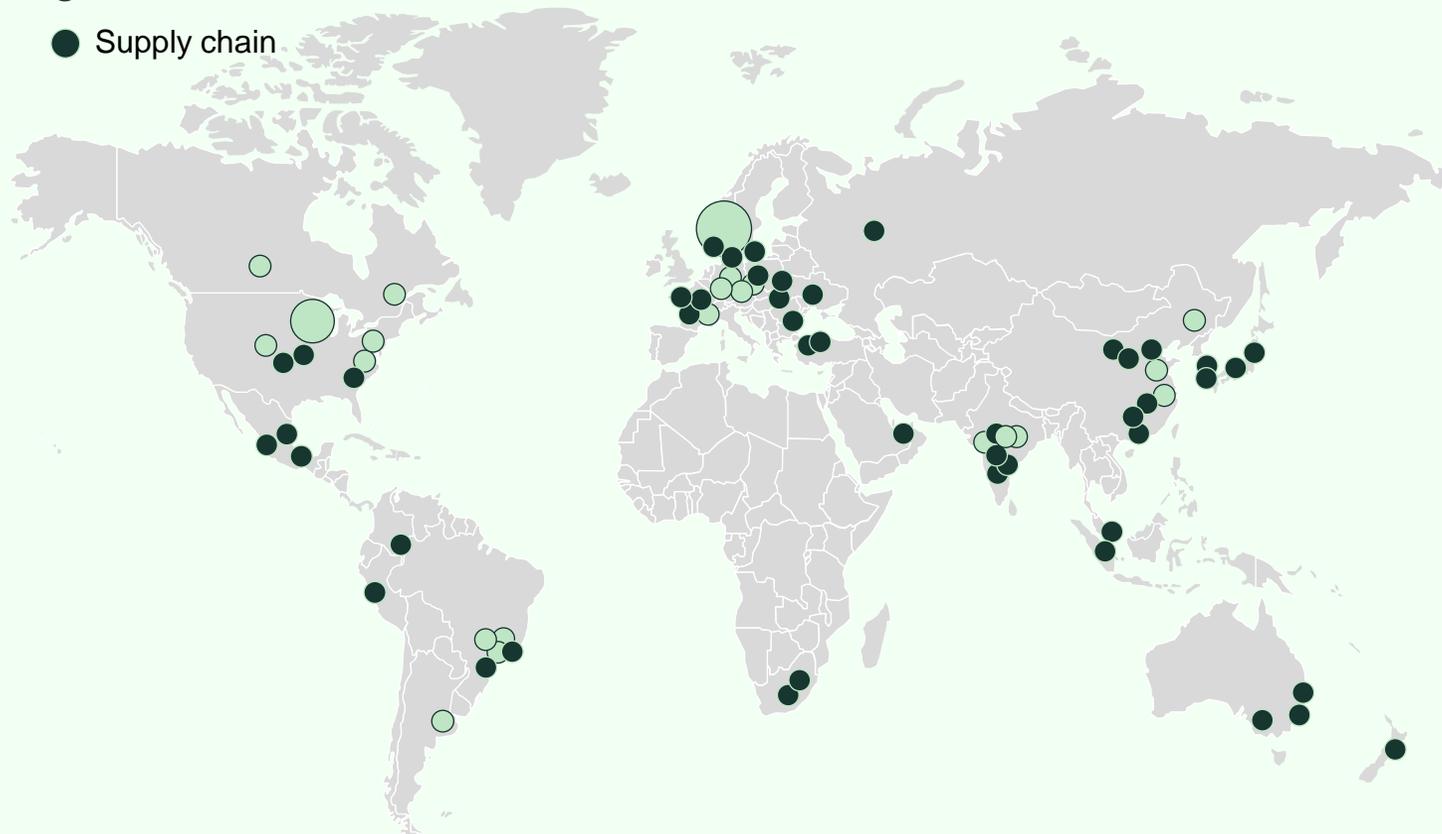


Fast scale up of innovations and tailormade customer solutions

# Global production and supply chain set-up with unmatched scale, supply reliability and cost leadership

○ Production sites

● Supply chain



**+100,000** orders in 2023

**+97%** of orders shipped on time in 2023

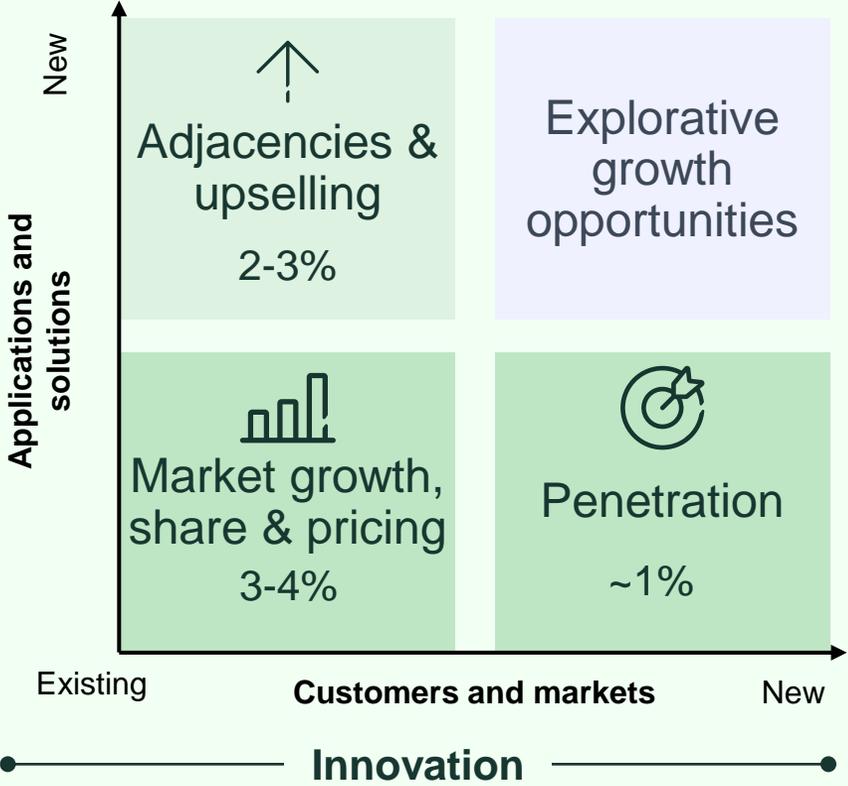
**72** net promoter score

**+30** production sites across four continents

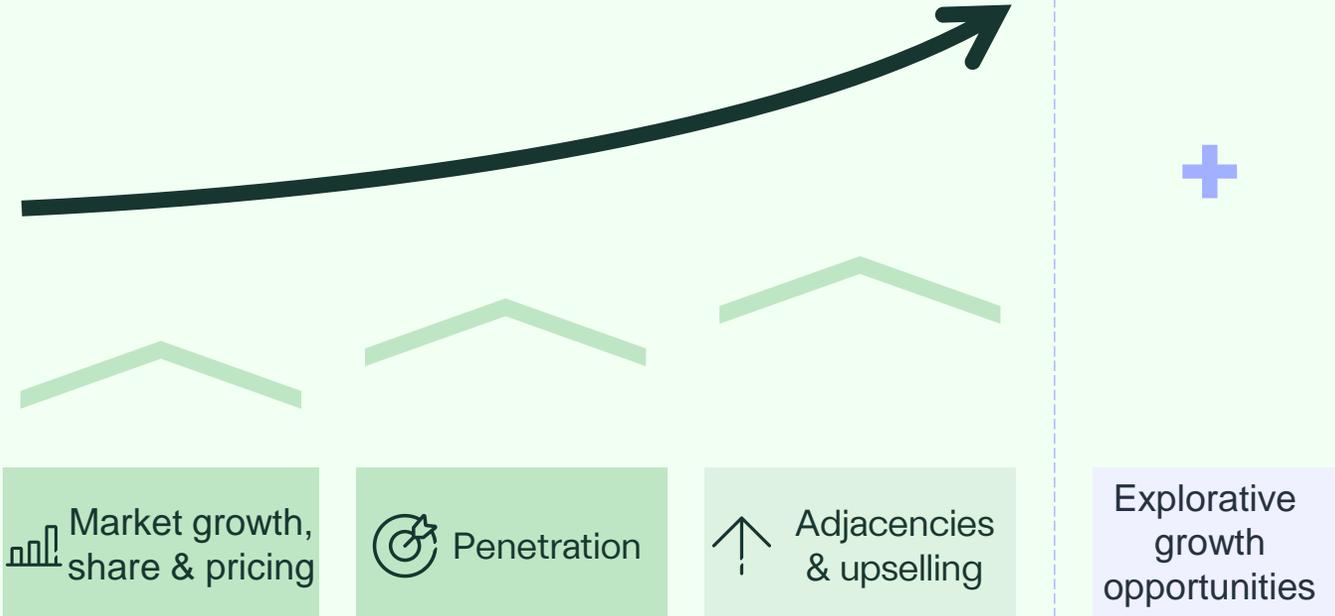
**+35** customer service/distribution centers

# Capturing and accelerating organic sales growth

6-8% organic CAGR through 2025...



