

NOVO NORDISK A S
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FORM 6-K

REPORT OF FOREIGN PRIVATE ISSUER

Pursuant to Rule 13a-16 or 15d-16
of the Securities Exchange Act of 1934

FEBRUARY 9, 2007

NOVO NORDISK A/S

(Exact name of Registrant as specified in its charter)

**Novo Allé
DK- 2880, Bagsvaerd
Denmark**

(Address of principal executive offices)

Indicate by check mark whether the registrant files or will file annual reports under cover of Form 20-F or Form 40-F

Form 20-F Form 40-F

Indicate by check mark whether the registrant by furnishing the information contained in this Form is also thereby furnishing the information to the Commission pursuant to Rule 12g3-2(b) under the Securities Exchange Act of 1934.

Yes No

If Yes is marked, indicate below the file number assigned to the registrant in connection with Rule 12g-32(b):82-_____

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visit the online annual report

The articles in this printed report make reference to the online *Annual Report 2006*, which offers additional background, context and data.

The online report is available at novonordisk.com/annual-report.

Online Annual Report at a glance

Who we are

Provides information about the management, governance, ownership structure and history of Novo Nordisk.

What we do

Gives an overview of Novo Nordisk's product areas and pipeline.

How we perform

Accounts for performance during 2006 from access to health to workplace quality.

How we work

Introduces Novo Nordisk's approach to doing business, its vision and strategy, and stakeholder engagement.

How we are accountable

Provides insight into the details of accountability and assurance.

Downloads

View, download or order the printed *Annual Report 2006*.

Online highlights

The world of Novo Nordisk

See where Novo Nordisk's production sites, R&D facilities and clinical development centres are located around the world.

Game for a challenge?

Try the three interactive challenges, which represent topics of specific focus in 2006: business ethics, climate change and economics & health.

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Reader's guide

Welcome inside! This is Novo Nordisk's *Annual Report 2006*. It accounts for the company's performance during the year and presents achievements and challenges. We trust you will find that we have done so in a fair and balanced way.

People at Novo Nordisk are guided by the company's vision and its values. There is a strong sense of shared purpose across the organisation, and a commitment to pursuing the goals set out in the vision: to achieve competitive business results, to sustain leadership in diabetes care, to expand the biopharmaceuticals business, to be a challenging workplace, and to put values into action.

This year's *Annual Report* seeks to capture the essence of the Novo Nordisk way. It illustrates how we do business and explains how we will continue to create long-term shareholder value.

The management report and discussion presents an overview of business performance during 2006 with highlights, five-year developments and a commentary.

The feature articles put performance into context. Organised under the vision's five headings, they provide insights into activities during the year, strategies and goals, risks and opportunities. The articles reflect the key priorities for Novo Nordisk and topics that we have identified as material for readers' valuation of the company's position for the future.

You will find a more detailed account of performance in the consolidated financial and non-financial statements.

Finally, the shareholder information presents Novo Nordisk's corporate governance model, and the approach to risk management, and examples of the current risk profile. Here you will also find profiles of the members of the Board of Directors and Executive Management. And if you are looking for information about the share, begin reading from the back.

Action defines leadership

Working with Novo Nordisk, you will learn what it means to be a values-led company. Our values underpin the commitments, principles and policies that form our global standards for doing business. In everything we do, we will be accountable, ambitious, responsible, engaged with stakeholders, open and honest, and ready for change.

The pictures tell stories of Novo Nordisk people putting these values into action. Action defines leadership. Every day of the year, across the globe, people at Novo Nordisk bring to life what leadership is all about.

Our aspiration is to defeat diabetes. It is an ambitious goal, yet we believe it can be achieved. Working with stakeholders, driving concerted action and thinking out of the box, Novo Nordisk is changing diabetes. This report provides some examples. To learn more, or to get involved in some of the work, please get in touch.

Enjoy reading!

A year in the life of Novo Nordisk

Factory expansion

11 January: A factory expansion in Clayton, North Carolina, results in doubled insulin filling capabilities, a new assembly and packaging line, and administration and storage space. Page 12.

Goodbye to an icon

8 March: Outgoing Chairman of the Board Mads Øvlisen, a Novo Nordisk icon, bids farewell to shareholders at the Annual General Meeting. Sten Scheibye takes over as Chairman of the Board. Pages 112-113.

Natural killer cells

5 April: Novo Nordisk and Innate Pharma SA announce partnership to develop medicines targeting one of the body's first lines of defence against cancer and infections: natural killer cells. Pages 34-35.

