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.

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
New environmental strategy aspiring to have zero environmental impact

**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
The global burden of obesity

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2 TRILLION US dollars in annual global cost of obesity

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

<table>
<thead>
<tr>
<th>Increase support for patients inside the insurance system</th>
<th>Expand support for patients outside the system</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Supporting Affordable Patient Access</strong></td>
<td><strong>Patient Assistance Program</strong></td>
</tr>
<tr>
<td>• ~USD18 billion in access rebates, discounts and fees(^1)</td>
<td>• PAP: ~50,000 patients receive free insulin(^1)</td>
</tr>
<tr>
<td>• &gt;USD200 million in co-pay assistance programmes(^1)</td>
<td>• Added Ozempic(^{\circledR}), Xultophy(^{\circledR}) and Rybelsus</td>
</tr>
<tr>
<td><strong>Follow-on brand insulin(^2)</strong></td>
<td><strong>IRS Preventive Benefit Change</strong></td>
</tr>
<tr>
<td>• List price discount of 50% of NovoLog(^{\circledR}) and NovoLog(^{\circledR}) Mix</td>
<td>• Timing: Immediate, impact starting 2021</td>
</tr>
<tr>
<td>• Timing: January 2020</td>
<td>• CIGNA/ESI partnering on benefit design</td>
</tr>
<tr>
<td><strong>Insulin Savings Programme</strong></td>
<td><strong>Affordable Human Insulin Option</strong></td>
</tr>
<tr>
<td>• USD99 for up to 3 vials or 2 boxes of pens</td>
<td>• Novo Nordisk human insulin available for about USD25/vial at national pharmacies, including Walmart and CVS</td>
</tr>
<tr>
<td>• Any combination of NNI analog insulins</td>
<td>• An estimated 500,000 accessing Novo Nordisk human insulin through these partnerships</td>
</tr>
</tbody>
</table>

\(^1\) 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

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.

- **14 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

- **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

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

Koriyama City Partnership

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

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

**Diagram:**
- Blastocyst
- Pluripotent embryonic stem cells
- Cell bank of undifferentiated stem cells
- Differentiate stem cells to specific cell types
- Treatment centres
- Patient transplanted at treatment centres

**Key points:**
- GMP-grade production capability in US facility utilising Novo Nordisk’s core CMC capabilities
- IP positions on differentiation protocols
- Academic collaborations with stem cell technology experts
- Multiple programs and growing pipeline
- Ethical stem cell practices

**Realised with Novo Nordisk’s comprehensive stem cell capabilities**
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

- 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

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

2/3 of people living with diabetes live in urban areas
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
- 103 million DKK donations to World Diabetes Foundation and Novo Nordisk Haemophilia Foundation
- 5 million people with diabetes treated at cost below USD 0.16 per day
- 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
- 2018/2019 maximum price 4 USD/vial
- 0.3 million people treated at USD 0.12 per day in average
- 78 countries, home of 124 million people with diabetes
- 5 million people with diabetes treated at cost below USD 0.16 per day

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**

<table>
<thead>
<tr>
<th></th>
<th>All managers</th>
<th>Management appointments</th>
<th>Sr. Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Men</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>60%</td>
<td>58%</td>
<td>89%</td>
</tr>
<tr>
<td>2018</td>
<td>60%</td>
<td>62%</td>
<td>87%</td>
</tr>
<tr>
<td><strong>Women</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>40%</td>
<td>42%</td>
<td>11%</td>
</tr>
<tr>
<td>2018</td>
<td>40%</td>
<td>38%</td>
<td>13%</td>
</tr>
</tbody>
</table>

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

FTE: Full time employee

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