

Novo Nordisk

Corporate presentation



LIU JING
China
District sales manager, Novo Nordisk

Novo Nordisk at a glance

- A world leader since 1923
 - in diabetes care
 - in insulin
 - in injection devices
- Also leading positions in:
 - Haemostasis Management
 - Growth Hormone Therapy
 - Hormone Replacement Therapy (HRT)

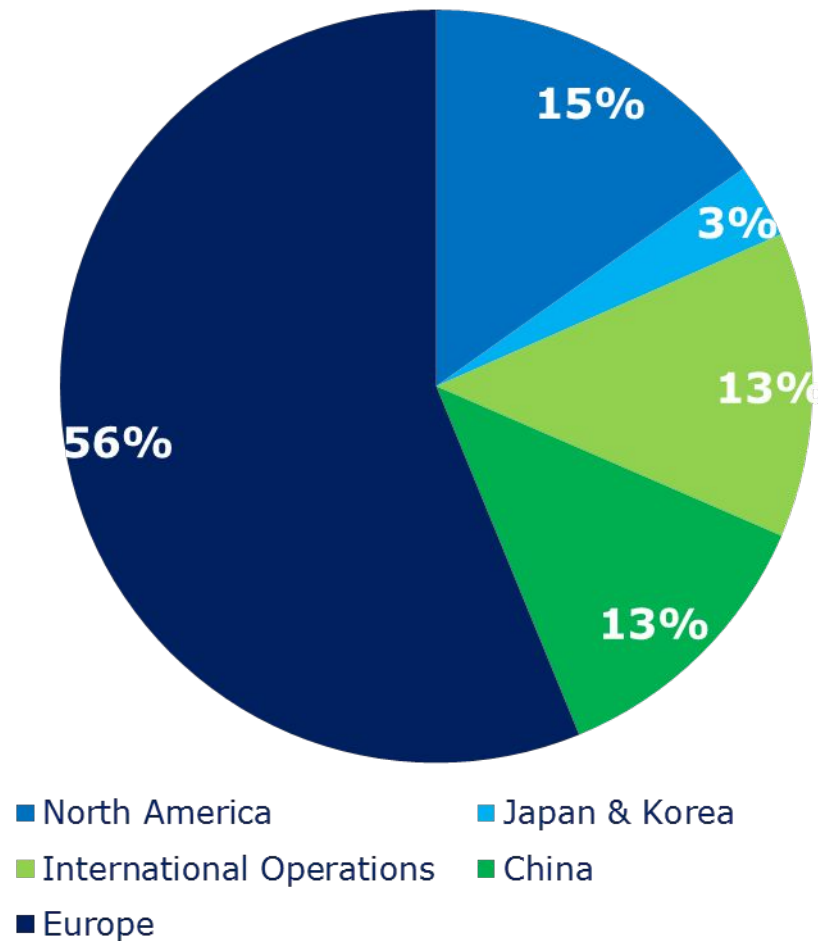


We are a global healthcare company...