... and ambition to further accelerate beyond



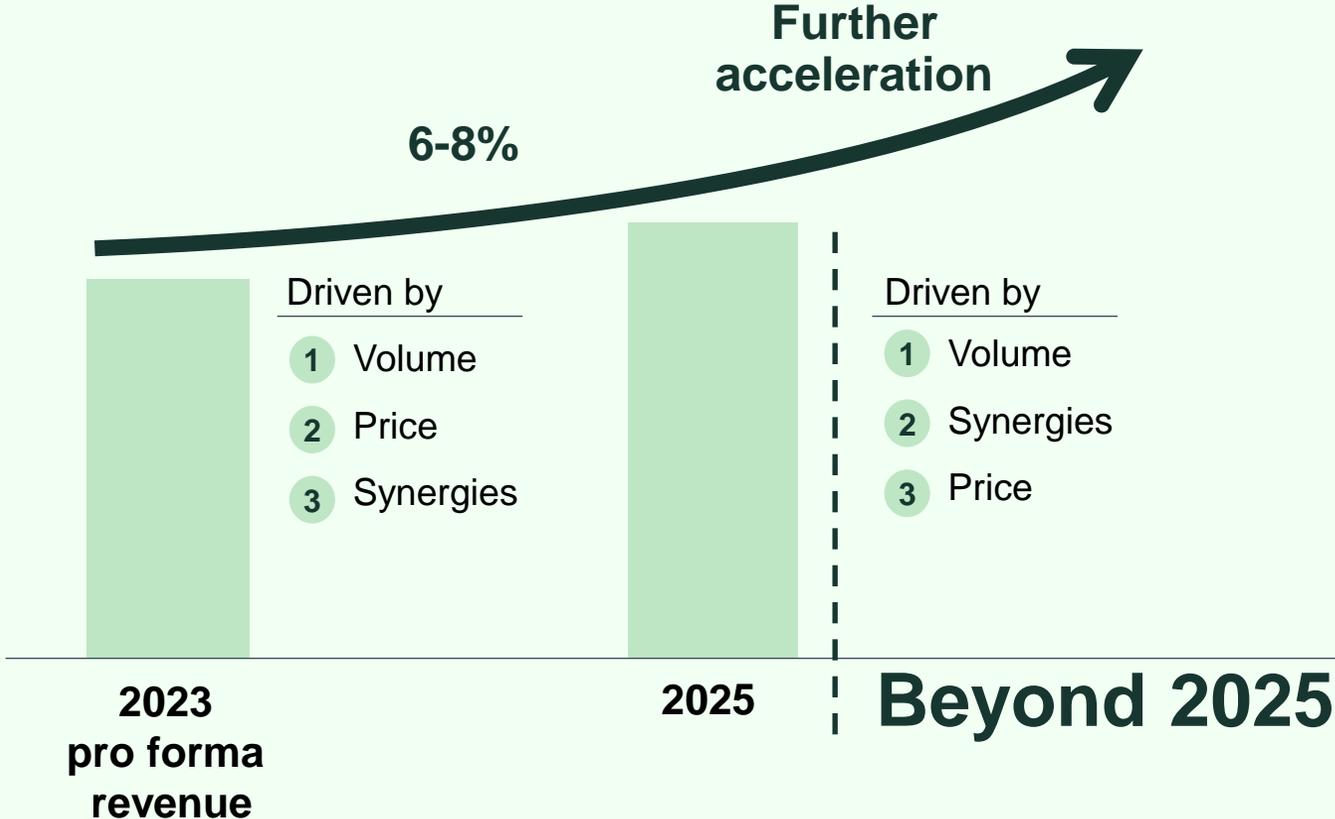
# Ambition to accelerate organic sales growth beyond 2025

### Expectation of...

- 6-8% organic sales growth CAGR through 2025
- Food & Health Biosolutions expected to grow faster than Planetary Health Biosolutions
- Ambition to further accelerate beyond 2025

**Food & Health  
Biosolutions  
46%**

**Planetary Health  
Biosolutions  
54%**



# Clear capital allocation priorities

1



**Investing for growth**  
*People, innovation and capacity*

2



**Acquisitions**  
*Complementary value-adding acquisitions*

3



**Return cash to shareholders**  
*Dividends  
Share buybacks*

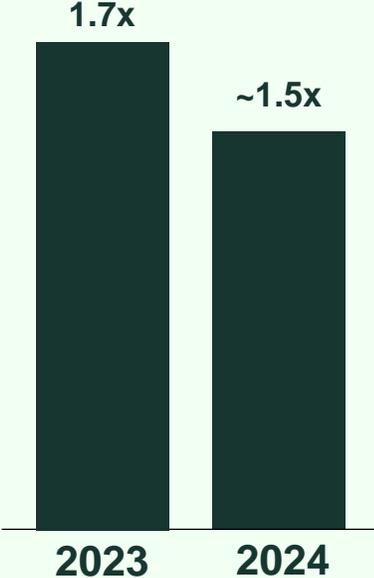


**We will not**

- Expand outside our core capabilities
- Pursue short-term margin optimization at the expense of growth opportunities
- Sacrifice dividend in favor of maintaining leverage

**Strong balance sheet**

Leverage ratio  
NIBD/EBITDA<sup>1</sup>



- Could temporarily go higher if acquiring strategic assets
- 40-60% dividend payout ratio
- Return excess cash to shareholders

Note: 1) 2023 pro forma; Unadjusted EBITDA

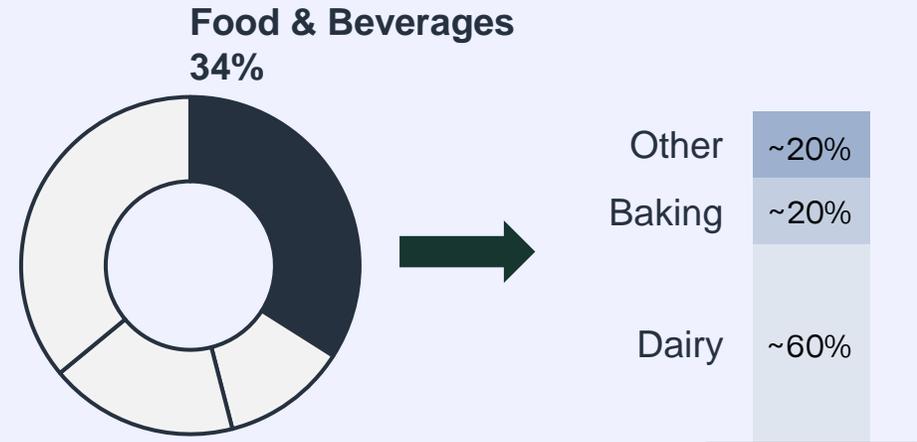
A young girl with long dark hair and blue eyes is looking out a window. The background shows a sunset or sunrise with warm orange and yellow light. The girl is wearing a floral patterned top. The text "There's a Biosolution for (almost) everything" is overlaid in white on the image.

There's a Biosolution  
for (almost) everything

# Food & Beverages

- Cheese
- Fresh Dairy
- Plant-based Dairy
- Meat, Plant-based Meat & Seafood
- Baking
- Brewing
- Wine & Juice
- Functional Foods

## Share of Novonesis sales



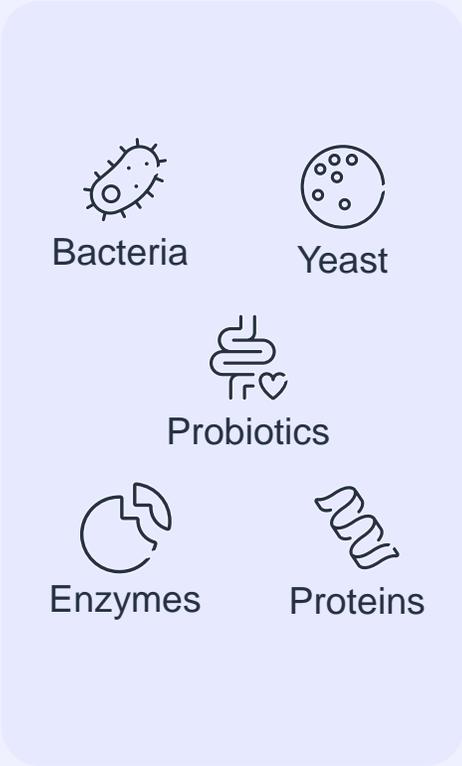
## Fundamental growth drivers

- Growing population
- Increasing energy needs
- Evolving nutritional & health trends
- Climate risks