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Climate agreement

23 January: Novo Nordisk and the World Wide Fund for Nature sign an agreement in which the company pledges to reduce its CO₂ emissions. Page 48.

CEO rings closing bell at the NYSE

7 February: Novo Nordisk celebrates the 25th anniversary of the company's listing on the exchange. Pages 115-116.

US research facility opens

21 February: Opening of Novo Nordisk Research US, the first haemostasis research facility in the United States dedicated to life-threatening bleeding. Page 37.

R&D agreement

14 March: Argos Therapeutics and Novo Nordisk announce agreement to develop treatment for systemic autoimmune disorders. Pages 34-35.

US launch of Levemir®

28 March: Announcement of the US commercial availability of Levemir®, a long-acting modern insulin. Pages 24-25.

EU leaders prioritise diabetes

24 April: The European Parliament passes a Novo Nordisk-supported declaration calling for increased focus on diabetes. Pages 28-29.

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AERx® trials resume

1 May: The phase 3 trials for Novo Nordisk's AERx® resume. The trials will involve more than 2,000 people in more than a dozen countries. Pages 22-23.

Strengthened patent position

5 July: Novo Nordisk and Aradigm Corporation announce agreement through which Novo Nordisk acquires certain patent rights regarding AERx® iDMS. Pages 22-23.

Fast grower in growth hormone market

2 August: In the first six months of 2006, the sales curve for the growth hormone product Norditropin® increased. Page 38.

Denmark's best image

5 May: A Danish business magazine publishes the results of its annual image poll and Novo Nordisk comes out on top. Page 40.

Diabetes on the agenda

Norditropin NordiFlex® pen launch

Praise for achievements

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7 June: Novo Nordisk youth panellists share a common goal: more diabetes awareness through a UN Resolution. Pages 30-31.

Liraglutide in the news

13 June: New data on liraglutide, Novo Nordisk's GLP-1 analogue, is launched at the American Diabetes Association's annual session. Pages 22-23.

7 July: Novo Nordisk launches a 15 mg version of the liquid growth hormone delivery system Norditropin NordiFlex® in Japan. Page 38.

NovoRapid® approval

31 July: The European Commission approves NovoRapid®, a rapid-acting modern insulin, for use by pregnant women with diabetes. Pages 22-23.

in developing countries

23 August: According to international organisations, Novo Nordisk makes invaluable contributions to changing diabetes in the world's poorest countries. Pages 28-29.

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**The Changing Diabetes
Bus**

13 September: Novo Nordisk launches the Changing Diabetes Bus – an initiative to create more awareness of the diabetes pandemic. Pages 30-31.

**Congress in
Copenhagen**

14 September: Copenhagen hosts the EASD annual meeting, and Novo Nordisk welcomes doctors, researchers and others interested in diabetes. Pages 30-31.

**Liraglutide obesity
trial**

6 October: Novo Nordisk announces that liraglutide will now be tested for use as a treatment for obesity. Page 11.

**Upper-gastrointestinal
bleedings**

6 October: Due to a lack of statistical difference in treatment, Novo Nordisk decides not to pursue further clinical development of NovoSeven® within UGI bleedings. Page 11.

**Montes Claros
handover**

9 November: Novo Nordisk's newest filling plant, located in Montes Claros, Brazil, becomes an operational production site. Pages 26-27.

New research programmes

12 December: EASD, the Juvenile Diabetes Research Foundation and Novo Nordisk announce two new studies that will focus on type 1 and type 2 diabetes.

NovoSeven® approval

27 October: The FDA approves a new indication for NovoSeven® – acquired haemophilia, a rare and potentially fatal bleeding disorder. Pages 36–37.

Diabetes care field force expansion

30 November: In the US, plans are announced to expand the diabetes care sales force from around 1,200 to approximately 1,900 people. The expansion will take place during the first half of 2007. Pages 24–25.

UN Resolution on diabetes

20 December: United Nations adopts a Resolution on diabetes. Novo Nordisk is committed to continuing to play an active role in the “Unite for Diabetes” campaign. Pages 30–31.

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Welcome letter

action defines leadership

Today, one-tenth of the world's population – more than 550 million individuals – has diabetes or the pre-stages of diabetes, and the numbers are growing day by day. This will prove to be the most significant public health challenge of the 21st century.

Put into this perspective, the promise of Novo Nordisk to change diabetes could not be more appropriate. It is therefore with great humility and satisfaction that we reflect on what we accomplished in 2006.