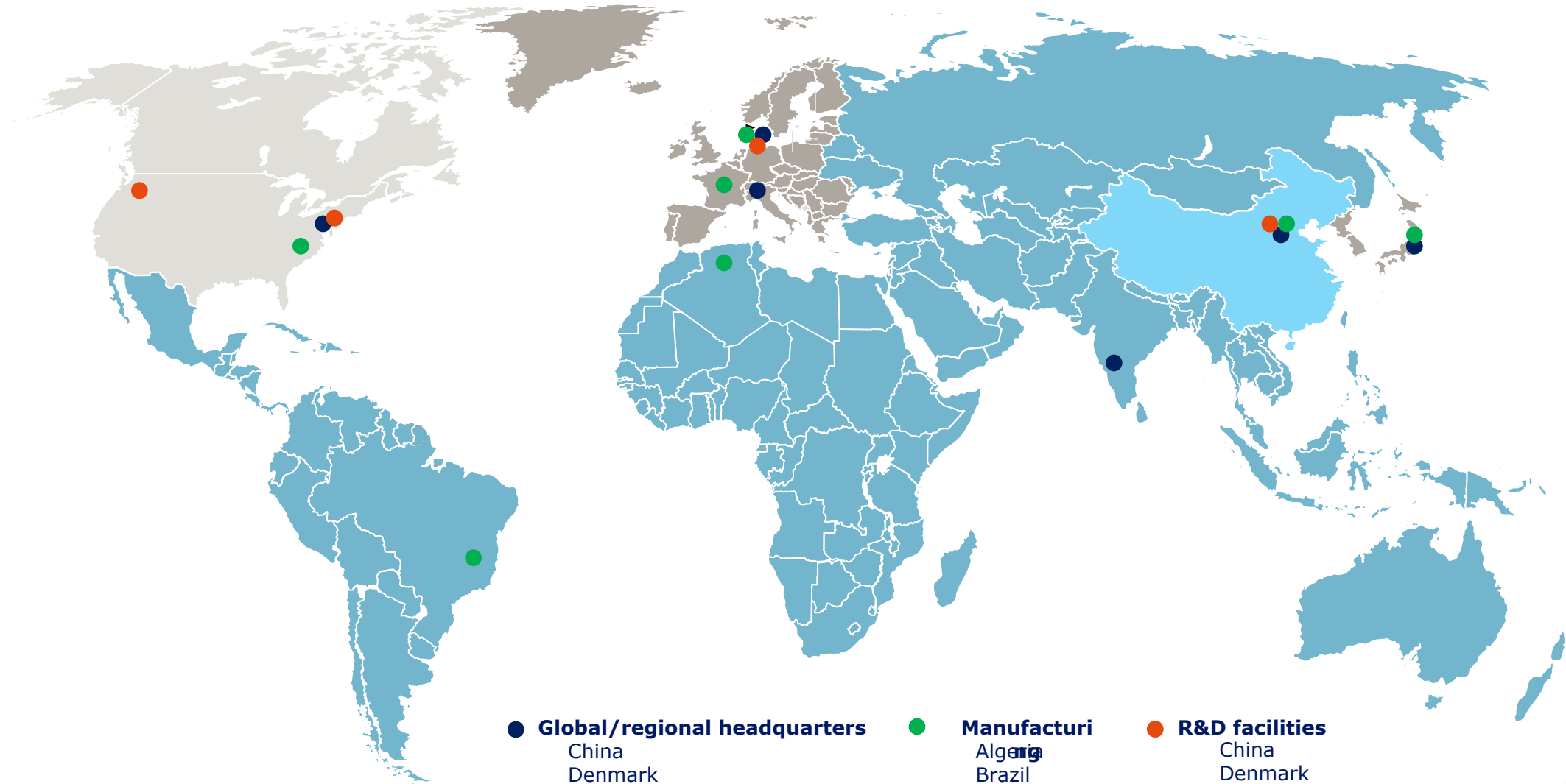
- Novo Nordisk is a global healthcare company with 89 years of innovation and leadership in diabetes care. The company also has leading positions within haemophilia care, growth hormone therapy and hormone replacement therapy.
- Headquartered in Denmark, Novo Nordisk employs approximately 32,500 employees in 75 countries, and markets its products in 190 countries.
- Novo Nordisk's B shares are listed on NASDAQ OMX Copenhagen (Novo-B). Its ADRs are listed on the New York Stock Exchange (NVO).

