



COPENHAGEN
Denmark

Sustainability

Driving a sustainable business approach within affordability, environmental and social aspects is fundamental for Novo Nordisk

The following slides are incorporated throughout the Capital Markets Day in the related sessions. In addition, a few more relevant pages have been added. This chapter sums up Novo Nordisk's approach to a sustainable business.

By
sustainable
business,
we mean

Creating **long-term value** for patients, employees, partners and shareholders by developing innovative and competitive solutions to patients' unmet needs

Doing business in a financially, environmentally and socially **responsible way**

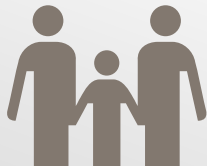
Anticipating, adapting to and creating new business opportunities from changes in our business environment

Social responsibility is core to Novo Nordisk and initiatives focus on access, prevention and innovation

Support prevention by building capacity in health systems and societies



Ensuring access by making Novo Nordisk medicines available and affordable



Develop new and innovative treatments until diabetes is defeated



PARTNERING FOR CHANGE
Chronic Care in Humanitarian Cities



cities changing diabetes



NCD
The Defeat-NCD Partnership



US affordability

base of the pyramid

access to insulin
COMMITMENT

changing diabetes® in children

RYBELSUS® ONCE-WEEKLY **OZEMPIC®** **TRESIBA®**

CAPITAL MARKETS DAY



New environmental strategy aspiring to have zero environmental impact

circular FOR zero

●
SOLVE GLOBAL
ENVIRONMENTAL
CHALLENGES

●
LEAVE ZERO
ENVIRONMENTAL
IMPACT

●
EMBED CIRCULAR
MINDSET ACROSS
ORGANISATION



Circular supply

Novo Nordisk will collaborate proactively with suppliers to embed circular thinking for reduced environmental impact across Novo Nordisk value chain and switch towards circular sourcing and procurement



Circular company

Novo Nordisk will eliminate environmental footprint from Novo Nordisk operations and drive a circular transition across the company aspiring for zero environmental impact



Circular products

Novo Nordisk will upgrade existing and design new products based on circular principles and solve the end-of-life product waste challenge to close the resource loop

Biopharm is committed to driving change for patients by improving access to care and reducing the burden of care

Partnering to make change a reality



Improving **access** to care,
treatment and **quality of life**

Addressing unmet needs, beyond medicine



Reducing **burden of care** and
improving **disease awareness**

The global burden of obesity

650 MILLION
adults have obesity

120 MILLION
children have obesity

3.4 MILLION
deaths were caused by obesity in 2010

2 TRILLION
US dollars in annual global cost of obesity

Changing Obesity is a cornerstone of Novo Nordisk's commitment to people living with obesity

PREVENTION



Novo Nordisk works to build healthier environments to enable improved health

RECOGNITION



Novo Nordisk works to foster empathy for people with obesity and make obesity a healthcare priority

CARE



Novo Nordisk works to ensure people with obesity have access to science-based and comprehensive care

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Novo Nordisk and UNICEF enters partnership to help prevent childhood overweight and obesity



Enhance knowledge about successful prevention policies in middle-income countries

Build awareness of the impact of overweight and obesity on children

Drive and strengthen multi-sector interventions in Latin America

Working together to prevent childhood overweight and obesity



in support of



UNICEF does not endorse any company, product, brand or service

Novo Nordisk offers affordability programmes to increase support to patients inside and outside the system



Continue offering

Increase support for patients inside the insurance system

Supporting Affordable Patient Access

- ~USD18 billion in access rebates, discounts and fees¹
- >USD200 million in co-pay assistance programmes¹

Expand support for patients outside the system

Patient Assistance Program

- PAP: ~50,000 patients receive free insulin¹
- Added Ozempic®, Xultophy® and Rybelsus

Operationalise

Follow-on brand insulin²

- List price discount of 50% of NovoLog® and NovoLog® Mix
- Timing: January 2020

IRS Preventive Benefit Change

- Timing: Immediate, impact starting 2021
- CIGNA/ESI partnering on benefit design

Insulin Savings Programme

- USD99 for up to 3 vials or 2 boxes of pens
- Any combination of NNI analog insulins
- Timing: January 2020

Safety Net for those patients inside and outside the system

Affordable Human Insulin Option

- Novo Nordisk human insulin available for about USD25/vial at national pharmacies, including Walmart and CVS
- An estimated 500,000 accessing Novo Nordisk human insulin through these partnerships