A few years ago a young woman gave voice to her dream: What if the world's eyes were opened to the stark facts that diabetes is a chronic, debilitating and costly disease that kills at least as many people as HIV/AIDS? A disease that not only affects those families whose members have to come to terms with diabetes as part of their lives and need lifelong medical treatment and care, but also has huge social and economic implications for the global society. If that happened, wouldn't it make a world of difference?

A few weeks ago the United Nations passed a resolution making World Diabetes Day a United Nations Day to be observed by the member states, organisations and people around the world as an occasion to raise public awareness of diabetes and its consequences. This is an important milestone on the way to making that dream come true.

Clare Rosenfeld, the young woman mentioned above, was seven years old when she was diagnosed with type 1 diabetes. Since the age of 12 she has been campaigning to bring attention to what diabetes does to people, and – more importantly – the urgency to defeat it. To make proper care available to everyone who needs it. And to relentlessly pursue every possible avenue to prevent it.

A movement gaining momentum

The successful "Unite for Diabetes" campaign, effectively orchestrated by the International Diabetes Federation, will stand as a milestone for this effort. It was sparked by Clare Rosenfeld's bold vision, and, thanks to the tireless efforts of thousands of people,

mountable. We will change the future of diabetes. To be successful, we need to bring the best of our competences, technologies and collective resources to bear. We need to continually improve performance and stay focused on targets. We also need to find other ways to stimulate creativity, challenge assumptions, and imagine bold, new possibilities. That is the task at hand for the people at Novo Nordisk and our partners.

At Novo Nordisk we are determined to sustain our leadership. But the leadership challenge is one that is ever-present on our agenda, and we will stay vigilant to retain and reinforce our position.

In 2006, we paid particular attention to five key business challenges: quality, competition, innovation, organisational development and business ethics.

The quality imperative

The quality of our products and services and the way we all perform in our jobs are crucial for the prosperity of our company and, increasingly, as a differentiating factor as well. Our customers' lives depend on the safety and efficacy of our products. It has therefore been reassuring and rewarding to see the continued strong focus on quality processes and activities. Product quality has remained high, with a declining complaint rate. And the level of regulatory compliance, as witnessed by the outcomes of numerous internal and external inspections, is also very high.

Tougher competition

Considering the magnitude of the diabetes challenge and the fact that current therapies alone cannot solve the problem, it is only natural that many companies see business opportunities in this field. For Novo Nordisk this means increased competition from established innovation-based pharmaceutical companies and from biosimilar manufacturers. To get our message across in this increasingly "noisy" environment, we need to speak louder and expand our presence globally. In other words, the costs of doing business are going up. In the course of the year we have managed to improve our market position in all therapy areas and in all markets, which has helped us to achieve our goals.

The innovation challenge

Discovering new therapies for unmet medical needs in serious illnesses is what dreams are made of. There are still plenty of improvements to be made in each of

the diabetes community has come together as a powerful coalition with a voice that resonates with policy-makers throughout the world.

Novo Nordisk is proud to be a part of this movement. Our aspiration is to defeat diabetes by finding better methods of diabetes prevention, detection and treatment. We work actively to promote collaboration between all parties in the healthcare system to achieve common goals. In the fight against diabetes, industry can take the lead, offer itself as a partner and be a catalyst for change, but governments must do their part to achieve sustainable impact.

The leadership challenge

Stopping the pandemic spread of diabetes and securing access to proper care for all who need it are daunting tasks □ but not unsur-

the therapy areas in which Novo Nordisk has unique expertise. It has been encouraging to see the progress of our early research pipeline, giving great hopes of being able to retain our leadership within diabetes, haemostasis and growth disorders, while at the same time potentially opening up new fields such as inflammation and oncology. Furthermore, we are expanding our late-stage clinical activities to a level never seen before in our company. Product innovation is crucial for long-term value creation. And it is accompanied by innovation in many other parts of our company, including new manufacturing processes, the provision of shared services, administrative procedures, ways of interacting with our stakeholders, and many more. Innovation is made up of small and big strides alike that improve our productivity and long-term competitiveness, and give hope to and improve the lives of our customers. Just as

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importantly, it is a key factor in making our company an exciting place to work.

Transformational growth

Globalisation is a huge opportunity for our company to gain access to more markets, to recruit new talents and to source our products and services from where they can be most efficiently produced. This requires a clear strategy that determines how and where functions are best performed. We believe that certain jobs, particularly in Denmark, will be more specialised, and at the same time we anticipate that job creation will predominantly take place abroad. This transformation is ongoing in our company; thousands of people are upgrading their competences for the benefit of Novo Nordisk and to secure their future employability.