...with more than 32,500 employees around the world

Employees by geographical area



Novo Nordisk around the world



● **Global/regional headquarters**

- China
- Denmark
- India
- Japan
- Switzerland
- US

● **Manufacturing**

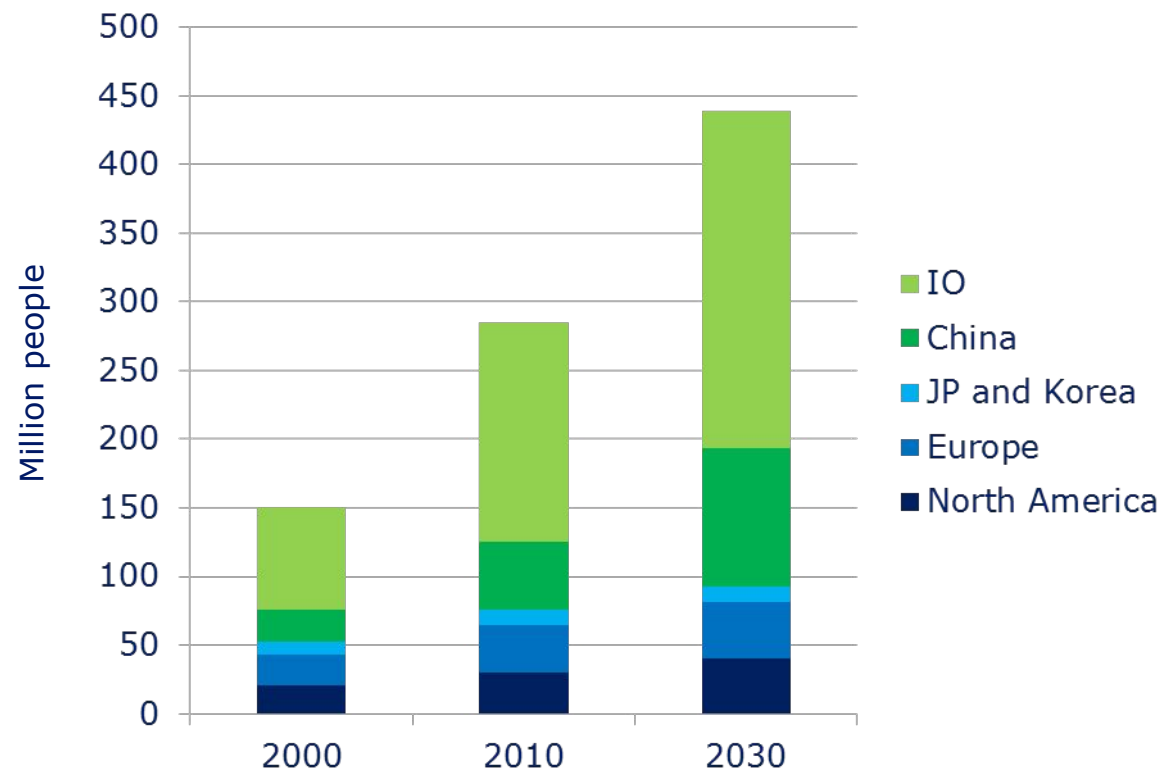
- Algeria
- Brazil
- China
- Denmark
- France
- Japan
- US

● **R&D facilities**

- China
- Denmark
- US

Diabetes: A global pandemic

Projected number of people with diabetes



Risks factors for developing type 2 diabetes

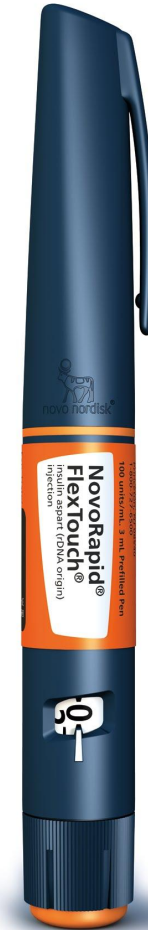
- Age > 45 years
- Obesity (BMI > 27 kg/m² or > 20% ideal body weight)
- Sedentary lifestyle
- Ethnic predisposition
- Hypertension
- Dyslipidaemia

Estimated costs of diabetes

- Global diabetes healthcare costs in 2011: 465 bn USD
- Global diabetes healthcare costs accounted for 11.6% of total healthcare costs in 2010
- Every year, 4.6 million deaths are due to diabetes

We are driving the change in diabetes

- Supplier of more than half of the world's insulin
- The broadest range of pharmaceutical products and services
- The broadest portfolio of R&D diabetes projects
- The leader in insulin delivery systems
- Largest number of research projects
- Largest private research budget within diabetes



Novo Nordisk is the only company with a full portfolio of modern insulin



ALI BASEM ARQUOB
Jordan
Ali has type 1 diabetes

Novo Nordisk insulin



Fast-acting
insulin

EU: 1999
US: 2001



Premixed
insulin

EU: 2002
US: 2002



Long-acting
insulin

EU: 2004
US: 2006

>20 years innovation

First device

1925



Durable pens

1985



1992



1999

Prefilled pens

1989



2001



Integrated devices

1999



2001



Improved durable pen

2005



2008



2010



Novo Nordisk also has a long-standing heritage in device innovation*



FlexTouch®
Platform device
approved for use with
modern insulin



NovoPen Echo®
Improved durable
pen for children
(memory function)



