

Closing remarks

CMD22
CAPITAL MARKETS DAY

3 MARCH




Lars Fruergaard Jørgensen
President and CEO



LEONARDO BARRERA
Leonardo lives with type 1 diabetes
Mexico

Updated strategic aspirations 2025

 <p>Purpose and sustainability (ESG)</p>	<ul style="list-style-type: none"> • Progress towards zero environmental impact • Being respected for adding value to society • Being recognised as a sustainable employer 	 <p>Innovation and therapeutic focus</p>	<ul style="list-style-type: none"> • Further raise the innovation-bar for diabetes treatment • Develop a leading portfolio of superior treatment solutions for obesity • Strengthen and progress the Rare disease pipeline • Establish presence in Other serious chronic diseases focusing on CVD, NASH and CKD
 <p>Commercial execution</p>	<ul style="list-style-type: none"> • Strengthen Diabetes leadership - aim at global value market share of more than 1/3 • More than 25 billion DKK in Obesity sales by 2025 • Secure a sustained growth outlook for Rare disease 	 <p>Financials</p>	<ul style="list-style-type: none"> • Deliver solid sales and operating profit growth <ul style="list-style-type: none"> • Deliver 6-10% sales growth in IO • Transform 70% of sales in the US¹ • Drive operational efficiencies across the value chain to enable investments in future growth assets • Deliver free cash flow to enable attractive capital allocation to shareholders

¹ From 2015 to 2022, 70% of sales to come from products launched from 2015. IO: International Operations; CVD: Cardiovascular disease; NASH: Non-alcoholic steatohepatitis; CKD: Chronic kidney disease.
 Note: The strategic aspirations are not a projection of Novo Nordisk's financial outlook or expected growth.

Preparing for sustainable growth with and beyond semaglutide