Global growth underlines the need for a clear values-oriented company culture. The Novo Nordisk Way of Management and our vision set the direction for where Novo Nordisk wants to go and how we are going to get there. It aims to inspire everyone at Novo Nordisk to make their contribution to shaping the future of the company.

These business principles find a lot of resonance across the organisation and help us make the company stand out both as a business partner and as an employer.

Ethical business conduct

Remaining a trusted business partner requires transparency in all aspects of our business. We disclose our activities in clinical trials. We have procedures in place and offer training for everyone within purchasing, marketing practices and management. We will ensure that governance of third-party contracts lives up to the current standards described in our Business Ethics Policy. This is a long-term process aimed at protecting our company's reputation and the integrity of our people.

Competitive business results

Being focused is a particular strength of Novo Nordisk. We will achieve competitive business results so that we can build a sustainable business. Strong business growth combined with productivity improvements in manufacturing, administration and corporate functions has allowed us to increase our investment in research and development as well as our presence in the marketplace to strengthen our long-term prospects. Most notably, we have been able to better utilise our plants and equipment, with the result that we have expanded our capacity, decreased our unit costs, sustained quality, and postponed significant future capital expenditures.

This achievement is in spite of adverse developments in Novo Nordisk's basket of currencies versus the Danish krone emphasising that financial performance in 2006 was very strong. Sales growth exceeded our expectations and, combined with the substantial productivity improvements, has allowed us to invest for the future while still improving our return on invested capital in line with our long-term financial goals.

Consequently, we note with great pleasure that our shareholders have seen a significant appreciation of their holdings in Novo Nordisk and we are grateful for their continued commitment and trust in the company.

Novo Nordisk enters 2007 as a very healthy business, well positioned for future growth and prosperity. This is the result of the efforts of 23,613 Novo Nordisk people working together on a mission. It is thanks to their imagination, ingenuity, dedication and hard work that Novo Nordisk continues to be a very special company.

And it is through examples like Clare Rosenfeld that we all at Novo Nordisk find a strong sense of

direction and mobilise personal leadership, which makes our jobs truly rewarding.

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The Novo Nordisk way

the novo nordisk way

The Novo Nordisk Way of Management is the framework for how the company does business. It consists of three elements: the Vision, the Charter, and a set of 13 global company policies.

The **Vision** sets out the direction for Novo Nordisk. It expresses what Novo Nordisk is striving for, how the company works, and how it is guided by its values in its endeavours to find the right balance between commercial interests and the obligations of a responsible business.

The **Charter** describes the company's values, which underpin its commitment to the Triple Bottom Line and sustainable development, its Fundamentals – 11 management principles – and follow-up methods to provide ongoing systematic and validated documentation of performance in respect of the Novo Nordisk Way of Management.

The global company **policies** set global standards and give operational guidelines within 13 specific areas: bioethics, business ethics, communication, environment, finance, global health, health and safety, information technology, legal, people, purchasing, quality and risk management.

The **follow-up methodology** has three key components:

Facilitation is a specific follow-up method that is unique to companies in the Novo Group. It is used to provide systematic and validated documentation of how the values are lived in the company and of the compliance levels with the Novo Nordisk Way of Management. The result of facilitations is part of the annual Organisational Audit.

The head of Facilitation & Development reports to Lise Kingo, executive vice president and chief of staffs (COS), and, like the head of Group Internal Audit, has a formal reporting line to the chairman of the Audit Committee.

The global facilitator team consists of senior people with deep insight into the business who focus on broad themes that are central to the business such as

Organisational development is assessed through an annual **Organisational Audit**, commissioned by the Board of Directors and Executive Management. This process, conducted at the senior management level, includes an assessment of [linking business and organisation] and succession management, and takes both a retrospective and a forward-looking perspective.

Annual reporting accounts for financial and non-financial performance against short-term and long-term targets, strategies, activities, and key business risks and opportunities. Novo Nordisk has adopted the Balanced Scorecard as the company-wide management tool for measuring progress. As part of the remuneration package, individuals are rewarded for performance that meets or exceeds the financial and non-financial targets in the Balanced Scorecard, which comprise corporate, unit-specific and individual targets.