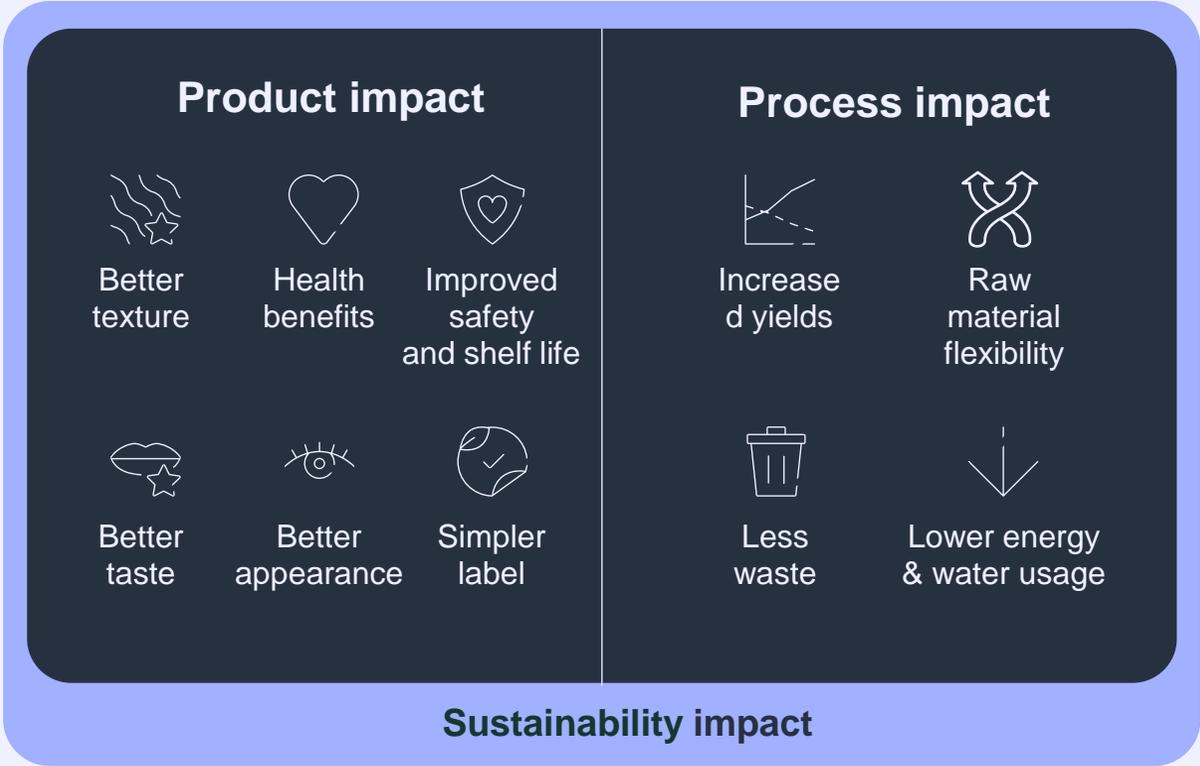


# Biology toolbox delivering high strategic value to customers

## Biosolution toolbox



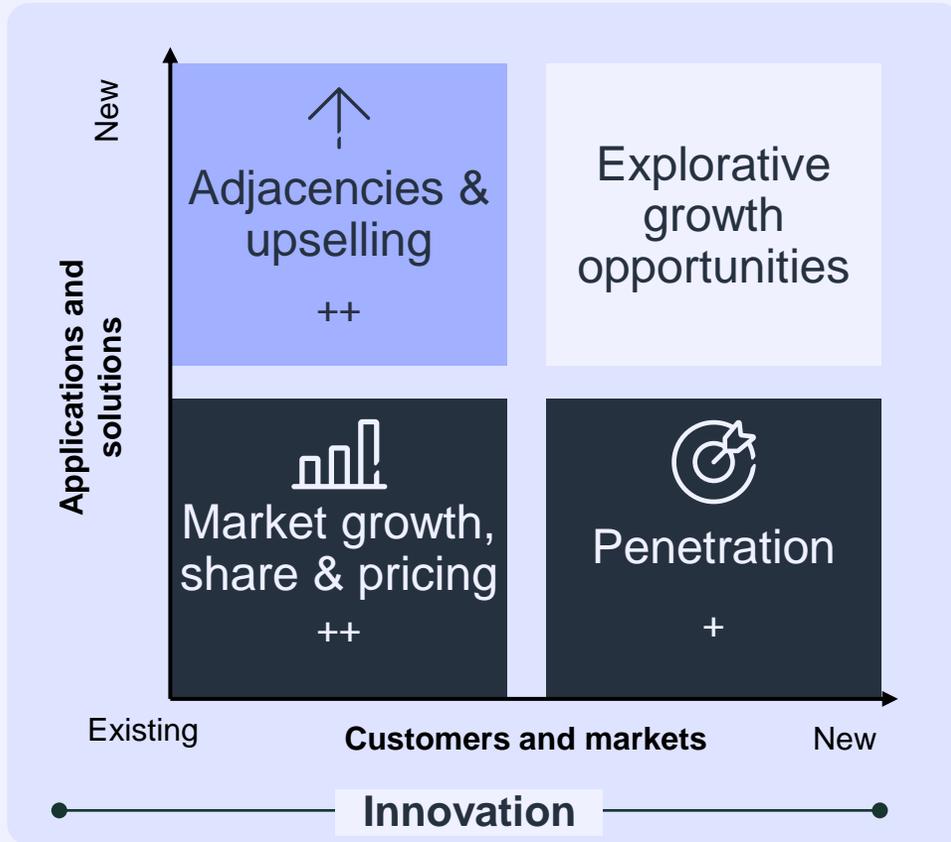
## Delivering customer and consumer value



## Small cost with high strategic value



# Proven strong position to outgrow end markets



+ / ++: Relative importance to growth for sales area

**Market growth, share & pricing**

- End market volume growth
- Value based pricing
- Share

**Penetration**

- Conversion across applications



**Adjacencies & upselling**

- Incremental solutions
- Bioprotection
- Functional food
- Plant based

# Unmatched customer understanding and relations

**Our commercial model provides a competitive advantage**

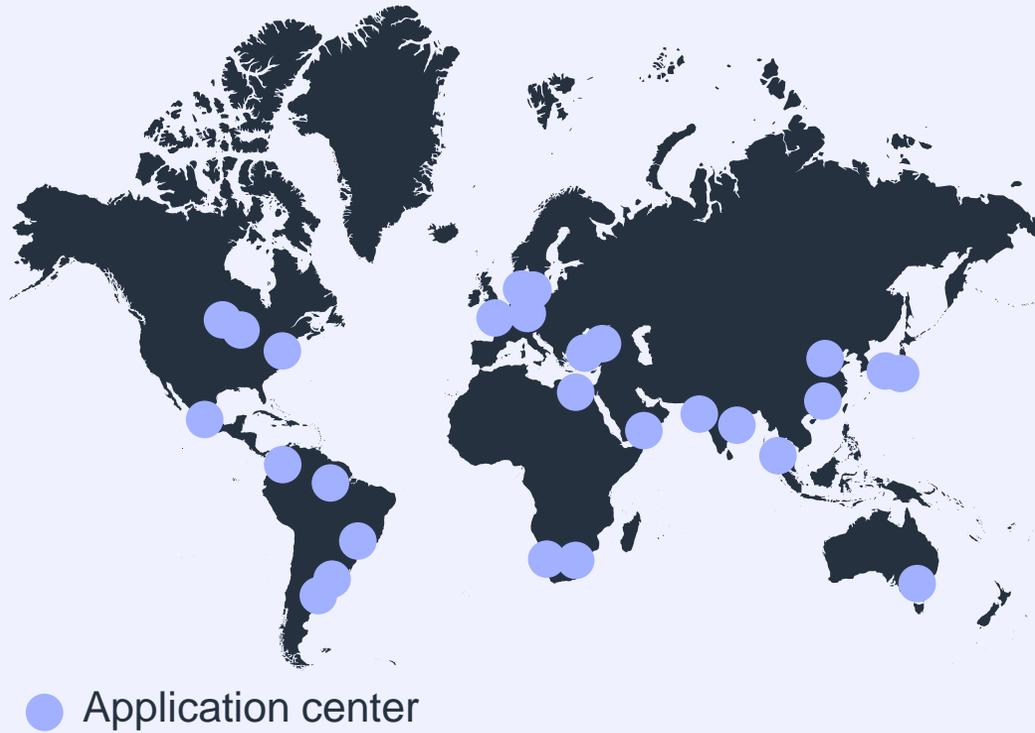
Local and specialized direct sales force

Technical, co-creation and application expertise close to customers

Digital and data driven services

One global commercial platform

**~1,000 food and beverage Biosolutions experts and 27 application centers across the world**



**High customer satisfaction**

NPS<sup>1</sup> in 2023

**74**

**Position across application areas**

**#1**

# Established growth platforms accelerating from combined strengths

## Bioprotection

Extended shelf-life and food waste management with clean label



### Dairy

Bioprotective cultures



### Meat

Food safety for fermented meats and prepared food



### Baking

Fresh-keeping enzymes  
Developing bioprotective cultures



### Plant based

Exploring opportunities in plant-based food

## Functional Food

Leveraging our strongholds to move into new application areas

Applying our leadership in fermented milk and the application knowledge of food matrixes...



...to grow and expand functionalization across many application areas



## Plant-based food

Stronger value proposition through combination of enzymes and cultures

Bioprotective cultures

Probiotics

Starter cultures

Enzymes



Protection

Improved shelf life

Enrichment

Health benefits

Fermentation

Better taste & texture

Increased yields

Better taste & texture

Expanding and improving our plant-based portfolio in...

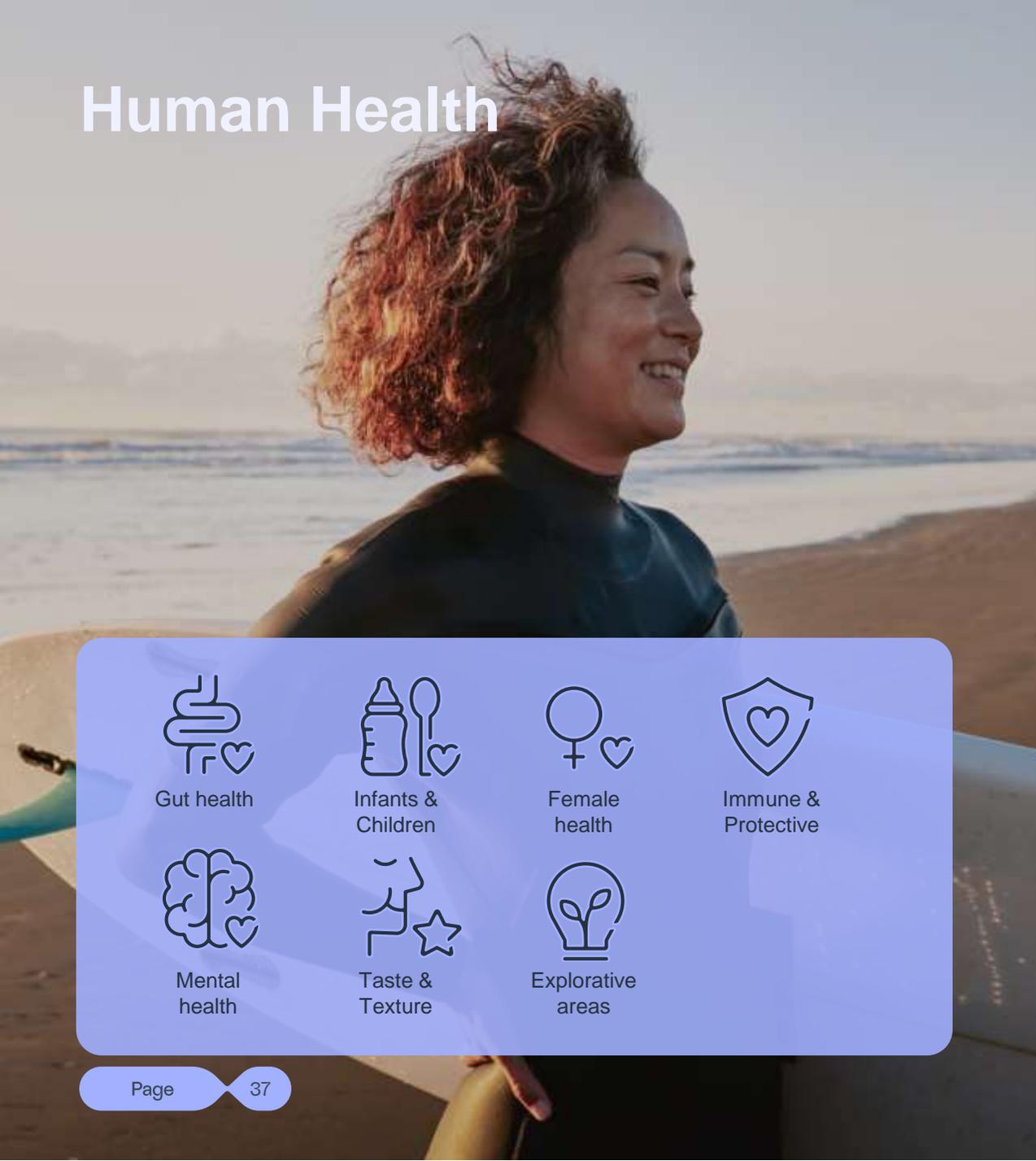
Beverages

Dairy

Meat

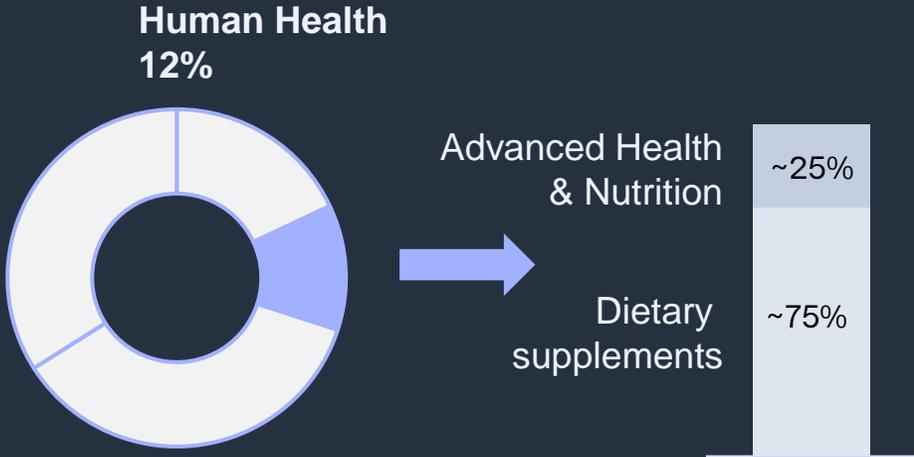
Ingredients

# Human Health



-  Gut health
-  Infants & Children
-  Female health
-  Immune & Protective
-  Mental health
-  Taste & Texture
-  Explorative areas

