



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

## The global burden of obesity

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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 fees<sup>1</sup>
- >USD200 million in co-pay assistance programmes<sup>1</sup>

## Expand support for patients outside the system

### Patient Assistance Program

- PAP: ~50,000 patients receive free insulin<sup>1</sup>
- Added Ozempic®, Xultophy® and Rybelsus

*Operationalise*

### Follow-on brand insulin<sup>2</sup>

- 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

<sup>1</sup> Based on full year 2018 numbers; <sup>2</sup> 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



## 14

**countries with Changing Diabetes® in Children projects**

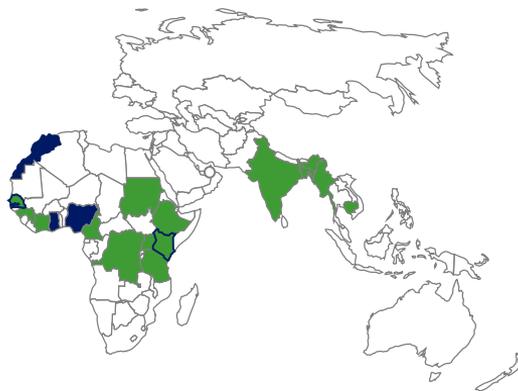
20,000 type 1 diabetes children actively enrolled

Donation of human insulin to patients up to 21 years old

Training of healthcare professionals to improve treatment of type 1 diabetes

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 Diabetes<sup>1</sup>
- 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

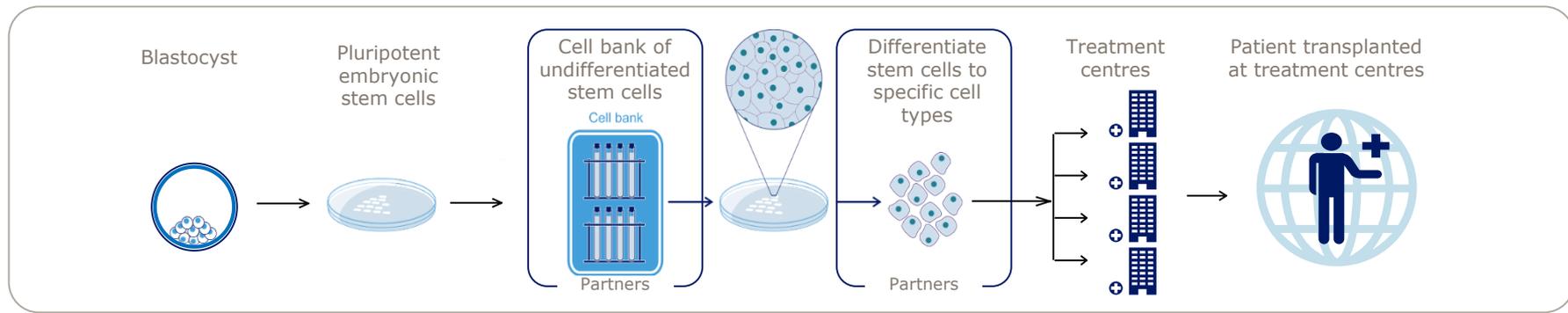


*A novel public-private partnership between Koriyama city, Fukushima medical university and Novo Nordisk Japan has generated valuable insights on social, cultural and environmental factors influencing treatment outcomes that can now be addressed*

**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

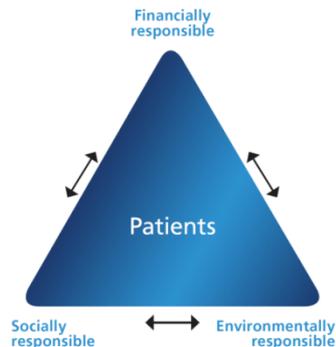
 Ethical stem cell practices

 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



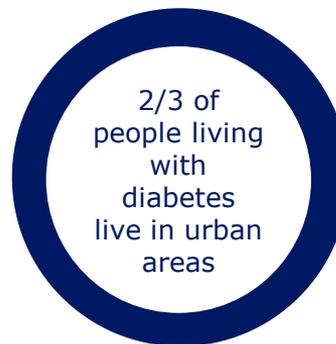
### Strategic partners



- 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 million<sup>1</sup>** people treated at USD 0.12 per day in average

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

<sup>1</sup> 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

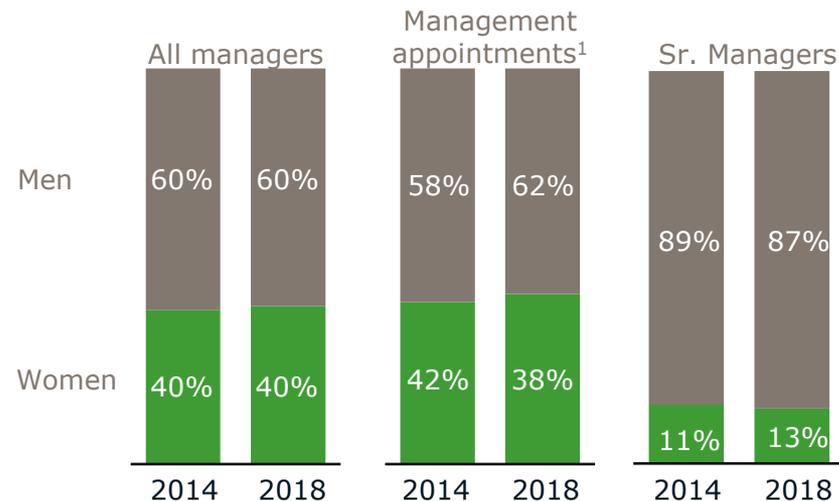


11.7% employee turnover



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

CAPITAL  
MARKETS  
DAY

<sup>1</sup> 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

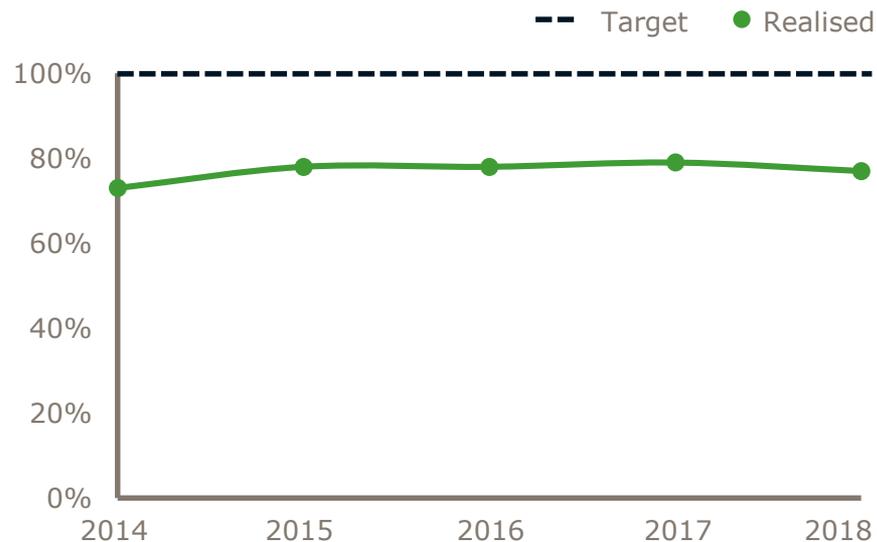


**Tracking of CO<sub>2</sub> emissions expanded** to global scope, covering production, product distribution, offices, laboratories, business flights and company cars



**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**

