



**Mr Krishna Mohan Puvvada - Regional President**

# NOVOZYMES SOUTH ASIA PVT LTD

*Finding Biological Answers for Better lives in a Growing World.*

**CAN YOU PLEASE GIVE AN OVERVIEW OF YOUR PROFESSIONAL BACKGROUND, LEADING UP TO AND INCLUDING YOUR CURRENT ROLE?**

I have been working with Novozymes for over 20 years and has served in various roles. I joined Novozymes in 1997 as a Marketing Manager, and over the years, have been in different roles across diverse industry segments and geographies. Across these years, what's been common has been the drive to increase the adoption of better technology across the various business verticals. In my last role as Senior Director for Household Care in India and Africa, we firmly established Novozymes' presence in both the markets. I took over the role of Regional President for South Asia in 2019, and in addition to the site role, I also head the Consumer Biosolutions division for South Asia. As the Business Director for Consumer Biosolutions, I manage Novozymes' consumer benefit-focused industries, covering Household Care, Baking, Dairy, Beverages, Protein and Food, across South Asia.

Prior to Novozymes, I had worked with Lupin laboratories, where I was responsible for the launch and promotion of specialty pharma products in South India.

**WHAT HAVE BEEN SOME OF THE SIGNIFICANT HIGHLIGHTS OF NOVOZYMES SOUTH ASIA PVT LTD'S HISTORY?**

Novozymes has been a long-standing partner of India and is committed to the country's sustainable growth. We have been present in the Indian market for close to four decades and have grown from strength to strength over the years. We have been a pioneer in providing sustainable solutions to most of the industrial biotech segments. Our enzymatic and microbial solutions are used across a broad range of industries – food and beverages, detergents and cleaning solutions, textiles, starch and vegetable oil processing, bioenergy, agriculture, etc, ensuring high standards of quality products, reduced energy consumption, and protecting the environment.

We started our journey in India in 1983 with a Regional Liaison office. In 1998, we got incorporated as a 100% subsidiary. In 2000, we made an investment in a re-tapping facility, followed by opening of the finance and shared services section in India, which was scaled up in 2009. In 2007, we acquired the enzyme business of Biocon India, which gave us access to manufacturing and provided a higher scale in the operations. In 2010, we started the Global Competency Centre (GCC) followed by the Detergent Design Centre in 2017, which helped bring innovation closer to our Household Care (HHC) customers in emerging markets. Since 2018, we have been ramping up our strength in Digital Transformation, which has played a

key role in enhancing our customer engagement and giving us an edge in the market. In 2019, we set up our production site in Patalganga, near Mumbai, to support growing customer needs locally and globally. In 2021, the Global Powder Centre was established to support HHC customers globally.

We have been able to capitalize on the human capital and continuously expand our footprint in the Indian subcontinent.

**WHAT ARE SOME OF NOVOZYMES SOUTH ASIA PVT LTD'S KEY VALUES AND BELIEFS? HOW IMPORTANT IS CUSTOMER SATISFACTION?**

At the heart of Novozymes, we share the purpose of “finding biological answers for better lives in a growing world.” We want to work together with our customers, partners, and the global community to solve the most urgent problems of today and the future. It all begins with a customer who believes in our technologies and applies our biological solutions. From there, every use of our solutions brings the world one step closer to a brighter and greener tomorrow.

Customer engagement and partnerships are key to our business. We strive to continue being a trusted business partner that delivers reliable products and innovative solutions.

Customer co-creation is one of the main drivers behind our strategy of “Unlocking growth – powered by biotech.” To meet increasing

customer needs, Novozymes proactively engages with customers in different ways. We co-create with our customers to find new solutions and applications to help improve their products and processes. Our Technical Service and Customer Co-creation teams have a deep understanding of our customers' needs. They optimize product use by making the necessary adjustments, tailored to the needs of individual customers. Lastly, we engage strategically with customers across various industries to jointly develop sustainable biological solutions.