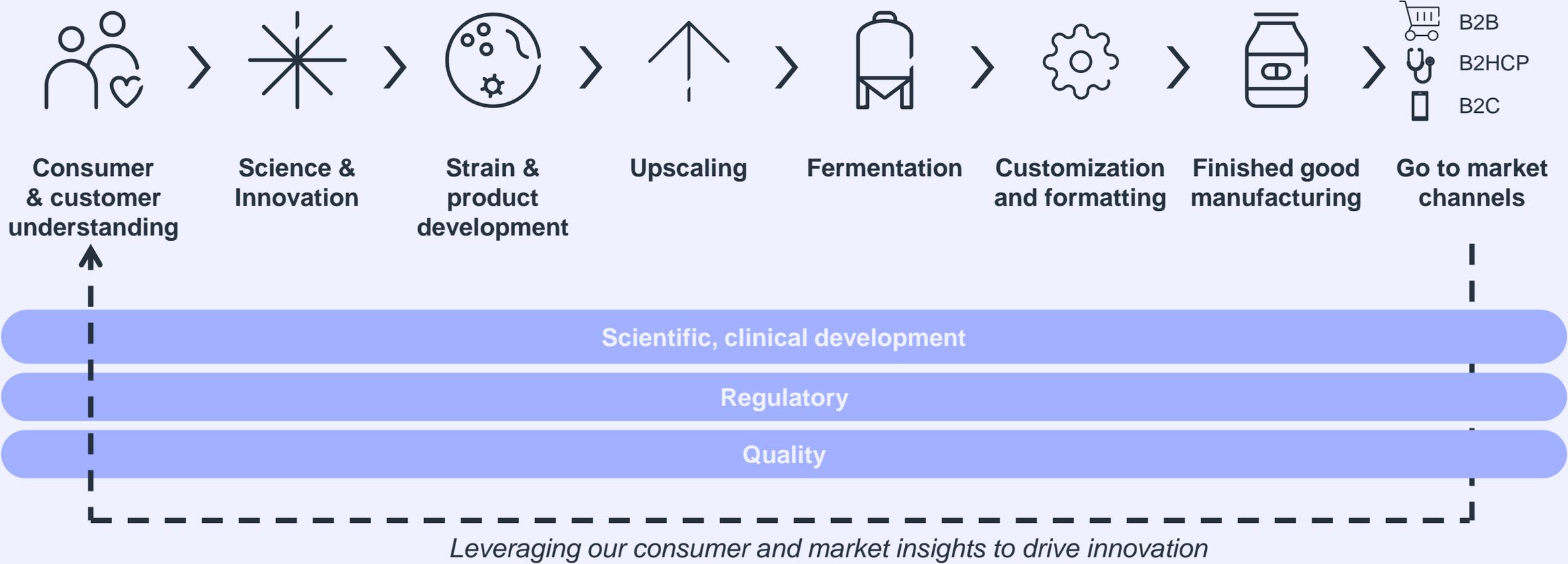
## Share of Novonesis sales



## Fundamental growth drivers

-  Evolving nutritional & health trends
-  Growing population

# Execution power across a fully integrated value chain through combined strengths

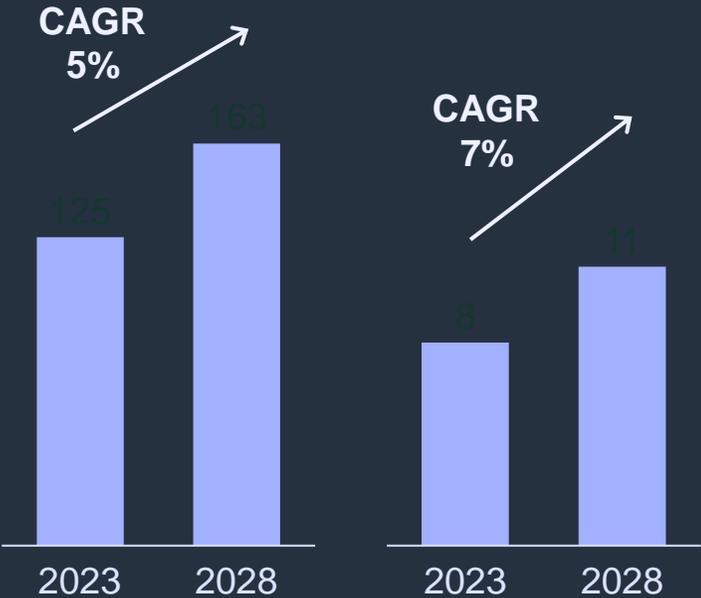


# Well positioned in attractively growing health categories

## Solid underlying market growth...

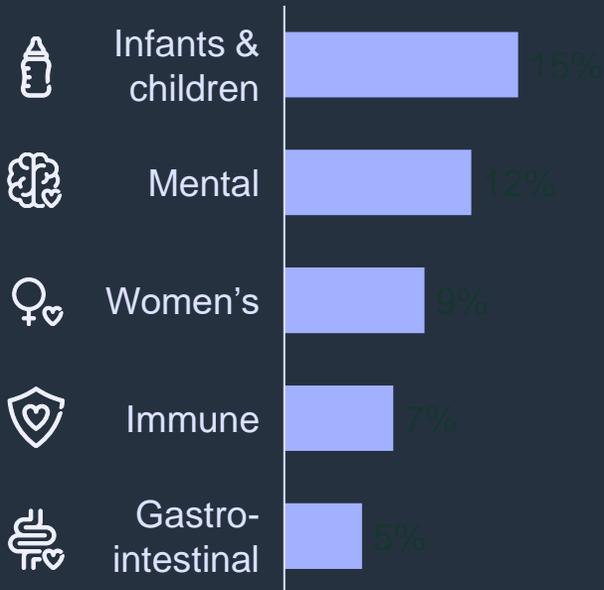
Dietary supplements & vitamins market  
billion EUR

Probiotic supplements market  
billion EUR



## ...with focus on high growth health categories

Market growth across health categories  
CAGR 2023-28



# Differentiated value proposition for customers through expertise across solutions and categories

Solutions \ Categories	Gastro-intestinal	Infants & Children	Women's Health	Immune & Protective	Mental	Taste & Texture	Explorative areas
Probiotics	♥	♥	♥	♥	♥		♥
Spores	♥			♥			
Postbiotics	♥			♥			
Synbiotics	♥	♥					
Enzymes							♥
HMO		♥		♥			♥
Advanced precision fermentation		♥		♥		♥	♥

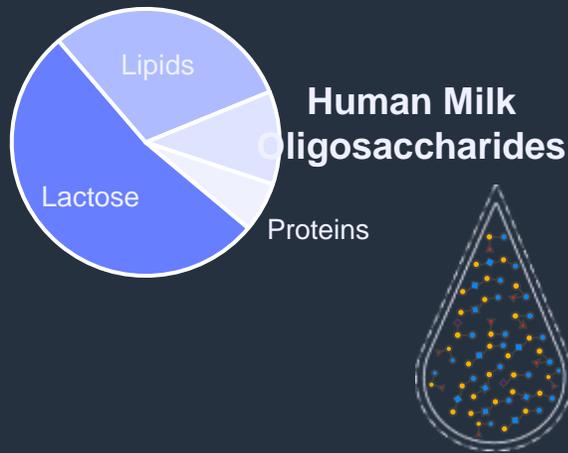


# Strengthening the building blocks to commercialize HMO

HMO are the third most abundant component in mother's milk...



Mother's milk composition



...and we are increasing penetration of HMOs to bring infant formula closer to mother's milk...