¹ Based on full year 2018 numbers; ² Available from Novo Nordisk Pharma, Inc., a Novo Nordisk A/S company

Patients' access to treatment is an integral part of doing business in emerging markets



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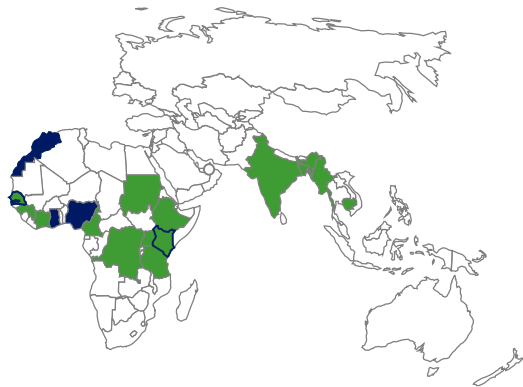
countries with Changing Diabetes® in Children projects

20,000 type 1 diabetes children actively enrolled

Donation of human insulin to patients up to 21 years old

Training of healthcare professionals to improve treatment of type 1 diabetes

The **Changing Diabetes® in Children** programme ensures care and life-saving medicine for children with type 1 diabetes in low- and middle-income countries



The **Base of the Pyramid** project aims to form public-private partnerships to improve access to diabetes care in low- and middle-income countries

5

countries with Base of Pyramid projects

40,000 patients receive care via Base of Pyramid facilities

Affordable quality diabetes care made accessible

Partner with Ministries of Health

Supported by Affordable Insulin Commitment efforts

Novo Nordisk continues to engage stakeholders to support a sustainable business and improve quality of care

Maintain employee engagement: Best place to work



- #1 pharma employer in Brazil, Mexico and Argentina

Engage stakeholders: Strategic public partnerships



- Four cities enrolled in Cities Changing Diabetes¹
- Engaging public health organisations to promote and increase disease awareness for obesity and diabetes

UNICEF partnership to prevent childhood overweight and obesity



in support of



UNICEF does not endorse any company, product, brand or service

- Working together to prevent childhood overweight and obesity
- In-country interventions in Mexico and Colombia

Novo Nordisk supports building the ecosystem to enable early diagnosis, proper treatment, and better control



Drive early diagnosis

BlueCare

Through screening

2016-current



640,000
patients

280,000
high-risk

Build infrastructure

BlueCounty

Build endocrinology depts in country hospitals

2017-current



947
hospitals

897
counties

Build capability

BlueGP

Build GP capabilities through training

2017-current



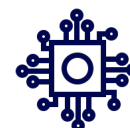
45 cities **2,200 GPs**

Improve adherence

BlueConnect

App-based platform to connect HCPs and patients

2018-current



18,700 patients

External partnerships in Europe leading to win-win outcomes



- **The European Diabetes Forum:** Connecting the Industry (*via EFPIA platform*), Scientific collaborators (*via the EASD*) with local and National Governments. Established now in 15 European Countries and being actively supported by Novo Nordisk.
- **Cities changing Diabetes:** Connecting Novo Nordisk in a highly responsible way to improve urban living (*and bend the prevalence curve of T2D*) in key countries including Italy, Denmark, France, Germany, the UK and Sweden.
- **Novo Nordisk in EFPIA:** Novo Nordisk is now playing a leading role in EFPIA (*The European Federation of Pharmaceutical Industries and Associations*) including chairing the European Diabetes Forum, chairing the Patient Access Group and prominence on the Heads of Europe Committee.
- **Novo Nordisk is now a policy shaper across Healthcare in Europe ensuring that Diabetes and other chronic conditions are on the political agenda.**



**cities
changing
diabetes**

efpia
European Federation of Pharmaceutical
Industries and Associations



Positive experiences on leveraging external partnerships leading to win-win situations



