

Innovative partnerships



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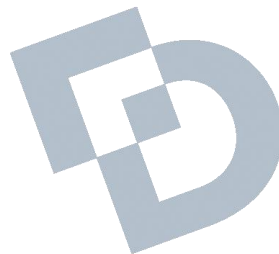
Danisco today



Danisco is one of the world's leading producers of ingredients for food and other consumer products. Our ingredients are mainly used in the food industry but are also applied to feed, pet food, cleaning, textiles, plastics, pharma, and oral hygiene.

Danisco is also one of the largest and most efficient sugar producers in Europe, providing sugar for both the food industry and retail markets.

- Danisco A/S founded in 1989
- Listed on the Copenhagen Stock Exchange
- Employees: approx. 9.700 (July 2007)
- Revenue: EUR 2.7 billion/DKK 20.4 billion (2006/07)
- International presence: some 46 countries
- Headquarters: Copenhagen, Denmark
- Chairman of the Board: Anders Knutzen
- Chief Executive Officer: Tom Knutzen



Mission – Vision – Strategy



Mission

To accommodate consumer demand for healthy, safe and tasty food and to provide value-adding, sustainable and bio-based solutions for the industry



Vision

Danisco wants to be the leading supplier of value-adding ingredients to the industry globally



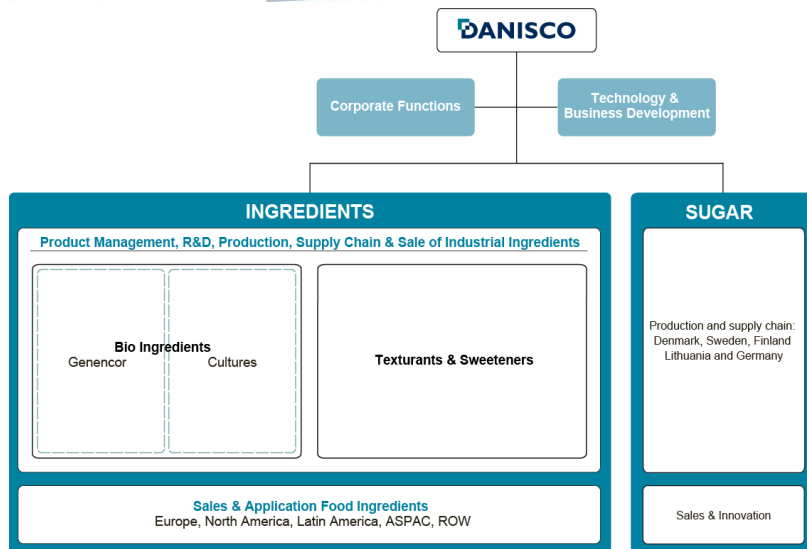
Strategy

Danisco's strategy is to create value through:

- organic growth
- developing and capitalising on the technology platform
- acquisitions

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Our organisation*



*Effective July 2007

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Danisco's global position



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Danisco inside...



.. every 4th loaf of bread



.. every 2nd ice cream



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We are committed to sustainability



Our sustainability policy is built around four focus areas

SHEQ

Safety
Health
Environment
Quality



Product safety



Environmental ethics

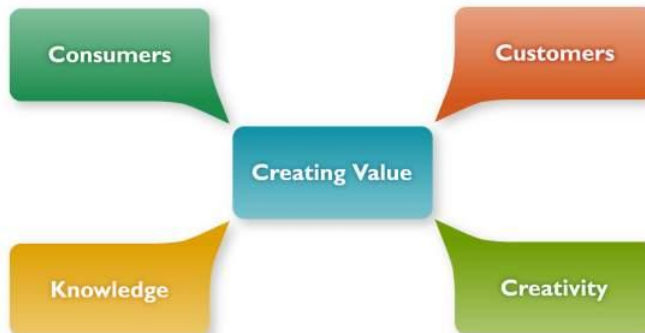


Social issues and business integrity



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Innovation – agenda



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Innovation philosophy

- To have a close dialogue with our customers so our extensive ingredient know-how can be applied in the development of value-adding solutions
- To assist our food customers in the development of healthy, safe and tasty food
- To develop new ingredients and solutions that meet the present and future demands of our customers
- To continue our extensive in-house research and development in co-operation with external partners

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Our commitment to innovation

4.3% of annual turnover is invested in innovation
(5.6% in ingredients)
Total: DKK 874 million (€117 million) in 2006/07

897 employees (FTEs) (July 2007)

<u>Research & development</u>	579 (65%)
<u>Application & customer service</u>	318 (35%)



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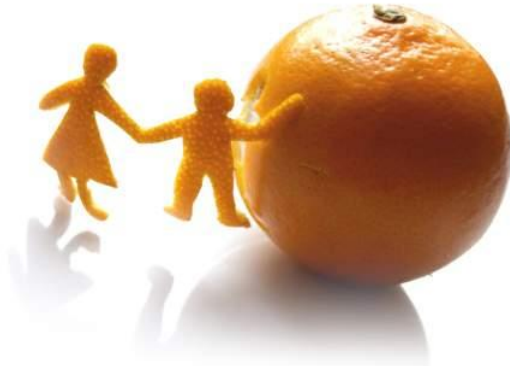
Partnership agreements

Danisco's extensive technical expertise is available through its global network. This equips the company to enter international agreements and cooperative partnerships.

Extensive legal back-up

Co-operation based on bi-lateral

- CDAs
- MTAs
- Cooperation agreements
- R&D frame agreements
- IPR



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Examples of new types of partnerships

- Danisco develops a vegetable oil-based plasticizer for thermo plastics and is supported by Greenpeace in public communications
- Danisco investigates possibilities of entering a partnership with local food companies and NGOs on improving the nutritional value of local food products in developing countries for e.g. people suffering from HIV/AIDS
- Danisco joined a workshop to create a common vision of health for life, with organisations from ICT, health care and food industries.



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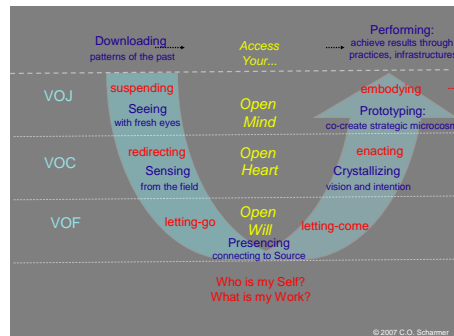
Innovative partnership structures



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Health for life – a partnership vision

- How do organisations from different industries like ICT, health care, food ingredients etc. create a shared vision?
- What are some of the key drives of creating shared visions?
- What are some of the difficulties?



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Importance of common interest

- Csikszentmihalyi says that *“Any group of people working toward a common goal is held together by a combination of two motives: self-interest and common interest.”*
(Csikszentmihalyi, *Good Business*, 2003, p. 200)
- Nurturing a partnership to render the participating organisations with a common interest and understanding of the partnership vision, as well as offering the people in the group a possibility to create a self-interest will be important for successful and innovative partnerships



Innovative partnerships in the post-industrial economy

- A more open approach to partnerships
- Partnerships based on mutual understanding of the world and shared values, e.g. NGOs and private companies or organisations from different industries (CSI)
- Not only about technology but cross-industry partnerships, e.g. ICT and food technology companies aspiring to a higher vision



Thank you

 **DANISCO**

First you add knowledge...