The Novo Nordisk Way of Management

business ethics, diversity and globalisation. The team also helps educate new managers in the Novo Nordisk Way of Management and how it is applied in practice.

novonordisk.com/annual-report Click: [who we are/management](#)

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The Triple Bottom Line business principle

Novo Nordisk strives to conduct its activities in a financially, environmentally and socially responsible way. This statement is anchored in the Articles of Association and embraces the principles upon which the company was founded.

This formal commitment to sustainable development and balanced growth has been built into the corporate governance structures, management tools and individual performance assessments.

The Triple Bottom Line is a broad business principle that ensures that decision-making balances financial growth with corporate responsibility, short-term gains with long-term profitability and shareholder return with other stakeholder interests. It implies that any decision should always seek to balance three considerations: Is it eco-nomically viable? Is it socially responsible? And is it environmentally sound?

Economically viable means managing the business in a way that ensures corporate profitability and growth and seeks to leave a positive economic footprint in the community. Examples are consistent delivery of solid financial results, business-ethical conduct and health-economic considerations.

Socially responsible implies caring for people. For Novo Nordisk, this applies to the people who rely on the company's products and to employees. It also considers the impact of the business on society. Examples include initiatives to improve access to health, diversity and equal opportunities in the workplace, health and safety, human rights and community engagement.

Novo Nordisk's Vision

We will be the world's leading diabetes care company

We will offer products and services in other areas where we can make a difference

We will achieve competitive business results

A job here is never just a job

Our values are expressed in all our actions

Environmentally sound decisions address the company's impact on the external environment as well as the bioethical implications of its activities. Examples are environmental management, safe uses of genetic engineering, a strategy to combat climate change, and consideration for the welfare of experimental animals.

Priorities and targets

Long-term priorities and objectives are identified through a 10-year Strategic Planning Process, which is updated annually and informed by trendspotting and 20-year diabetes scenarios, which are revisited every three years. This plan identifies opportunities for growth, risks and mitigations, and forms the basis for annual target-setting in the company's Balanced Scorecards. To ensure focus on shareholder value, long-term targets are set for financial and non-financial performance.

Engaged with stakeholders

Novo Nordisk holds itself accountable to the company's shareholders and other stakeholders, including individuals or groups affected by its business in local communities. Key stakeholder groups are people with diabetes and others whose healthcare needs it serves, healthcare professionals, policy-makers, educators, employees, investors, suppliers and other business partners as well as media, interest groups and other opinion-formers. To better manage emerging risks and act on opportunities, Novo Nordisk proactively maintains engagement with a broad range of stakeholders within its sphere of influence.

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 healthcare system in order to achieve our common goals.

Our research will lead to the discovery of new, innovative products, also outside diabetes. We will develop and market such products ourselves whenever we can do it as well as, or better than, others.

Our focus is our strength. We will stay independent and form alliances whenever they serve our business purpose and the cause we stand for.

We are committed to being there for our customers whenever they need us. We will be innovative and effective in everything we do. We will attract and retain the best people by making our company a challenging place to work.

Decency is what counts. Every day we strive to find the right balance between compassion and competitiveness, the short and the long term, self and commitment to colleagues and society, work and family life.

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Business results

we will achieve competitive business results

Delivering value to shareholders is one key measure of business success. Another is earning and maintaining the trust that sustains the company's licence to operate and innovate. At Novo Nordisk we hold ourselves accountable to the company's shareholders and other stakeholders and proactively maintain engagements with a broad range of stakeholders. This approach is a way to better manage risks and act on opportunities.

In a global economy, the competition for market share is increasingly fierce. The challenge of sustaining diabetes leadership while building a broader business is vividly present to everyone in the company. There is competition in the marketplace. There is pressure from public healthcare systems to contain costs, paired with a demand for improved treatment and better access to care that is bigger than ever. And there is pressure from regulatory bodies for compliance and control. These challenges translate into an increased focus on high performance, cost consciousness and a quality mindset, but even more so, they highlight the need to stimulate innovation and the ability to put new ideas into action.

Operational excellence is one response that is delivering value on the bottom line and takes the long-term view. By eliminating activities that do not create value, resources can be directed at those activities that stimulate innovation. An improved operating margin and efficiency gains in production make it possible to allocate additional funds to research and development and strengthen sales forces as an investment for the future.

Novo Nordisk's global expansion has been achieved with just a few redundancies in the Danish organisation. We have expanded the production capacity to meet current and future demands for our products, and more efficient production methods secure continued growth at competitive costs.

Focus is our strength

Being a global healthcare company and a leader in our field entails a responsibility to maximise profitability and contribute to sustainable development and balanced growth. This is the foundation for the Novo Nordisk way of doing business.