In addition to this, we believe in the voice of the customer. Towards this, we seek feedback from our customers on our ability to add value and meet expectations. We also have a Customer Satisfaction Survey which gives a Net Promoter Score (NPS); the insights from the survey provide an opportunity to shape actions and provide direction towards customer satisfaction.

#### **WHAT DO YOU THINK SETS YOUR BUSINESS APART FROM YOUR COMPETITORS?**

Novozymes is the global market leader in biological solutions, producing a wide range of enzymes, microorganisms, and technical and digital solutions which help our customers, add new features to their products, and produce more from less, among other things.

What sets us apart is our strong focus on innovation. Novozymes invests 13% of its total revenue in research every year. Novozymes' research and business are based on bio-innovation, and through these technologies, we find safe and innovative answers to some of the planet's most pressing challenges, such as carbon capture, sustainable food systems, or replacing chemicals with biodegradable solutions.

Further, our solutions contribute to several of the United Nations' Sustainable Development Goals (SDGs), directly or indirectly. The SDGs represent both responsibilities and opportunities for Novozymes. They have been an integral part of how we drive our business, innovate, run our operations, and work with our employees and the communities we are part of.

From an Indian context, over the years, we have invested towards establishing a strong local presence with world-class labs and highly skilled application scientists who are constantly finding ways to introduce innovative technologies to our customers.

#### **HOW IMPORTANT IS CULTURE TO THE BUSINESS? HOW DO YOU INSTILL THIS IN YOUR EMPLOYEES?**

Novozymes continually strives to be an attractive, inspiring, diverse, inclusive, and high-performing workplace with a culture based on Novozymes' purpose and values. We encourage our employees to work for a cause, not just a company. Whether one is driven by science, sales, or a different area of expertise, we encourage them to make everyday products more sustainable through nature's smallest powerhouses – enzymes and microorganisms. Being a pioneering company, we seek people who are eager to try new things, motivated by challenge and not afraid to fail, but driven to try again and again.

Our employee policies and priorities foster collaboration. We also have numerous employee-driven events that bring in a lot of energy at the site. Culture evolves over a time and at Novozymes, we attach high importance to ensure that culture is nourished to ensure employees thrive in an inclusive ecosystem.

#### **WHAT ARE THE FUTURE PLANS, IN TERMS OF EXPANSION AND GROWTH?**

South Asia offers a lot of opportunities. The demographics and aspiration of the people for new and improved quality products are extremely high. Manufacturers and suppliers across the value chain need to collaborate to meet these aspirations. The Indian Government's climate ambitions, its focus on industrial decarbonization, sustainable agriculture, alternative fuels, clean air, and water are big themes which will force a relook at how we produce things.

These are some of the big drivers for sustainable technologies, where we see a responsibility to offer our innovations. There is already so much of momentum on these fronts, and we see an exciting future.

#### **WHAT STRATEGIES DO NOVOZYMES SOUTH ASIA PVT LTD HAVE IN PLACE TO IMPROVE YOUR SUPPLY CHAIN AND BUILD LONG-TERM RELATIONSHIPS WITH KEY PARTNERS?**

Our local presence has ensured that we are at the forefront of understanding the trends. And, working on a partnership mode, we engage actively with our stakeholders to capture demand and plan accordingly.

We also embrace technology pertaining to demand-planning and have forecasting tools that position us well in different scenarios. We have also invested in enhancing our local supply-chain capability to meet customer requirements. Novozymes has enhanced its go-to market strategies, accelerating regionally relevant innovations and upgrades, and strengthening customer relationships. We have also acquired new businesses, entered strategic partnerships, and launched new innovations. Despite

the pressure on supply chains, we managed to deliver our orders to customers throughout 2021, without compromising on our fast response and dedicated service, thereby further improving the customer experience. As part of our refreshed strategy, we will form regional customer co-creation centers to work with local customers and cater to their needs.