~10% of infant formula contains one HMO such as 2'-FL

<5% of infant formula contains HMO mixes of 3 or more HMOs

**MyOli® Novonesis mix of 5 HMOs**, representing more than 30% of total HMO concentration in mother's milk

...with significant growth potential for HMOs in the 50bn EUR infant formula market

Strong **access** to Infant formula **players**

Large **Chinese market** to unlock through **regulations**

**Evaluating** options for HMO **production footprint**

**HMOs in mother's milk support development of the immune system, microbiome and brain**

**Novonesis is a market leader with 5-HMO mix**

**Better positioned to drive profitable growth through Novonesis Biosolutions capabilities**

# Household Care



Laundry

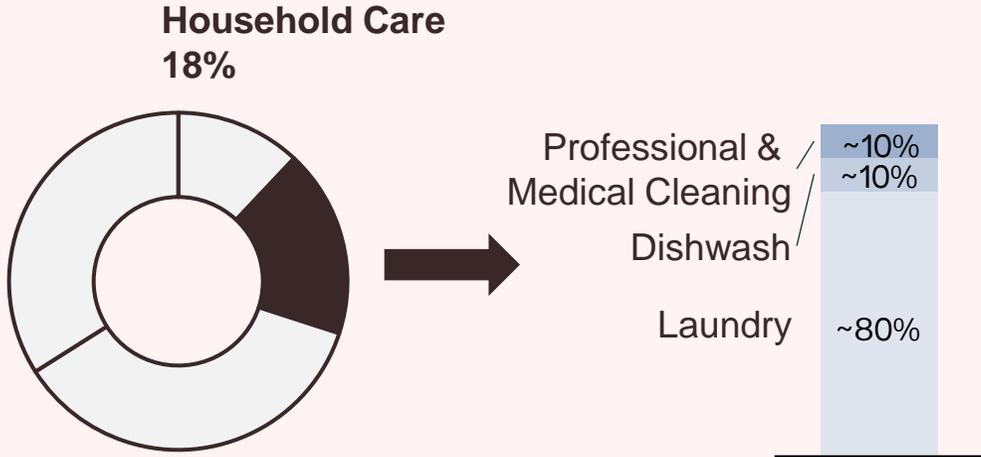


Dishwash



Professional & Medical cleaning

## Share of Novonesis sales



## Fundamental growth drivers



Growing population



Increasing energy needs



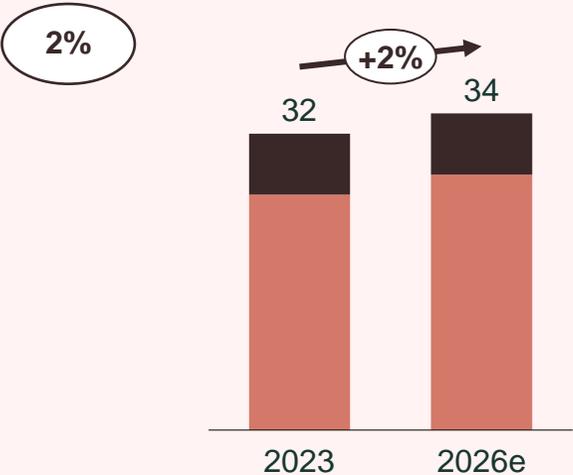
Climate risks

# Stable end market growth with significant potential in emerging markets

## Stable growth in global detergent volumes<sup>1</sup>

(%) CAGR ■ DM ■ EM

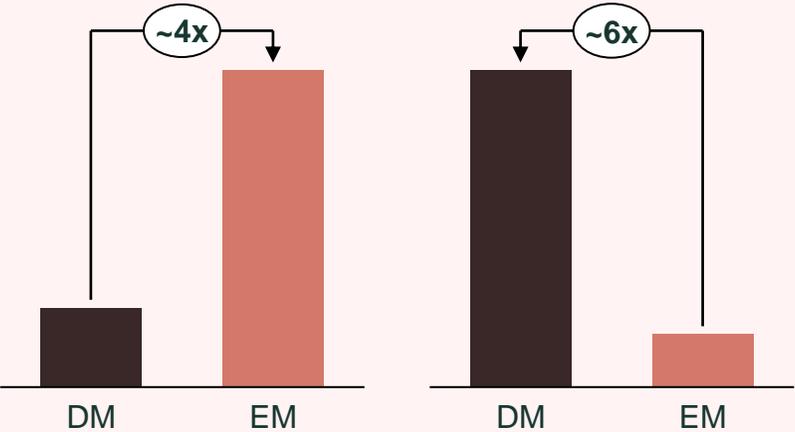
Historical market Detergent market size volume growth, and growth, mTonnes 2019-2023



## Significant potential in emerging markets

Detergent volume<sup>1</sup>

Enzyme penetration<sup>2</sup>



## Emerging market penetration drivers

Industrialization

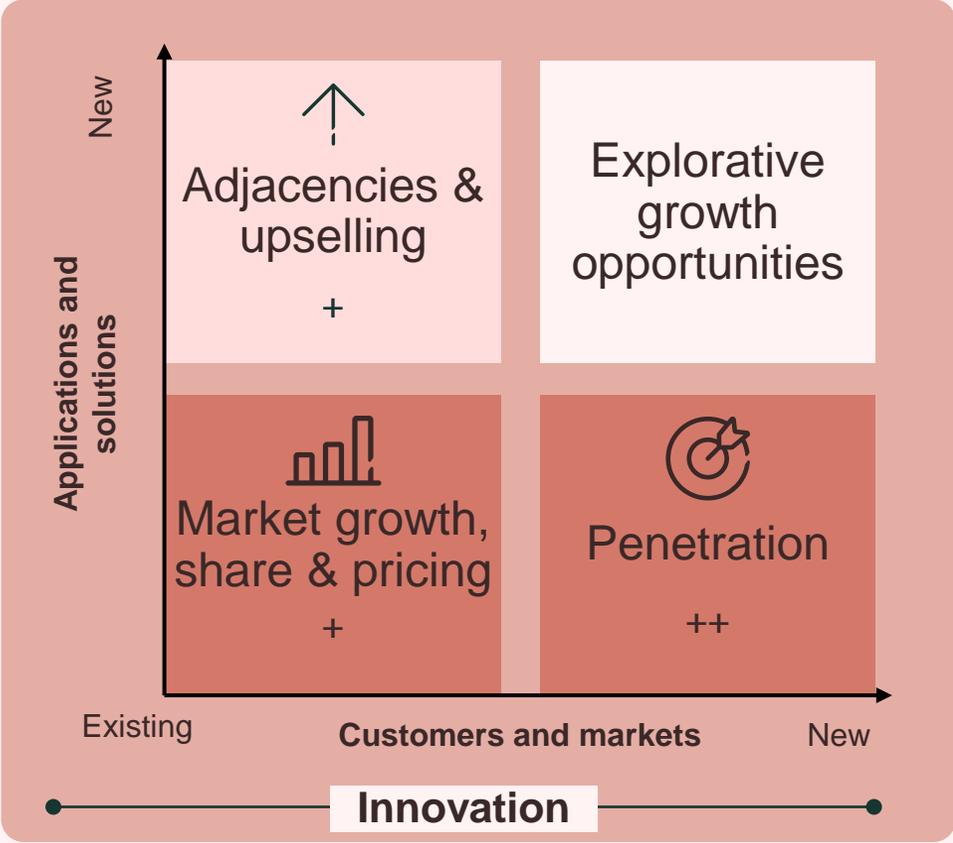
Convenience

Affordability

Sustainability

Source: Euromonitor & Management estimates  
 Note:1) Total global detergent volume. The figures include both enzymatic and non-enzymatic detergents; 2) Household Care sales in 2023 divided by total global detergent volume as defined above (DKK/kg); EM = Emerging Markets; DM = Developed Markets

# Outgrowing global detergent market volume growth enabled through innovation and increased penetration



+ / ++: Relative importance to growth for sales area

Market growth, share & pricing

- End market volume growth
- Value based pricing
- Share

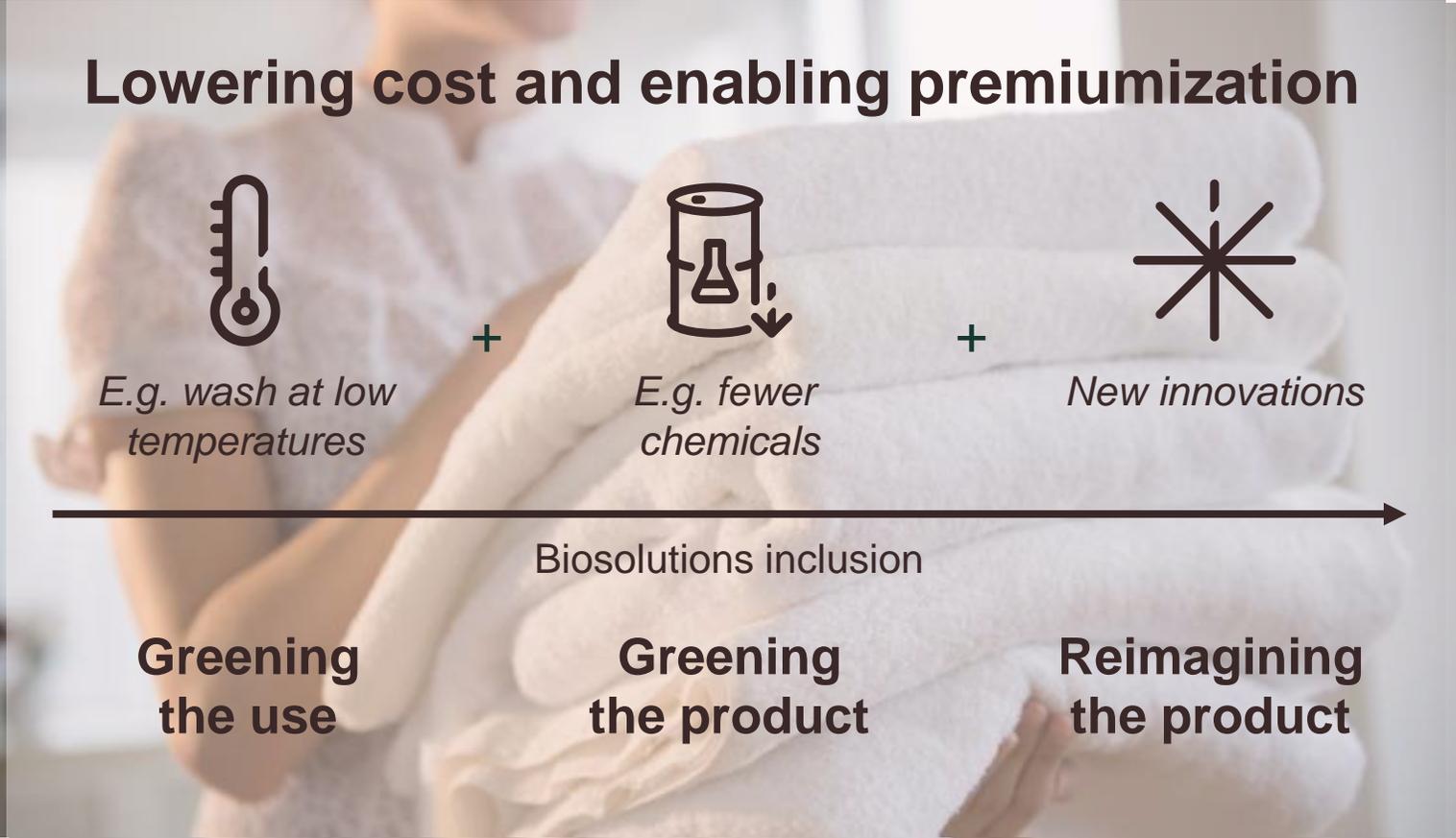
Penetration

- Emerging markets
- Private label

Adjacencies & upselling

- Reformulation to higher biodegradability
- Freshness solutions
- Compaction

# Inclusion of Biosolutions is a key enabler to drive value for customers while also replacing fossil-based ingredients



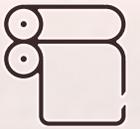
**Customer and consumer demands**

- Better washing performance
- Fewer chemicals & lower energy use
- Convenience and compaction
- More biodegradable & biobased products