Novo Nordisk is poised for continued growth, with a strong

presence in mature markets, in emerging economies and also in less resourceful parts of the world. We believe that the company's solid and sustained performance demonstrates the business rationale for taking a broad, long-term approach. It helps us navigate in a complex business environment, and it is a way to maintain the licence to operate and innovate.

Focus is of the essence. Our priorities are clear: We will sustain the lead in the fight against diabetes and expand the biopharmaceuticals business. We will strengthen our global presence. And we will take an active part in the society of which we are part. That way we will stay a healthy business.

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Business results Diabetes care Biopharmaceuticals Challenging workplace Values in action

Management report and discussion

2006 in brief

Novo Nordisk is pleased to report on yet another year with solid double-digit growth in sales. The key contributors to growth are Novo Nordisk's strategic products: the complete portfolio of modern insulins, NovoSeven[®] and growth hormone.

Sales

Reported sales increased by 15%.

Sales of modern insulins (insulin analogues) increased by 48%.

Sales of NovoSeven[®] increased by 11% and sales of Norditropin[®] increased by 19%.

Sales in North America increased by 29%, and sales in International Operations increased by 17%.

Profit

Reported gross profit increased by 19%, reflecting continuous productivity improvements, thereby expanding the gross margin by 2.5 percentage points to 75.3%.

Operating profit increased by 13% to DKK 9,119 million. Measured in local currencies operating profit increased by 15%.

Net profit increased by 10% to DKK 6,452 million, and earnings per share (diluted) increased by 12% to DKK19.99.

Equity

The ongoing share repurchase programme has been increased to DKK10 billion and is now expected to be finalised before the end of 2008. At the Annual General Meeting on 7 March, the Board of Directors will propose a 17% increase in dividend to DKK 7.00 per share of DKK 2.

Research and development

Within diabetes care, patient recruitment was completed in the phase 3 trial for liraglutide, the once-daily human GLP-1 analogue, and AERx[®] iDMS, the inhalable insulin, entered phase 3 clinical trials.

Within biopharmaceuticals, patient recruitment was completed in the phase 3 trial for the use of NovoSeven[®] in intracerebral haemorrhage (ICH). Three NovoSeven[®] phase 2 trials were completed: traumatic brain injury, spinal surgery and upper-gastrointestinal bleeds.

Changing diabetes campaign

In 2006 Novo Nordisk communicated its changing diabetes messages globally and drove initiatives to improve prevention, treatment and care. Novo Nordisk actively supported the campaign for a UN Resolution on diabetes, which was adopted on 20 December, and intends to take active leadership in its implementation.

Climate strategy

Significant progress was made towards achieving the CO₂ reduction goal as part of the Climate Savers agreement; energy savings and cost optimisations were identified following energy screenings at 10 of the 13 production sites.

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Business performance

2006 was another year of solid double-digit sales growth for Novo Nordisk in an industry otherwise characterised by patent expiries and a challenging growth outlook. Reported sales increased by 15% to DKK 38,743 million and by 16% measured in local currencies, significantly higher than the expectations for growth in sales communicated in January 2006.

The underlying growth in the insulin market and the conversion to modern insulins in easy-to-use prefilled devices were the main contributors to the continued strong demand for Novo Nordisk's insulin products in 2006. The company has seen significant sales growth for all products in the complete portfolio of modern insulins: Levemir[®], the long-acting insulin, NovoMix[®] 30, the premixed formulation of rapid-acting and intermediate-acting insulin, and NovoRapid[®], the rapid-acting insulin.

Within biopharmaceuticals, NovoSeven[®] continued to be the leading product and is the only recombinant treatment option for haemophilia patients with inhibitors. In the growth hormone market Novo Nordisk is gaining market share and now has 22% of the global market, driven by Norditropin NordiFlex[®], a liquid formulation of growth hormone in an easy-to-use prefilled device.

Operating profit increased by 13% to DKK 9,119 million from DKK 8,088 million in 2005, significantly higher than the expectations for growth in operating profit communicated in January 2006. Measured in local currencies operating profit increased by 15%.

The operating margin for 2006 was realised at 23.5%, slightly below the 24.0% achieved in 2005. This development reflects a negative currency impact as well as the absence of non-recurring income in 2006.

Return on invested capital (ROIC) was 25.8% compared to 24.7% in 2005 and thereby continued the positive trend, which led Novo Nordisk to increase the long-term target to 30% in connection with the release of the annual results for 2005.

