



Candidates proposed for the Board of Directors

In the election of board members to be held at the Annual Shareholders' Meeting on February 26, 2020, the Board of Directors proposes the re-election of four members and the election of two new members: Sharon James and Cees de Jong. All candidates are standing for one-year terms.

Sharon James is a British national and a highly experienced R&D leader. For more than 25 years, she has been leading and transforming large global R&D teams to gain a strong focus on commercial innovation. She is currently outgoing as Senior Vice President for Global R&D in the Consumer Health division at Bayer and her extensive experience also includes R&D leadership roles with Reckitt Benckiser and GlaxoSmithKline. The Board of Directors is convinced that Sharon James' broad experience in commercial research and innovation pipeline management will contribute significantly to Novozymes' focus on prioritization and strategic opportunities.

Cees de Jong is a Dutch citizen and a highly regarded business leader with significant experience in the global food ingredients and pharmaceutical industries, most recently at Chr. Hansen A/S, where he held the position as CEO from 2013 to 2018. The Board of Directors is convinced that based on his industry insights and global business experience, Cees de Jong will make a significant contribution to the further development of Novozymes' performance and strategy.

Serving on Novozymes' Board of Directors since 2011 and having brought significant contributions to the Board through her strong and versatile background in business leadership, **Agnete Raaschou-Nielsen** (currently Vice Chairman) will resign as part of the succession plan for the Board of Directors. The Board wishes to express its appreciation of Agnete's dedication and long-standing contribution.

Consequently, the Board of Directors proposes the following candidates for the Board of Directors at the Annual Shareholders' Meeting on February 26, 2020, all for a one-year term:

- Jørgen Buhl Rasmussen as Chairman of the Board (currently Chairman)
- Cees de Jong as new Vice Chairman of the Board
- Kasim Kutay as member of the Board (currently Board member)
- Kim Stratton as member of the Board (currently Board member)
- Mathias Uhlén as member of the Board (currently Board member)
- Sharon James as new member of the Board

The following employee representatives were elected as members of the Board on January 31, 2017 for a four-year term:

- Lena Bech Holskov, Safety Adviser
- Anders Hentze Knudsen, Senior Operator
- Lars Bo Kjøppler, Technician

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Contact information
novozymesIR@novozymes.com

Tobias Cornelius Björklund
+45 3077 8682
tobb@novozymes.com

Carl Ahlgren
+45 3077 2783
cxal@novozymes.com

Ulrik Wu Svare
+45 3077 3187
ulms@novozymes.com

About Novozymes

Novozymes is the world leader in biological solutions. Together with customers, partners and the global community, we improve industrial performance while preserving the planet's resources and helping build better lives. As the world's largest provider of enzyme and microbial technologies, our bioinnovation enables higher agricultural yields, low-temperature washing, energy-efficient production, renewable fuel and many other benefits that we rely on today and in the future. We call it Rethink Tomorrow. www.novozymes.com

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Novozymes A/S
Krogshøjvej 36
2880 Bagsvaerd
Denmark

Phone: +45 4446 0000

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