



facing up to the climate change challenge

Novo Nordisk is committed to conducting business in a financially, environmentally and socially responsible way. As climate change has global implications on all three dimensions, taking steps to reduce the company's impact is both an act of corporate responsibility and critical risk mitigation.

In 2003, Novo Nordisk began shaping its strategic response to climate change and in January 2006, Novo Nordisk joined the WWF Climate Savers Programme. The agreement between WWF and Novo Nordisk commits the company to restructure energy consumption from Novo Nordisk's global production sites so that the company's total CO₂ emissions by 2014 will be 10% less than in 2004.

The 10% absolute reduction target is voluntary and bold. In light of the projected significant growth in production capacity, the absolute target represents a relative reduction of approximately 65%. It requires that growth in production is decoupled from growth in energy consumption and calls for both incremental advances and radically innovative solutions.

The reduction is achieved through three levers. Optimisation through the Novo Nordisk LEAN programme, cLEAN®, energy savings in production and conversion to renewable energy.

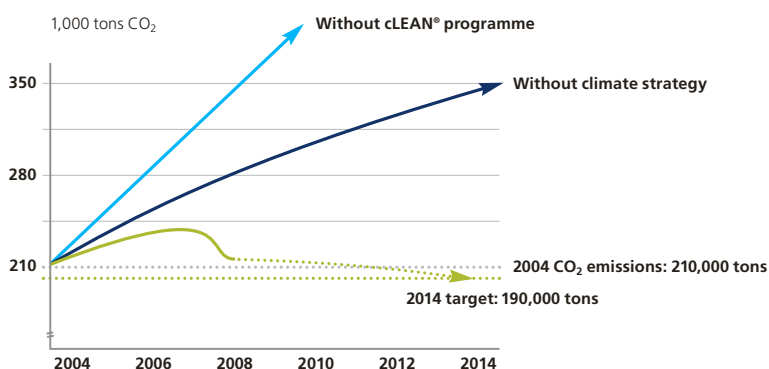
Groundbreaking partnership on wind power

Producing the diabetes active pharmaceutical ingredient in Novo Nordisk's insulin products is a highly energy-intensive process which only takes place in Denmark. In total, Danish production facilities account for 85% of the company's total CO₂ emissions from production.

In May 2007, Novo Nordisk signed a partnership agreement with the Danish energy supplier DONG Energy. Under the partnership, which is the first of its kind, Novo Nordisk pledges to convert all energy savings realised at its Danish production sites into the purchase of green electricity. The energy will be supplied from a new wind farm that DONG Energy is establishing in the North Sea.

With this agreement Novo Nordisk has devised a cost-neutral way to significantly achieve reductions in CO₂ emissions and at the same time helps build the market for renewable energy in Denmark. Novo Nordisk is expected to purchase about a third of the total energy produced by the wind farm once it is in operation in 2010. The aim is that by 2014 electricity supplies for all Novo Nordisk's facilities in Denmark will be entirely based on renewable energy.

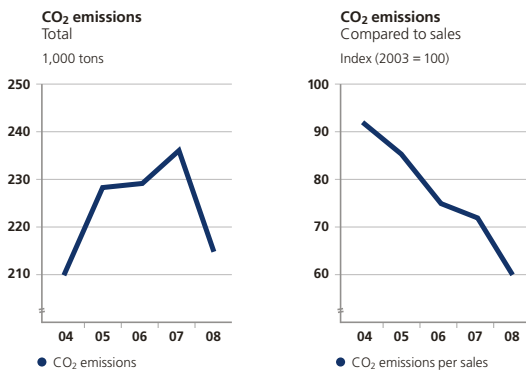
Climate strategy for CO₂ emissions



Breaking the curve with short pay-back

Growth in CO₂ emissions is slowing down and economic growth is being decoupled from CO₂ emissions. Since 2003, CO₂ emissions from Novo Nordisk's production have decreased to an index 60 compared to growth in sales. Novo Nordisk's total energy consumption decreased by 9% in 2008, which translates into a similar 9% decrease in the energy-related emissions of CO₂ from 236,000 tons in 2007 to 215,000 tons in 2008. The annual CO₂ emission is now close to the 2004 baseline, only 2% above.

From 2005–2008, Novo Nordisk has implemented energy saving projects resulting in an estimated 20,000-ton reduction in CO₂ emissions. Optimisation of cooling and air handling systems account for the biggest reductions. Pay-back periods are generally short. Half of the energy saving projects the company has undertaken globally are expected to have a pay-back time of less than one year, and two thirds of all 2008 projects are expected to have a pay-back of less than three years.



Getting employees on board

Achieving the CO₂ reduction target relies on communicating its importance to employees. Energy stewards are committed through training and annual seminars and broader awareness raising activities are also included in the communication effort.

In 2006, more than 1,800 employees and their families attended two showings of Al Gore's film on climate change, "An Inconvenient Truth," arranged by Novo Nordisk. This was accompanied by an exhibit on Climate Savers and a variety of educational activities for children. Local showings have been arranged in 2007. In March 2007, Al Gore made a motivational speech about climate change to 300 employees at Novo Nordisk headquarters in Bagsværd, Denmark.

In 2008, an internal climate action campaign was launched under the voluntary employee programme TakeAction!

Advocating a global deal

Recognising the responsibility of business in tackling climate change, Novo Nordisk has joined The Copenhagen Climate Council (CCC). The CCC is a global think tank of business leaders and scientists who seek to build momentum for reaching an ambitious and binding treaty at the UN Climate Summit in Copenhagen 2009. Novo Nordisk has also signed up to the United Nations-supported statement, 'Caring for Climate: The Business Leadership Platform', launched at the Global Compact Leaders Summit in Geneva in July, 2007, and the Bali and Poznan Communiqués of the Prince of Wales Corporate Leaders Group.

Novo Nordisk is a healthcare company and a world leader in diabetes care. The company has the broadest diabetes product portfolio in the industry, including the most advanced products within the area of insulin delivery systems. In addition, Novo Nordisk has a leading position within areas such as haemostasis management, growth hormone therapy and hormone replacement therapy. With headquarters in Denmark, Novo Nordisk employs over 27,000 employees in 81 countries, and markets its products in 179 countries.

Novo Nordisk strives to conduct its activities in a financially, environmentally and socially responsible way. This Triple Bottom Line approach enables Novo Nordisk to deliver long-term value to the business and contribute to the global society. The strategic commitment to sustainable development has brought the company onto centre stage as a leading player in today's business environment, recognised for its stakeholder engagement and performance within sustainable development. Novo Nordisk is listed in the 2008/2009 Dow Jones Sustainability Indexes and has been rated gold class in the SAM classification. Novo Nordisk is also listed on The Global 100 – most sustainable companies in the world.

For more information, visit novonordisk.com/sustainability or contact program manager Lykke Schmidt, lkks@novonordisk.com, +45 4442 8688.