Koriyama City Partnership

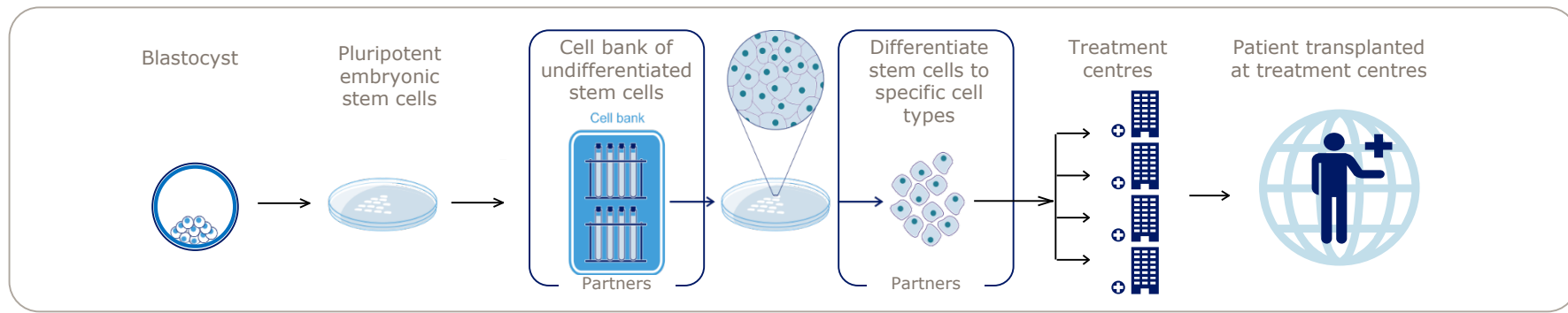


A novel public-private partnership between Koriyama city, Fukushima medical university and Novo Nordisk Japan has generated valuable insights on social, cultural and environmental factors influencing treatment outcomes that can now be addressed

Chairmanship of EFPIA Japan has led to a constructive dialogue on how to reward innovation in the Japanese pricing policy





20+ years of stem cell research experience facilitates entry into regenerative medicine




Realised with Novo Nordisk's comprehensive stem cell capabilities

 GMP-grade production capability in US facility utilising Novo Nordisk's core CMC capabilities

 IP positions on differentiation protocols

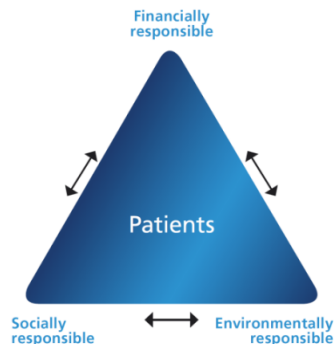
 Ethical stem cell practices

 Academic collaborations with stem cell technology experts

 Multiple programs and growing pipeline

The Triple Bottom Line is the foundation for how Novo Nordisk creates value and stays successful

The Triple Bottom Line Business Principle



The **Triple Bottom Line Principle**, anchored in the **Articles of Association**, guides how we do business responsibly and how we make decisions that consider the interests of stakeholders and the long-term interests of our shareholders

The Novo Nordisk Way



The **Novo Nordisk Way** sets direction, unites us around a common purpose and spells out expected behaviours in a way that is consistent understood by everyone

Cities Changing Diabetes aims to break the 'Rule of Halves' by tackling urban diabetes

Global partnership platform to develop an approach to fight urban diabetes

Founding partners



Steno Diabetes Center
Copenhagen



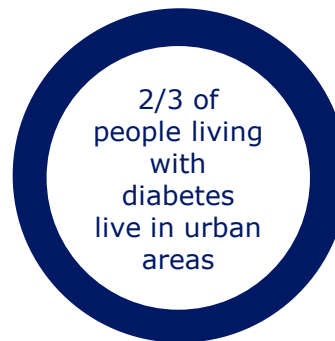
Strategic partners



- Map the challenge in selected cities
- Share learning and best practices on how to break the 'Rule of Halves'
- Implement action plans with local partners

Urban diabetes: Type 2 diabetes in cities

At present twenty two partner cities with more than 150 million citizens



- Beijing
- Beirut
- Buenos Aires
- Copenhagen
- Hangzhou
- Houston
- Jakarta
- Johannesburg
- Koriyama
- Leicester
- Madrid
- Manchester
- Merida
- Mexico City
- Milan
- Rome
- Seoul
- Shanghai
- Tianjin
- Vancouver
- Warsaw
- Xiamen

Enhancing access to affordable medicines is a key priority

Product quality and patient safety is material



29.2 million patients reached with diabetes care products

5 million people with diabetes treated at cost below USD 0.16 per day



103 million DKK donations to World Diabetes Foundation and Novo Nordisk Haemophilia Foundation



3 product recalls
0 failed inspections

Access to insulin commitment expanded

Novo Nordisk guarantees to make low-priced human insulin available in the world's least developed and low-income countries, selected middle-income countries and selected humanitarian relief organisations

78 countries, home of **124 million** people with diabetes



2018/2019 maximum price **4 USD/vial**
0.3 million¹ people treated at USD 0.12 per day in average

Note: Full social statements to be found in Novo Nordisk Annual Report 2018

¹ This reflects the people covered by the 'Access to insulin commitment'.