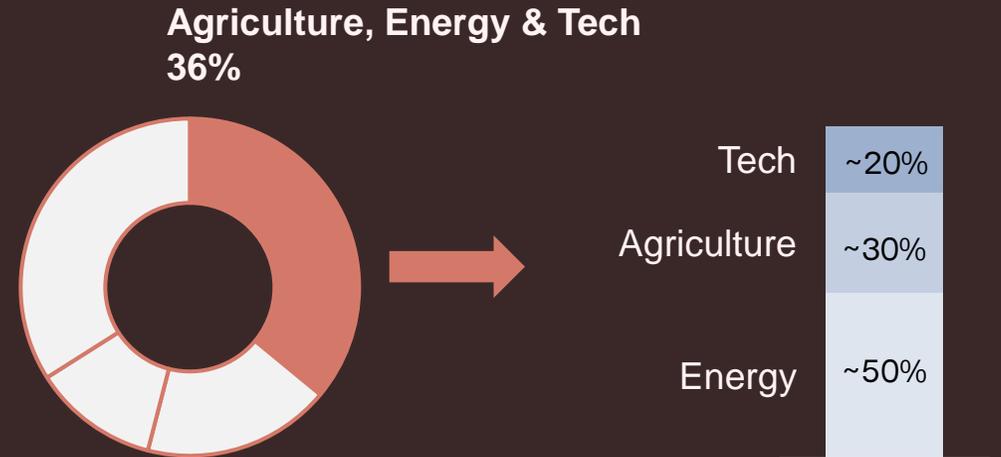
**Biosolutions are critical to meet this demand**

# Agriculture, Energy & Tech



 Animal	 Plant	 Biofuel	 Biodiesel
 Biomass	 Grain processing	 Bio-processing	 Oils & Fats

## Share of Novonesis sales



## Fundamental growth drivers



Growing population



Increasing energy needs



Climate risks

# Enabling greener and more efficient solutions for farms, factories and homes

## Farms



## Factories



## Homes



Biosolutions to drive healthy growth in farms for animals and plants while increasing yields and reducing the use of chemicals

Biosolutions to increase efficiency and energy output in factories, by reducing chemicals and water consumption & CO<sub>2</sub> emissions

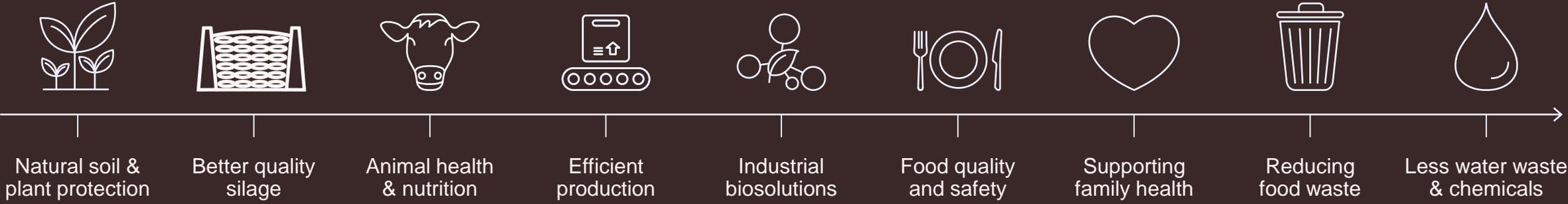
Biosolutions to enable families to take care of their homes and clothes in a sustainable way

# Sustainable ecosystem from farm to fork is good for everyone

## Sustainable farming

## Efficient food production

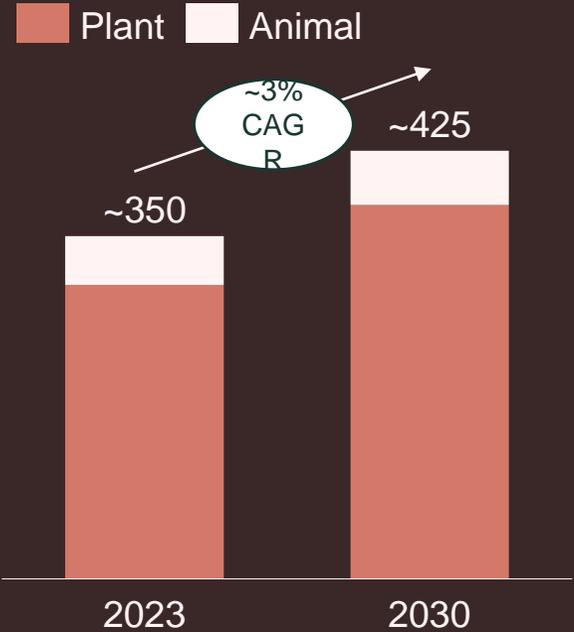
## Healthy & sustainable life-style



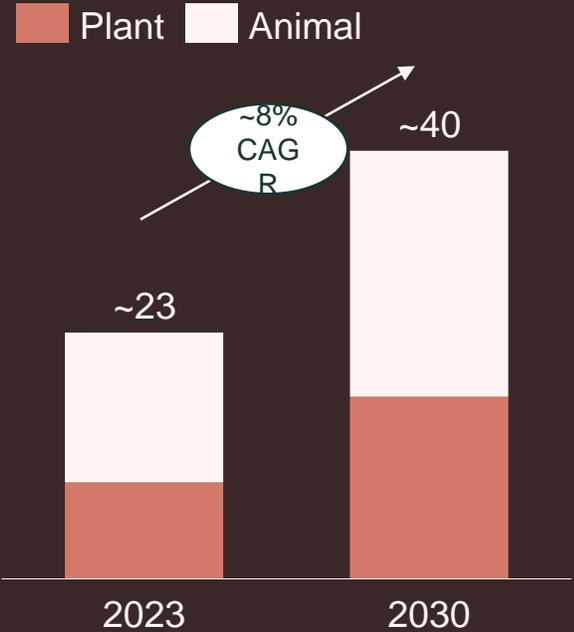


# Strong growth potential for Biosolutions in plant and animal

Global agricultural ingredient market  
market value, billion EUR



Global biological ingredient agriculture market  
market value, billion EUR



## Key drivers

- 400 million more people by 2030
- Middle-class population increasing
- Increased consumer awareness about food quality and production
- Increasing awareness of chemical pesticides and antibiotics with more stringent regulations
- Reduced arable land per capita

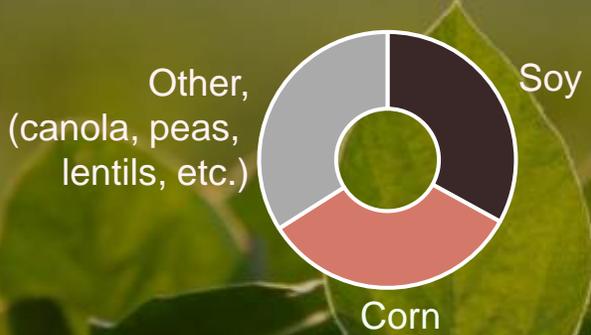


# A broad complementary portfolio of Biosolutions across agriculture

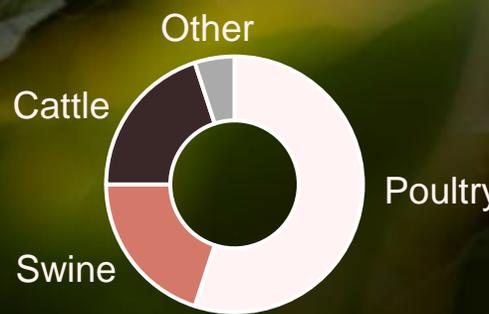
	Animal				Plant	
	Animal Nutrition	Animal Health	Silage	Pet	BioYield	Bio-Control
Probiotics		🧠 ✓		✓		
Enzymes	🧠 ✓	🧠 ✓		✓		🧠 ✓
Other		✓	🧠 ✓		✓	🧠 ✓

