

8.5 Customer satisfaction measurement

Our customers' opinions are powerful indicators of whether our products and services are meeting our ambitions and of how we are perceived as a company. Novozymes has therefore set a corporate target for Customer Satisfaction Measurement (see Targets in Management's Review) in order to monitor the satisfaction of our customers and collect feedback on areas for improvement on an annual basis.

Novozymes' Commercial Development function ensures that customer satisfaction is measured annually and that the feedback is collected, analyzed and addressed in the relevant functional areas. Commercial Development

also ensures that our account managers get the necessary support to meet current customer demands as well as to engage with potential new customers.

In 2016, Novozymes conducted a survey using the Net Promoter Score (NPS) methodology. The NPS is based on customers' answers to a single question: "How likely are you to recommend Novozymes to others?" and ranges from -100 to +100. The response rate of Novozymes' direct customers invited to participate in the survey was approximately 70%. In 2016, Novozymes scored +45 points in the Customer Satisfaction Measurement survey. This is high compared with the survey

conducted in 2013, when the NPS was +34.

The survey shows that Novozymes' employees are well regarded and that our customers appreciate our commercial and technical services. Account managers, in particular, were seen as key drivers of impact with customers. The main areas for improvement for Novozymes were to become more proactive, share information better, and continue to hire knowledgeable and friendly people.

Going forward, our account managers will translate the learnings from the survey into action plans to better satisfy our customers.



ACCOUNTING POLICIES

The Net Promoter Score is derived from an annual questionnaire measuring how likely the customer is to recommend Novozymes to others. The NPS is calculated as the share of promoters (on a scale of 0-100) less the share of detractors (also on a scale of 0-100). The resulting score is a number between -100 and +100.