FlexPen®
new disposable
pen designed for
easy use



NovoLet®
the world's first
disposable insulin
device



NovoPen®
first pen
device



**Insulin Novo
Syringe**



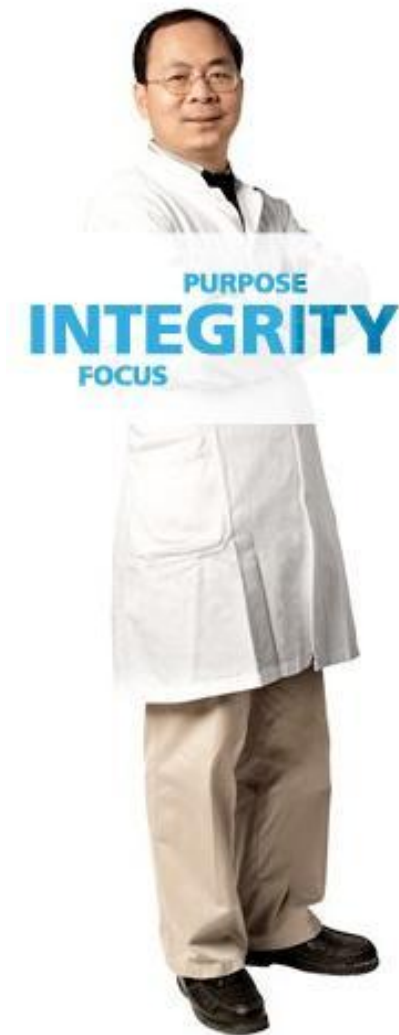
*Only diabetes devices shown

Novo Nordisk Way



ANA CARVALHO
Portugal
Sales representative, Novo Nordisk

The Novo Nordisk Way



Every day, we must make difficult choices, always keeping in mind what is best for patients, our employees and our shareholders in the long run.

- Our ambition is to strengthen our leadership in diabetes.
- Our key contribution is to discover and develop innovative biological medicines and make them accessible to patients throughout the world.
- We aspire to change possibilities in haemophilia and other serious chronic conditions where we can make a difference.
- Growing our business and delivering competitive financial results is what allows us to help patients live better lives, offer an attractive return to our shareholders and contribute to our communities.
- We never compromise on quality and business ethics. Our business philosophy is one of balancing financial, social and environmental considerations - we call it 'The Triple Bottom Line'.
- We are open and honest, ambitious and accountable and treat everyone with respect.
- We offer opportunities for our people to realise their potential.

The Essentials



The Essentials are ten statements describing what the Novo Nordisk Way looks like in practice. They are meant as a help to our managers and employees for evaluating to what extent our organisation acts in accordance with the Novo Nordisk Way.

