

Dealing with dilemmas

Novo Nordisk and the Triple Bottom Line

Lise Kingo, Executive Vice President
Stakeholder Relations, Novo Nordisk A/S



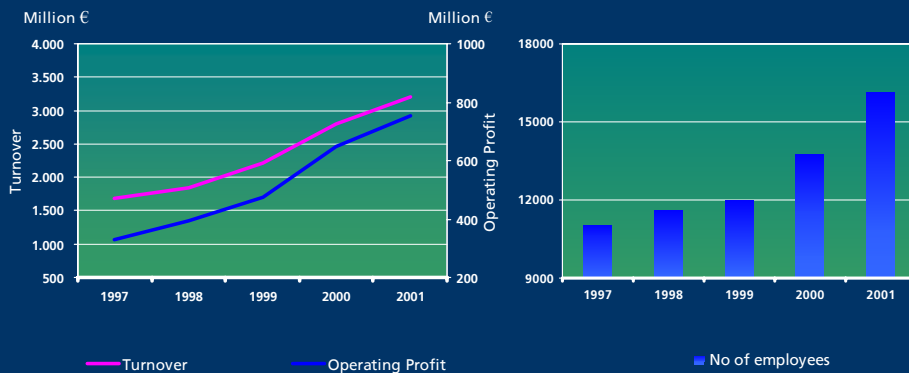
Novo Nordisk in brief...



Novo Nordisk products



Novo Nordisk in brief



A bit of background...



The enzyme case in 1970



The "green wave" in 1990

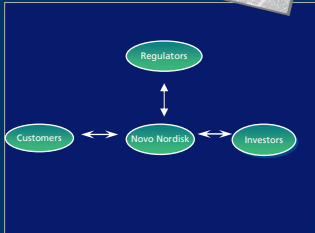
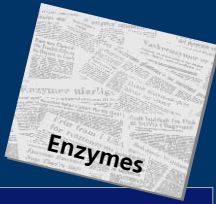


Copenhagen, April 2001



Things change...

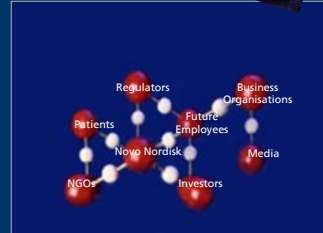
1970



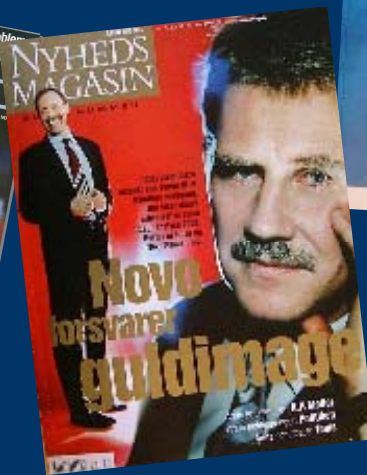
1990



2000



Among the most respected companies



A complimentary approach



The Global Challenge



The global challenge

- 1.2 billion people live in absolute poverty
- 24,000 die each day of starvation
- The richest 20% own 85% of the world's resources
- The poorest 20% own less than 2%
- How will the world look in 2025 when the population will be in excess of 8 billion?



The pharma industry under pressure



Our Response



Our Lighthouse

Vision

Values

The Triple Bottom Line



Our vision



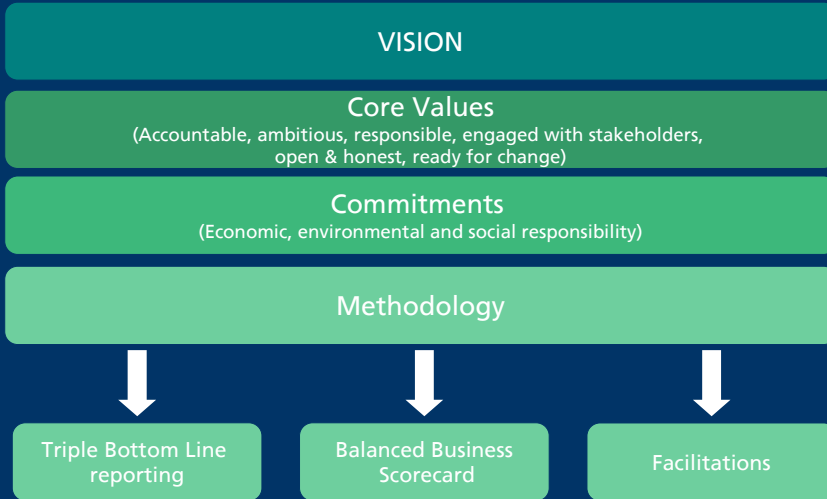
We will be the world's leading diabetes care company.

