



# Board of Directors

**Novozymes' Board of Directors has seven members who are elected at the Annual Shareholders' Meeting and three employee-elected members. The Board represents many years of global management experience, and the members' competencies combine to ensure expert management of the company.**

# Board of Directors



**Jørgen Buhl Rasmussen**

Born 1955. Chairman of the Board since 2017. Adjunct Professor at Copenhagen Business School, Denmark. Member of the Audit Committee and chairman of the Nomination and Remuneration Committee. Member of the Board since 2011. Elected for one year at a time.

**Board positions**

**Chairman:** F. Uhrenholt A/S

**Member:** Smurfit Kappa Group  
Advisory Board of Blazar Capital

**Special competencies**

International business and management expertise, specifically within sales, marketing, branding and acquisitions, and financial and accounting expertise.



**Agnete Raaschou-Nielsen**

Born 1957. Vice Chairman of the Board since 2017. Member of the Audit Committee and of the Nomination and Remuneration Committee. Member of the Board since 2011. Elected for one year at a time.

**Board positions**

**Chairman:** Arkil Holding A/S  
Brdr. Hartmann A/S  
Danske Invest, three other UCITS funds and two AIF funds

**Member:** Aktieselskabet Schouw & Co.  
Danske Invest Management A/S

**Member of the audit committee:**

Aktieselskabet Schouw & Co.

**Special competencies**

Expertise within business development and acquisitions, macroeconomics and intellectual property rights, and financial and accounting expertise.



**Lars Green\***

Born 1967. Executive Vice President, Business Services and Compliance, Novo Nordisk A/S. Chairman of the Audit Committee. Member of the Board since 2014. Elected for one year at a time.

**Special competencies**

In-depth knowledge of the Novo Group's business, international experience from managing global biotechnology and biopharma companies, and financial and accounting expertise.

*\* This board member is not regarded as independent in the sense of the definition in the Danish Recommendations on Corporate Governance that apply to Danish listed companies.*



**Kasim Kutay\***

Born 1965. CEO, Novo Holdings A/S. Member of the Board since 2017. Elected for one year at a time.

**Board positions**

**Member:** Novo Nordisk A/S  
ConvaTec Plc

**Special competencies**

Broad experience within biotechnology, mergers and acquisitions, strategy, and financial and accounting expertise.

*\* This board member is not regarded as independent in the sense of the definition in the Danish Recommendations on Corporate Governance that apply to Danish listed companies.*



**Patricia Malarkey**

Born 1965. Member of the Board since 2018. Elected for one year at a time.

**Special competencies**

Broad experience within commercial agricultural research, biotechnology and innovation pipeline management.



**Kim Stratton**

Born 1962. Member of the Nomination and Remuneration Committee. Member of the Board since 2017. Elected for one year at a time.

**Board positions**

**Member:** European Federation of Pharmaceutical Industries and Associations (EFPIA)

**Special competencies**

Broad international commercial experience within sales and marketing, emerging markets, innovation pipeline management and sustainability.



**Mathias Uhlén**

Born 1954. Professor at the Royal Institute of Technology (Sweden) and at the Technical University of Denmark (DTU). Member of the Board since 2007. Elected for one year at a time.

**Board positions**

**Chairman:** Atlas Antibodies AB  
Antibodypedia AB  
ScandiBio Therapeutics AB

**Vice chairman:** Affibody Medical AB

**Member:** Bure Equity AB

**Special competencies**

Broad experience within research and biotechnology.



**Lena Bech Holskov\***

Born 1967. Employee representative. Safety Adviser. Member of the Board since 2013. Elected for four years at a time.

*\* In accordance with Danish law, the Board of Directors includes three employee-elected members, who serve four-year terms.*



**Anders Hentze Knudsen\***

Born 1959. Employee representative. Senior Operator. Member of the Board since 2013. Elected for four years at a time.


*\* In accordance with Danish law, the Board of Directors includes three employee-elected members, who serve four-year terms.*



**Lars Bo Køppler\***

Born 1962. Employee representative. Technician. Member of the Board since 2010. Elected for four years at a time. Employee representative member of the Board of the Novo Nordisk Foundation.

*\* In accordance with Danish law, the Board of Directors includes three employee-elected members, who serve four-year terms.*



**“The combined strength of all the members of Novozymes’ Board is what makes it operate so effectively.”**

**Jørgen Buhl Rasmussen,  
Chairman of the Board of Directors**