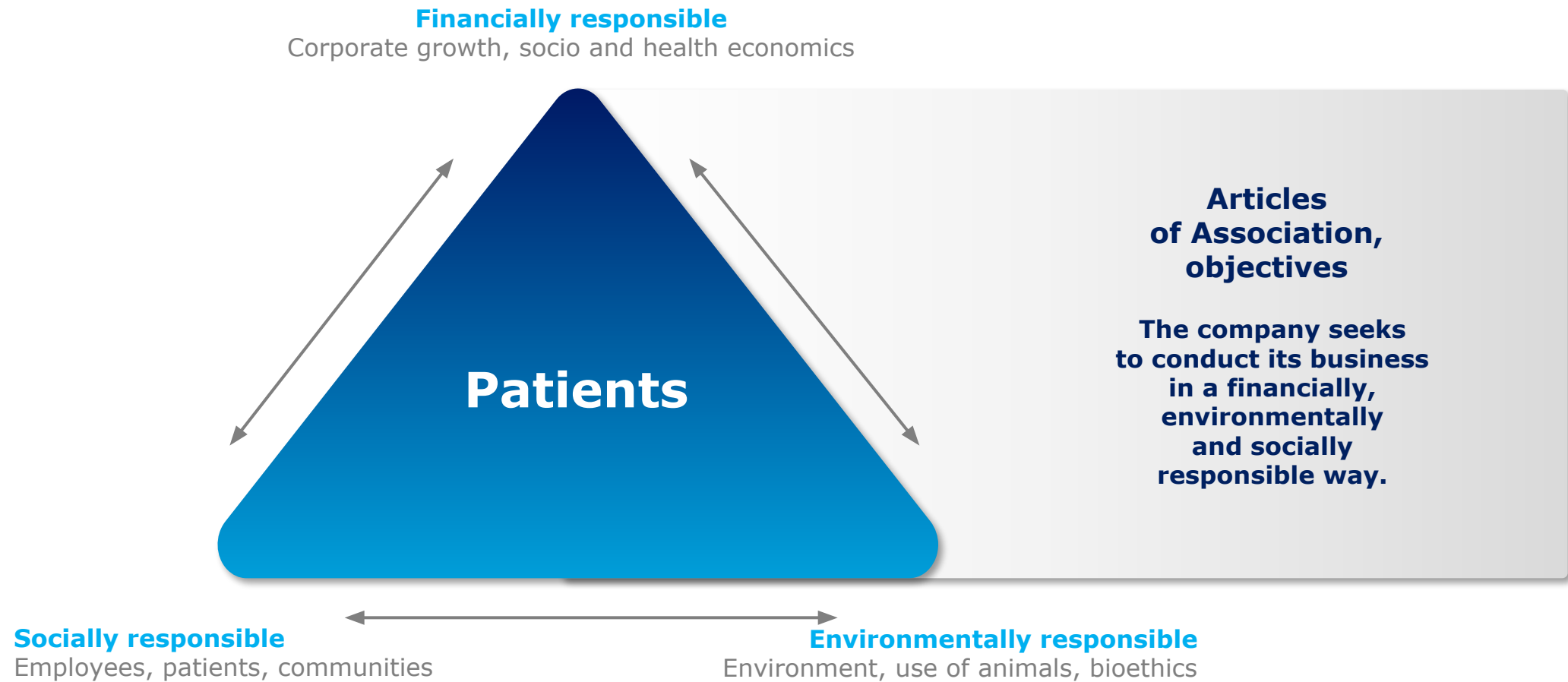
1. We create value by having a patient-centred business approach.
2. We set ambitious goals and strive for excellence.
3. We are accountable for our financial, environmental and social performance.
4. We provide innovation to the benefit of our stakeholders.
5. We build and maintain good relations with our key stakeholders.
6. We treat everyone with respect.
7. We focus on personal performance and development.
8. We have a healthy and engaging working environment.
9. We optimise the way we work and strive for simplicity.
10. We never compromise on quality and business ethics.

Triple Bottom Line



RUI PINTO
Portugal
Product manager, Novo Nordisk

Our answer, the Triple Bottom Line



World Diabetes Foundation (WDF)

- Independent, non-profit organisation founded in 2001 by Novo Nordisk.
- Supported by a grant from Novo Nordisk with a total maximum of 1.1 billion Danish kroner in the period 2001-2017, (195 million US dollars)
- Current project portfolio: 259.3 million dollars of which 85.8 million were donated by the World Diabetes Foundation.
- The World Diabetes Foundation is dedicated to supporting prevention and treatment of diabetes in the developing world through funding of sustainable projects.
- Funded 278 projects in 100 countries, currently focusing on access to diabetes prevention and care, awareness, education and capacity building at local, regional and global levels.