The cash to earnings ratio for the year was 73%, down from 82% in 2005 being impacted by significant tax-related payments in 2006. The cash generation has thus been consistently ahead of the long-term financial target since the large capital expenditure programme

was completed in 2002. See the financial highlights on p 52 and the consolidated financial statement on pp 54-89.

The solid business performance was underpinned by good progress towards non-financial goals. See the non-financial highlights on p 53 and the consolidated non-financial statements on pp 90-99.

Diabetes care

The strategy in diabetes care is to sustain leadership via focus on modern insulins and delivery devices, while developing novel antidiabetic agents and next-generation insulins. See pp 22-23.

Sales of diabetes care products increased by 16% in Danish kroner to DKK 27,866 million compared to 2005. Measured in local currencies the increase was 17%.

The operating profit from the diabetes care segment increased by 23% following solid sales growth and significantly improved production costs. Sales and distribution costs increased mainly as a result of the sales force expansion in the US and other key markets and promotion activities related to the global roll-out of Levemir[®]. Research and development costs increased by 23% reflecting significant investments in the two key late-stage development projects, liraglutide and AERx[®] iDMS.

Sales performance

Modern insulins, human insulin and insulin-related products

Sales of modern insulins (insulin analogues), human insulin and insulin-related products increased by 16% to DKK 25,882 million in Danish kroner and by 17% measured in local currencies. All regions contributed to the sales growth and the largest contributors were North America and Europe. Novo Nordisk is the global leader within the insulin segment, with 52% of the total insulin market and 39% of the modern insulin segment, both measured by volume.

Sales of modern insulins increased by 48% in Danish kroner in 2006 to DKK 10,825 million and by 50% measured in local currencies. Sales of modern insulins contributed with 69% of the overall growth in local

currencies, and all regions contributed to growth.

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North America

Sales in North America increased by 41% in both Danish kroner and local currencies in 2006. The complete portfolio of modern insulins, NovoLog[®], NovoLog[®] Mix 70/30 and Levemir[®], continues to be the main contributor to growth. In addition, more than one-third of modern insulin sales in the US are in the leading, prefilled, ready-to-use device, FlexPen[®]. Novo Nordisk is the leader in the US insulin market, holding more than 41% volume market share of the total market, and has also increased volume market share in the market for modern insulins to more than 27%, reflecting market share gains in all three segments, short-acting, premixed and long-acting. Sales of human insulin products also increased due to higher volume as well as higher average prices. See pp 24-25.

As previously communicated Novo Nordisk has decided to expand the US diabetes field force from 1,200 to 1,900 people. The expansion process has been initiated and is still expected to be finalised during the first half of 2007. The expanded field force will make it possible to reach more primary care physicians and increase the frequency of visits to both primary care physicians and diabetes care specialists.

International Operations

Sales in International Operations increased by 14% in both Danish kroner and local currencies. The sales development during 2006 reflects robust performance of primarily modern insulins, but also human insulin contributed to growth. Whereas Russia and Turkey are the main contributors to growth for modern insulins in International Operations, China continued to be the most significant overall growth driver in 2006, contributing more than 40% of the total insulin sales growth in International Operations. In 2006, the quarterly distribution of sales in International Operations was more even compared to previous years, in line with the expectation communicated at the beginning of 2006. Sales in the second half of the year were negatively impacted by the loss of a federal tender in Brazil. See pp 26-27.

Europe

Sales in Europe increased by 10% measured in both Danish kroner and in local currencies. The complete portfolio of modern insulins, NovoRapid[®], NovoMix[®] 30 and Levemir[®], was the primary contributor to growth during 2006. Novo Nordisk is the market leader in the European insulin market with a 57% share of the total market and 48% of the modern insulin segment, both measured by volume.

In Germany Novo Nordisk has agreed new rebate structures for rapid-acting modern insulins with a majority of healthcare funds, thereby securing access to modern insulins for the majority of people with type 2 diabetes. See pp 28-29.

Japan & Oceania

Sales in Japan & Oceania were largely unchanged measured in Danish kroner and increased by 6% in local currencies. Sales in Japan were negatively impacted by a mandatory reduction in reimbursement prices as of 1 April 2006. The sales development reflects sales growth of modern insulins, NovoRapid[®] and NovoRapid Mix[®] 30. Novo Nordisk continues to be the clear market leader in the Japanese market holding 74% of the insulin market and 62% of the modern insulin segment, both measured by volume.