Novo Nordisk offers a healthy, engaging and inclusive workplace with development opportunities for employees

Employee health, safety and engagement are key focus areas for management



~42,700 FTEs



91% employee engagement score

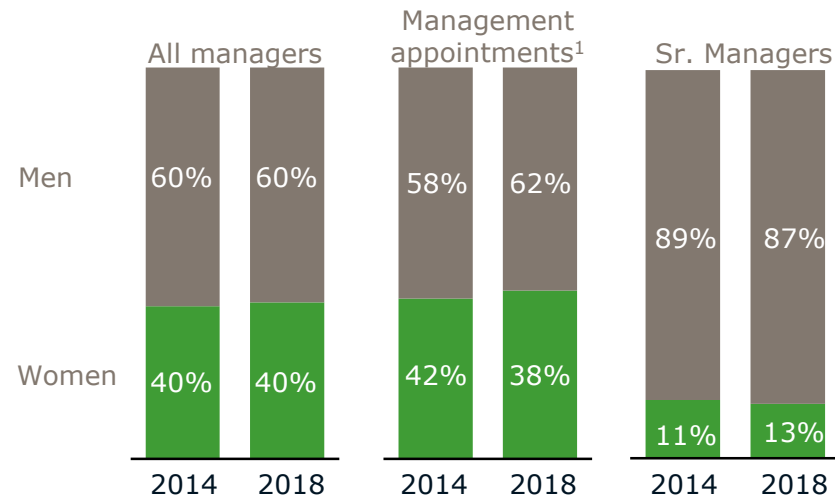


11.7% employee turnover



2.4 accidents with absence per million working hours

Novo Nordisk is committed to building a diverse and inclusive culture



Note: Full social statements to be found in Novo Nordisk Annual Report 2018

FTE: Full time employee

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¹ All appointments to management positions, incl. internal promotions and external hires, excl. NNIT



Novo Nordisk has set a bold ambition to have zero negative environmental impact – based on a circular mindset

Use of resources, emissions and waste with a focus on recovery and re-use



77% of power for production is from renewable energy



86% of water use is in areas not subject to water stress or large seasonal variations

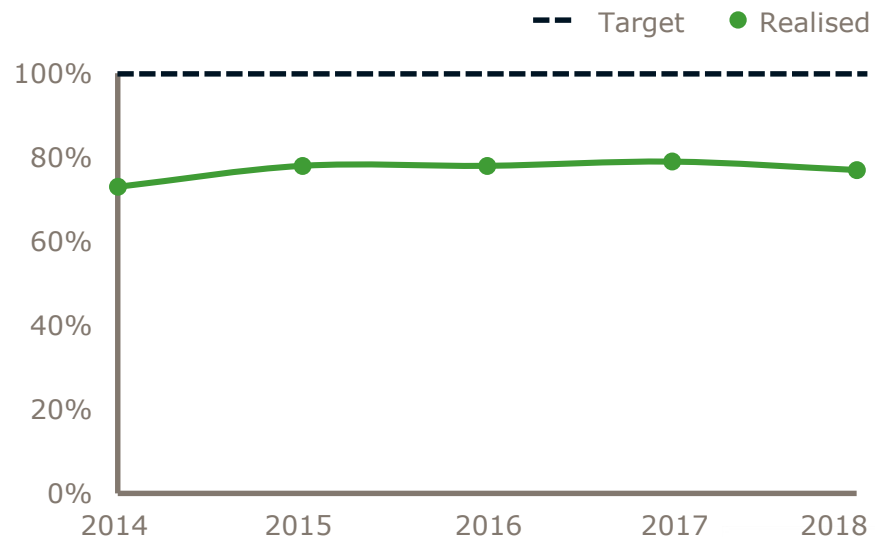


Tracking of CO₂ emissions expanded to global scope, covering production, product distribution, offices, laboratories, business flights and company cars



94% of total waste is recycled, used for biogas or recovered as energy for heat and power production

On track to have all production sites run 100% on renewable power by 2020



Note: Full environmental statements to be found in Novo Nordisk Annual Report 2018

Closing remarks



Being respected for adding value to society

Progress towards zero environmental impact

Ensure distinct core capabilities and evolve culture