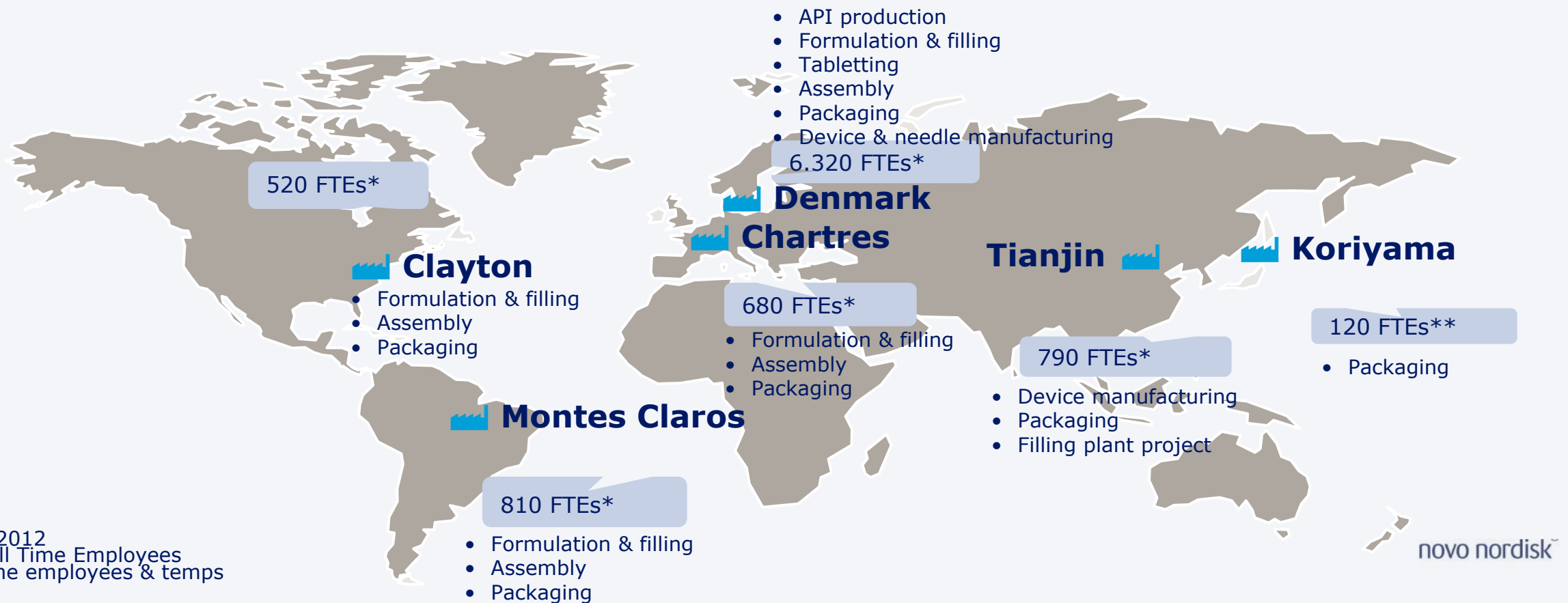




Product Supply

Product Supply

- Responsible for the supply chain of all products sold by Novo Nordisk
- Approximately 30% of all Novo Nordisk employees
 - Denmark: ~6.320 employees
 - Outside Denmark: ~2.860 employees
- Product Supply has facilities in 6 countries across the globe



February 2012
*FTEs: Full Time Employees
** Full time employees & temps



Local Manufacturing Kaluga

Russia

Introductory Slide Set
[DATE]



1. Geography

- NN Headquarters located in Copenhagen, Denmark
- Travel time: Copenhagen <-> Kaluga



Reasons for Kaluga Region:

- Favorable political environment
- Declared business-ethics and transparency
- Expertise in dealing with foreign investment
- Logistics (Moscow vicinity)

2. Project Purpose

- Russian Government to ensure “National Drug independence”
 - 2008: import regulations intensified
 - 2010: formal requirements for local manufacturing by 2014
- Competition
 - Sanofi-Aventis: packaging as of 2010, form.& fill. by 2012
 - Biosimilar domestic products



**Necessity to achieving local
producer status to ensure long
term business in Russia**

3. Project Scope

- 3 Processes are in scope:
 - **Formulation**
 - **Filling** – filling the drug into 20 mill. cartridges (Penfill®) + inspection
 - **Packaging** – five pieces per package
 - Additional: Packaging of 10 mill. FlexPen®
- The Kaluga facility will be operated by Product Supply
 - Current reporting to Devices & Supply Chain Management
- **Delivery to market**
 - First packaged PenFill® in Q3 2014
 - First filled PenFill® in Q2 2016