🧠 Innovation focus   ✓ Presence   ✓ Strong presence

Plant sales by crop

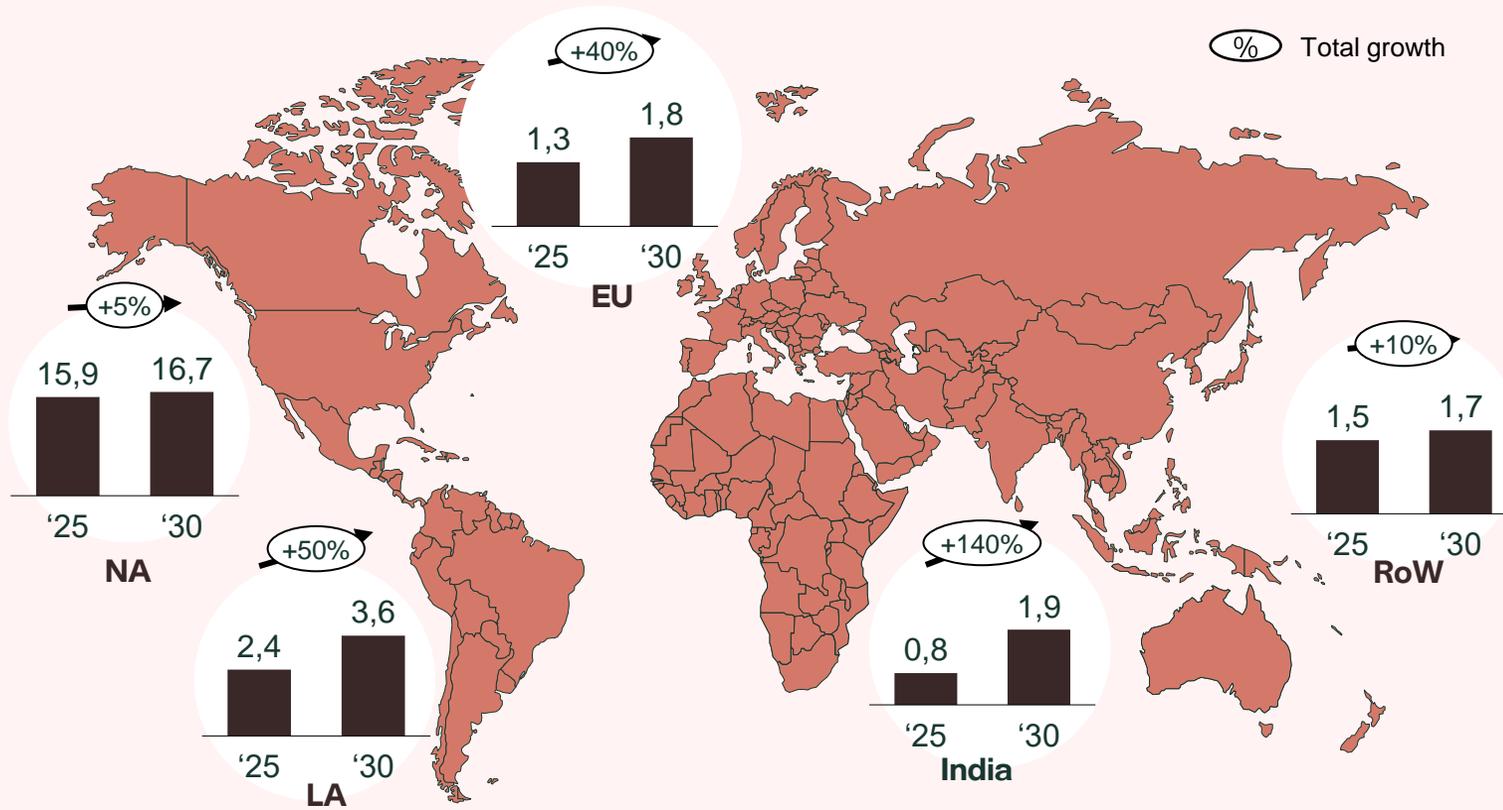


Animal sales by species



# Bioenergy market volumes expected to increase and diversify

Regional starch-based fuel ethanol production volume estimates, BGY

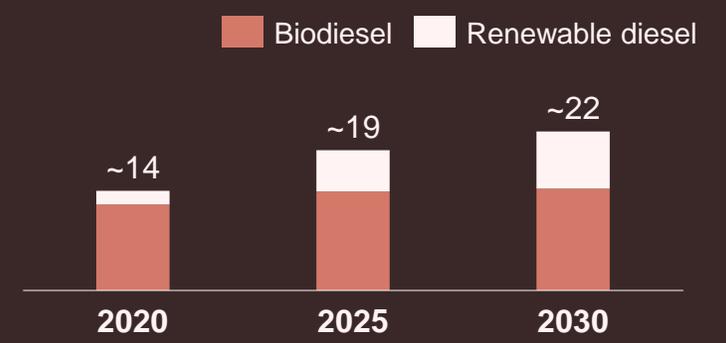


Market volumes growing in biomass ethanol & biodiesel

Installed and planned biomass production in MGY of ethanol



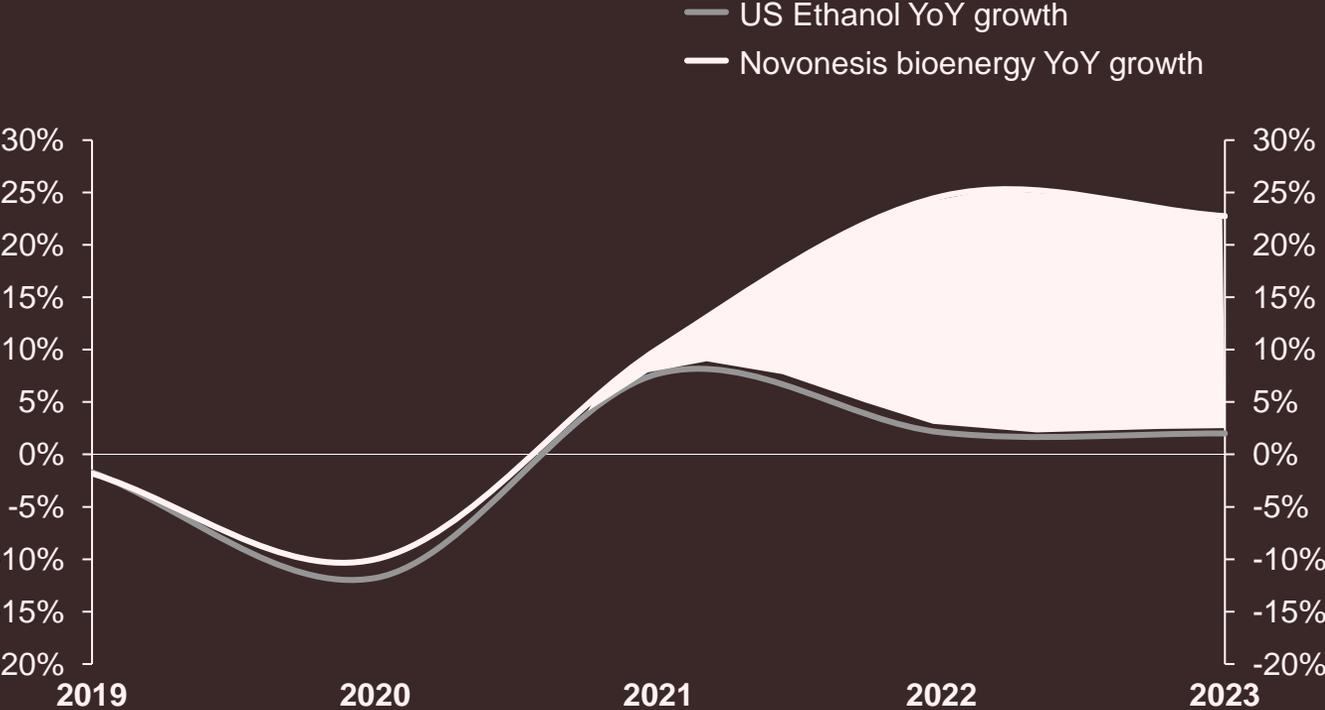
Expected volumes of bio- and renewable diesel in BGY



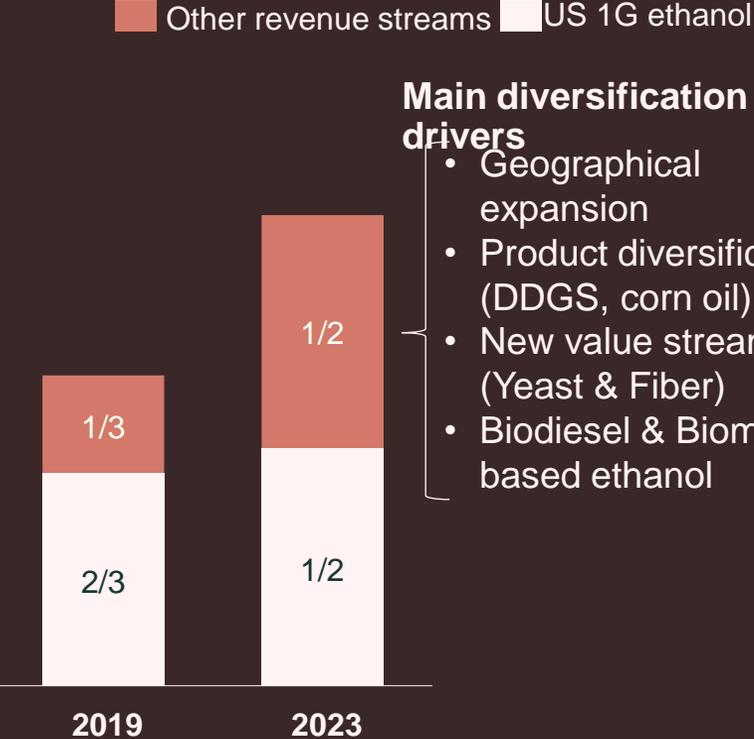
Note: BGY = billion gallons per year; MGY = million gallons per year; Potential ethanol demand for SAF not included. Sources: EIA, Houston Biofuels, EV forecasting reports, Raizen, European Technology and Innovation Platform Bioenergy