Our aspiration is to defeat diabetes by finding better methods of diabetes prevention, detection and treatment.

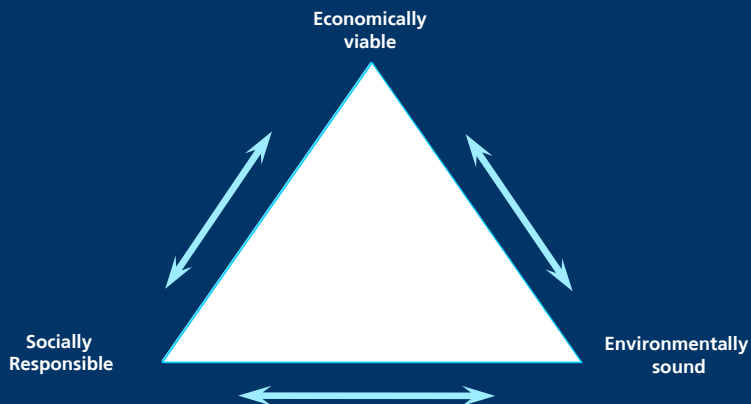
We will work actively to promote collaboration between all parties in the health care system in order to achieve our common goals.



How we do it – our governance model



Balancing the Triple Bottom Line



A Learning Process



Interactive stakeholder model



Hot issues

- Globalisation and its implications for business
- Access to healthcare in developing countries
- Intellectual property rights
- Diversity and equal opportunities in the workplace
- Animal welfare
- Biotechnology and genetic engineering
- Utilisation of nature's resources for economic growth



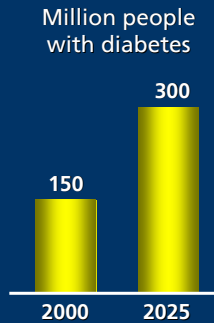
Stakeholder dialogue



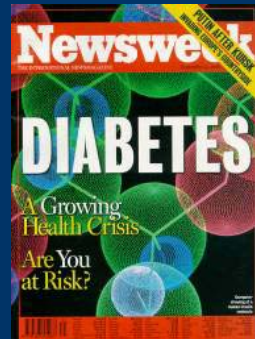
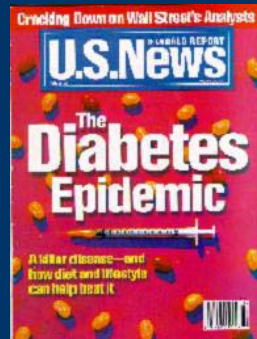
- Jonathan Porrit, Forum for the Future, UK
- Sophia Tickell, Oxfam, UK
- Fareed Zakaria, Newsweek International USA
- Kaushik Ramaiya, Shindu Meical Centre, Tanzania,
- Maggy Jennings and Penny Hawkins, Royal Society for the Prevention of Crualty to Animals, UK
- Morten Kjærum, Danish Centre for Human Rights, Denmark



Diabetes - an unfolding epidemic



Source: World Health Organisation
September 1998



Our response

Access to Diabetes Care in developing countries:

WHO recommendations

- Development of national health strategies
- Building of national healthcare capacity
- Best possible pricing
- Additional funding

LEAD

Leadership in Education and Access to Dialysis Care

- Projects on national diabetes strategies, behavioral aspects and local fact-finding
- World Partner Programme
- Affordable pricing
- The World Diabetes Foundation



The new shareholder perspective



Recent SRI ratings selecting Novo Nordisk as the industry leader

- UBS (Lux) Equity Fund
- Ethibel Investment Register
- Oekom Research
- Storebrand Investments



What they want to know



Governance

- Corporate Governance
- Risk and crisis management
- Codes of conduct/compliance
- Supply chain management
- Environmental management
- R & D priorities
- Relations to stakeholders

Ethics

- Animal testing
- Bioethics
- Genetically modified organisms
- Bribery and corruption
- Activities in developing countries

Business portfolio

- Product pipeline
- Product safety
- Product portfolio

Social Responsibility

- Human Rights
- Health & safety
- Remuneration and labor relations



...and it is essential for our business

Trust

License to operate

Stakeholders

Attract

Retain

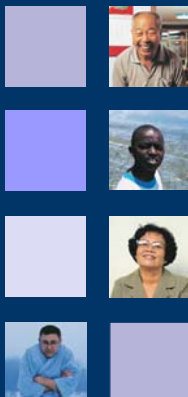
History

Values



Read more about our commitment to the Triple Bottom Line

- Printed report
- Environmental and social performance reports from the 8 largest production sites
- Internet report



Thank you for listening

You are more than welcome to ask questions or make comments

Please visit www.novonordisk.com/sustainability