In 2022, we will continue to improve our go-to market strategies, invest in consumer insights, accelerate regional innovations to strengthen our position in select markets, and build on our strong relationships with key customers and partners. We will also further strengthen our ability to deliver the broader biotech solutions that set us apart from the competition.

**WHAT ARE SOME OF THE KEY GOALS MR. KRISHNA MOHAN PUVVADA AND NOVOZYMES SOUTH ASIA PVT LTD HAVE ACHIEVED SINCE YOU BEGAN THE ROLE AS THE REGIONAL PRESIDENT & SENIOR DIRECTOR?**

Novozymes has been at the forefront of expanding the application areas of our technologies. These would mean that we find new application areas which are unique – for example, improved freshness and softness for industrialized flat breads; bringing in sustainable technologies in all cleaning formats of detergents; playing into the fast-evolving biofuel space; and enhancing bio-agriculture technologies. We also have been extremely proud of our CSR impact where we have been able to make a difference in the villages around our production plant in Patalganga, near Mumbai.

**HOW DO NOVOZYMES SOUTH ASIA PVT LTD COLLABORATE WITH AND DEVELOP RELATIONSHIPS WITH KEY SUPPLIERS, AND WHAT BENEFITS AS A COMPANY DO YOU**

**SEE FROM THIS COLLABORATION?**

Novozymes relies on a wide range of suppliers. We want sustainable solutions for our customers in every part of our value chain. It is our goal to maintain high efficiency, ensure supply reliability, and apply our values to our value chain, including our suppliers. We expect our suppliers to deliver on their promise – to meet our expectations on quality; to face competition, focusing on efficient delivery and continuous improvement year after year; and to balance reliability, quality, and efficiency with a drive for sustainability and innovation. We partner with our trusted suppliers in efforts to innovate and implement responsible solutions throughout our supply chain.

In 2021, we engaged with key suppliers to better understand our supply-chain emissions and our suppliers' climate maturity, in support of our efforts to reduce emissions from our supply chain (Scope 3 emissions). We requested the suppliers to provide their carbon footprint or the best available data for the products they deliver to Novozymes. Some of them were able to deliver product-specific greenhouse gas (GHG) emissions data, and many had targets to save energy and/or reduce GHG emissions in the coming decade.

**LOOKING TO THE FUTURE, WHAT ARE YOUR PLANS FOR THE COMPANY'S GROWTH IN THE MEDIUM TO LONG TERM?**

We see huge opportunities for our biological solutions across a wide range of industries we cater to. With increased awareness of biological solutions, we are moving closer to our stakeholders to better understand their needs. We are investing in Marketing and Technical capabilities to establish our technologies in the marketplace. In a few industries, we are also

investing to develop solutions that are broader than enzymes to help bridge some crucial gaps in customer adoption of new technologies.

**INNOVATION IS A MAJOR FOCUS AREA FOR US. IN THE PAST FEW YEARS, WE HAVE LAUNCHED MULTIPLE PRODUCTS THAT ARE VERY RELEVANT ACROSS COUNTRIES.**

In India, there are opportunities in Biofuels and Bio-Agriculture, both of which are a big draw across South Asia. We have played a pioneering role in the development of the 2G biofuels industry worldwide. Over two decades of extensive research has brought in significant advancement in the 2G technology and enabled its adoption. Sustainable solutions through our enzymes and microbes are enabling bio-agriculture across the world, providing farmers access to quality and sustainable farming inputs.

With the Government of India's mission to be a USD 150 billion bioeconomy by 2025, we look forward to participating in this strategic direction and play a key role in furthering the government's initiatives.

**ANYTHING ELSE YOU WOULD LIKE TO ADD OR EXPAND UPON?**

Novozymes is committed to India's sustainable development and contributing towards climate action. Our biosolutions can play a key role in advancing industrial decarbonization, enabling healthier lives and transforming food systems. And we are on this exciting journey.

We at Novozymes are fortunate to be nurtured under the confluence of science and nature, every day. And that drives our passion of making a sustainable impact. For us, science drives growth and we believe only science can make us future-ready.