

## CV – Steen Riisgaard

### Year of birth

1951

### Education

MSc in Microbiology, University of Copenhagen

### Professional experience

1977-1979 **Research Microbiologist, Foss Electric**

Since 1979, an employee of the Novo group, holding various positions:

1979-1982 **Research Chemist, Novo Nordisk A/S**

1982-1985 **General Manager, R&D Novo Industry Japan Ltd.**  
Set up Novo's R&D unit in Japan.

1985-1989 **Research Director, Novo A/S**  
Secured solid organic growth (Compound Annual Growth Rate ~20 per cent) and established the foundation for what is today the largest and fastest growing segment in Novozymes.

1989-2000 **Executive Vice President, Novo Nordisk**  
Responsible for the enzyme business as well as:  
Establishment of Novo Nordisk in China  
Establishment of Novo Nordisk's CSR position  
Corporate HR.

2000-2013 **President, CEO, Novozymes A/S**  
Sales went up from DKK 5 billion to DKK 11.6 billion. In 2012, EBIT increased from 16 per cent to 23-24 per cent, and ROIC increased from 10 to > 20. Growth was primarily organic.

### Fields of experience

- > Strategy and strategy implementation
- > Determining and achieving ambitious goals for a global organisation
- > Combining R&D and business activities
- > Combining CSR and business activities.

### Directorships

- > ALK-Abello, Chairman of the board



- > WWF, Denmark, Chairman of the board
- > Egmont Fonden, Vice Chairman
- > Rockwool A/S, Vice Chairman
- > Novo A/S, Member of the board
- > Novo Nordisk Fonden, Member of the board
- > CAT-Science Park A/S, Member of the board
- > Villum Fonden, Member of the board
- > Aarhus University, Member of the board.