Visual Work Flow

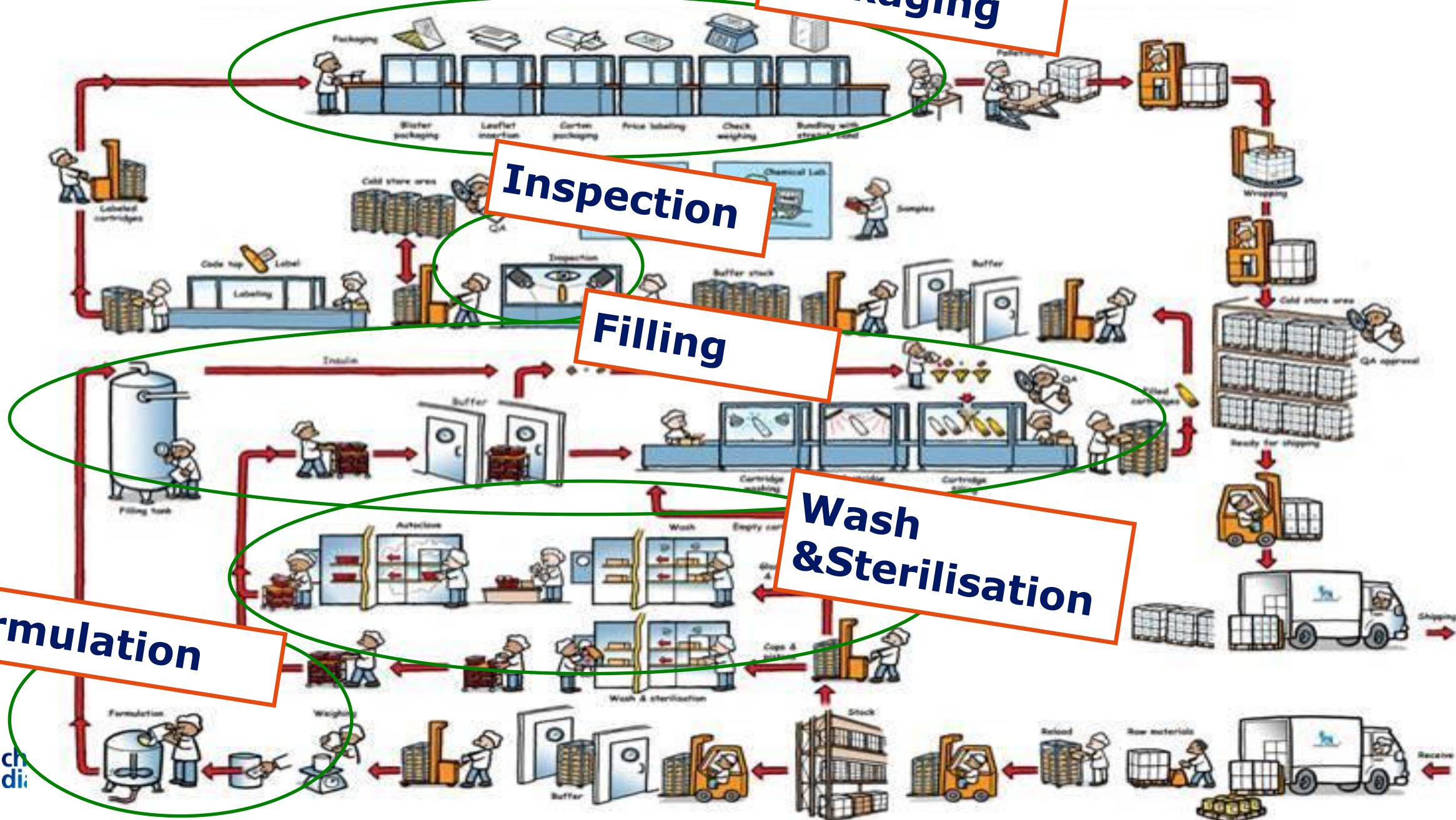
Packaging

Inspection

Filling

Wash & Sterilisation

Formulation



3. Scope: Site Overview Production Plant



Scope: Site Overview Facility Support Areas