# Bioenergy expected to continue to outgrow underlying US ethanol volume growth through innovation and diversification

US ethanol production growth & Novonesis bioenergy sales growth



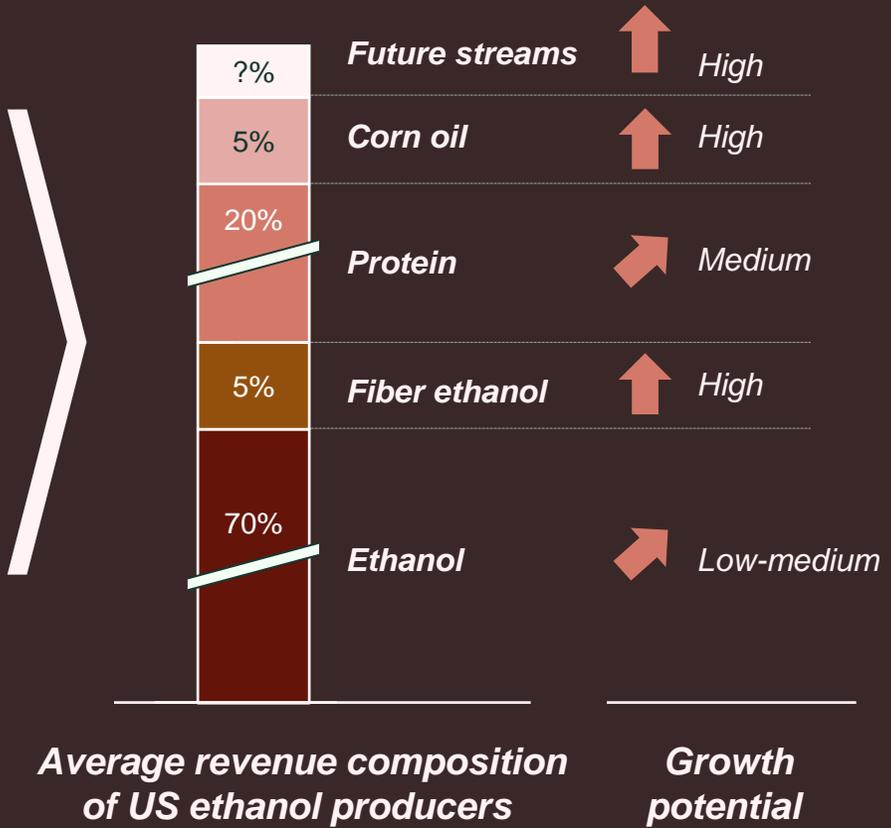
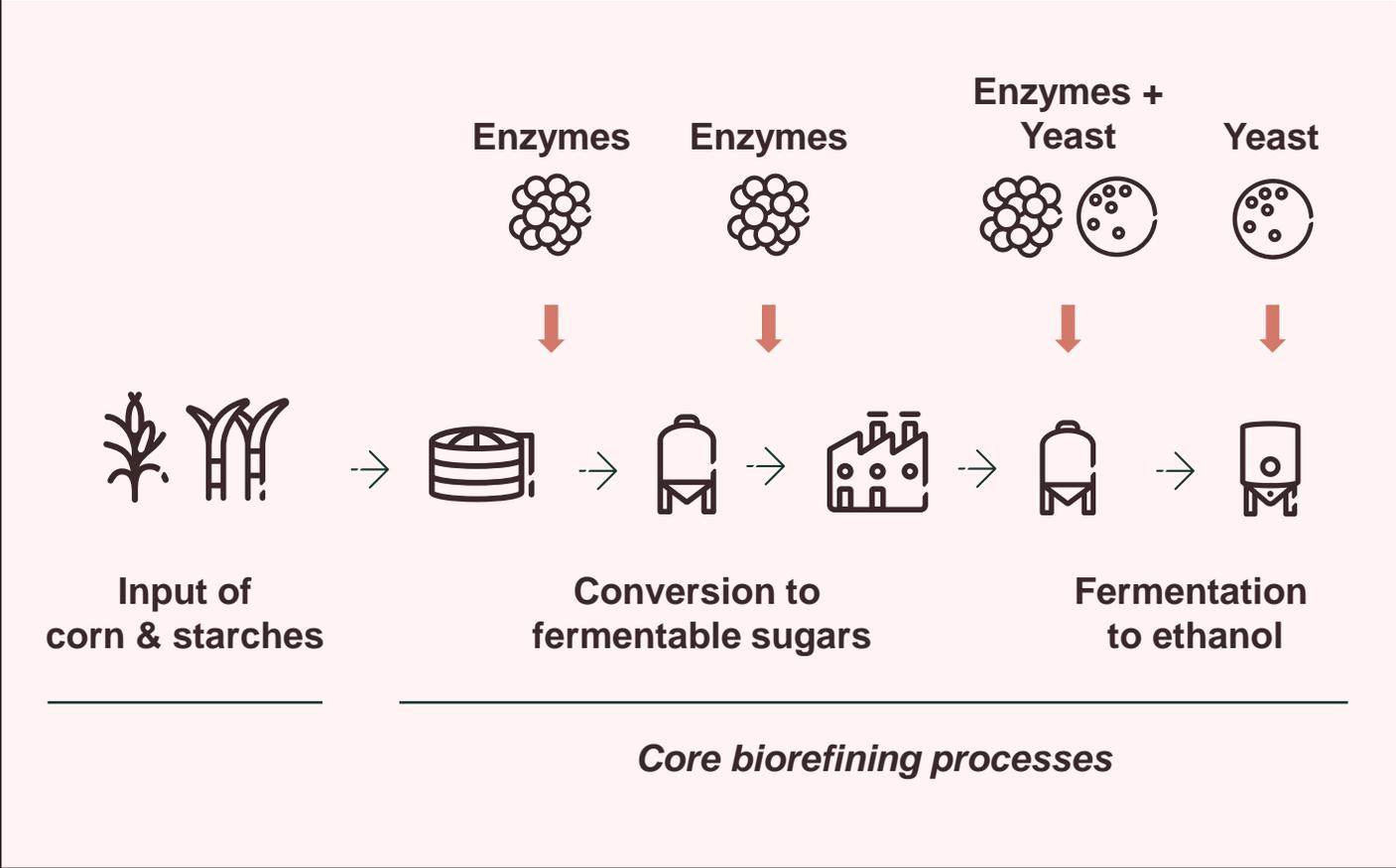
Novonesis bioenergy sales diversification



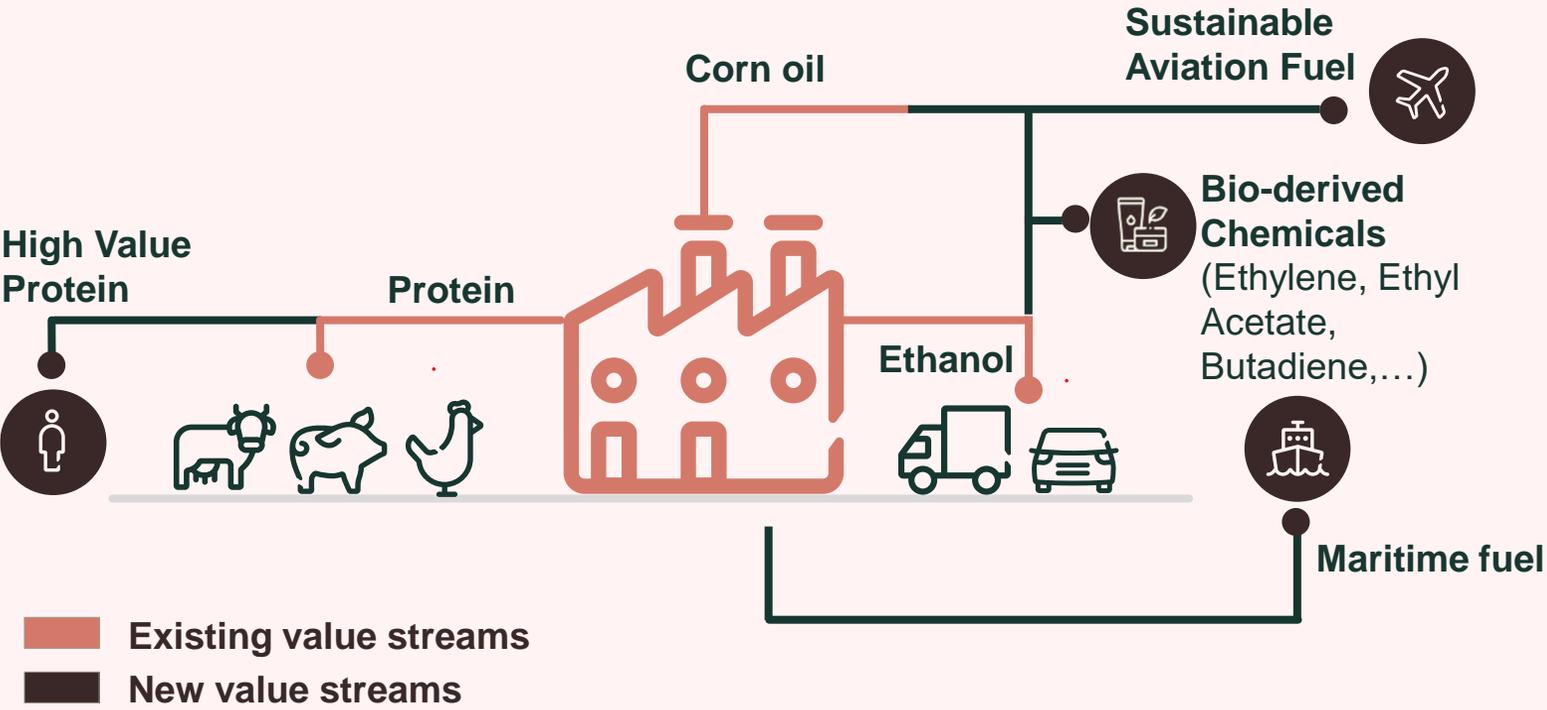
**Main diversification drivers**

- Geographical expansion
- Product diversification (DDGS, corn oil)
- New value streams (Yeast & Fiber)
- Biodiesel & Biomass based ethanol

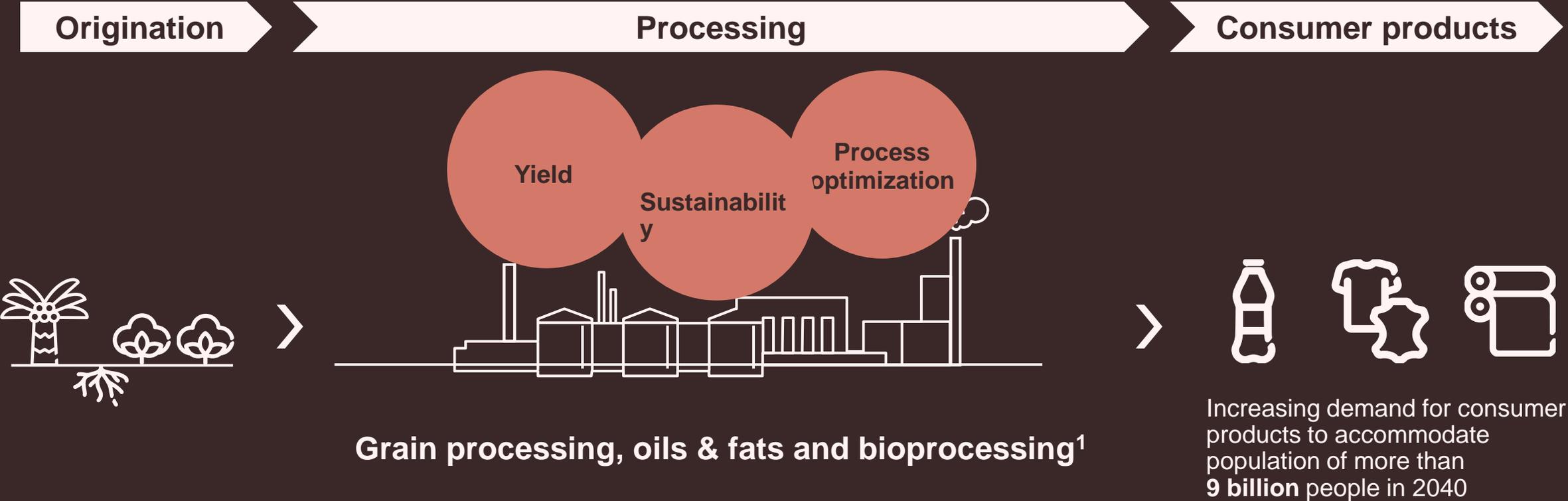
# Enabling customers to diversify and unlock value streams from cracking corn



# Future additional value streams adds optionality



# Technical processing presence across all steps of the value chain driving productivity and sustainability improvements



Note: 1) Includes Fine chemicals, Leather, Pulp & paper, Textile and Water

The era of Biosolutions is now