Oral antidiabetic products (NovoNorm[®]/Prandin[®])

Sales of oral antidiabetic products increased by 16% in Danish kroner to DKK 1,984 million and by 17% in local currencies compared to last year, primarily reflecting increased sales in North America and International

Operations. While North America benefited from higher volumes and higher average prices, the positive sales performance in International Operations was primarily due to higher sales in China, where the reimbursement conditions improved compared to 2005.

Clinical trials by therapy area □ 2006 highlights

	Diabetes care	Biopharmaceuticals
Seven phase 3 programmes	Human GLP-1: liraglutide Inhalable insulin: AERx® iDMS Metformin-fixed combination tablet: NovoNorm®	New NovoSeven® indications: intracerebral haemorrhage (ICH) and trauma Hormone replacement therapy: Vagifem® low-dose and Activelle® low-dose
Seven phase 2 programmes	New liraglutide indication: obesity; prepared for phase 2 programme	New NovoSeven® indications: spinal surgery, cardiac surgery, traumatic brain injury and prophylactic treatment Human growth hormone □ new indication: adult patients in chronic dialysis Oncology, malignant melanoma: IL-21
Five phase 1 programmes	Second-generation modern insulin: NN5401, NN344	NovoSeven® analogue: NN1731 Factor XIII: cardiac surgery Oncology, acute myeloid leukaemia: anti-KIR

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Research and development progress

During 2006, Novo Nordisk initiated a global phase 3 study for the use of liraglutide, the human GLP-1 analogue, in people with type 2 diabetes, and recruitment of all 3,800 patients was completed. Novo Nordisk also decided to initiate a phase 2 dose-ranging study for the potential use of liraglutide as an antiobesity agent for obese, non-diabetic persons. Furthermore, a global phase 3 study for AERx[®] iDMS, the pulmonary insulin, was initiated, and recruitment is ongoing.

As communicated on 15 January 2007, Novo Nordisk has decided to discontinue research and development activities within the oral antidiabetic (OAD) segment and, instead, focus exclusively on therapeutic proteins, a key competence area for the company. As a consequence, all existing preclinical OAD projects and NN9101 (a glucokinase activator project currently in phase 1 clinical testing) are expected to be out-licensed.

Regulatory approvals

In 2006, Novo Nordisk received marketing authorisation from the European Commission for a label extension for NovoMix[®] 30, enabling diabetes patients in Europe to begin insulin therapy with a simple once-daily injection regimen.

The European Commission also approved a label expansion for NovoRapid[®] to be used during pregnancy. The label expansion is a result of Novo Nordisk's continued focus on expanding labels for the portfolio of modern insulins.

In Europe, Novo Nordisk has received a positive opinion from the regulatory authorities for the use of Levemir[®] in combination treatment with oral antidiabetics (OAD) for people with type 2 diabetes. Following this, Novo Nordisk expects to receive marketing authorisation from the European Commission during the first half of 2007.

Biopharmaceuticals

The strategy in biopharmaceuticals is to expand the portfolio within haemostasis management, growth deficiency and hormone replacement therapy, and to build a presence in immunotherapies. Sales of biopharmaceutical products increased by 12% measured in Danish kroner to DKK 10,877 million and by 13% in local currencies compared to last year.

The operating profit from the biopharmaceuticals segment increased by 3%, reflecting solid sales growth and significant investments in clinical development activities. Research and development costs increased by 27% reflecting investments in key late-stage development projects with NovoSeven[®] as well as in building a portfolio of projects in immunotherapies. See pp 34-35.

Sales performance

NovoSeven[®]

Sales of NovoSeven[®] increased by 11% in Danish kroner to DKK 5,635 million and by 12% in local currencies compared to 2005. Sales growth for NovoSeven[®] in 2006 was realised in all regions with International Operations and Europe as the main contributors. In the fourth quarter of 2006, sales growth of NovoSeven[®] in North America picked up but was partially countered by a lower level of tender sales in International Operations. The growth in sales of NovoSeven[®] during 2006 reflected increased sales within the congenital inhibitor and acquired haemophilia segments as well as a perceived higher level of investigational use. Treatment of spontaneous bleeds for congenital inhibitor patients remains the largest area of use.

Growth hormone therapy (Norditropin[®])

Sales of Norditropin[®] (ie growth hormone in a liquid, ready-to-use formulation) increased by 19% measured in Danish kroner to DKK 3,309 million and by 21% measured in local currencies. While all regions contributed to growth, supported by the continued success of the prefilled delivery device, NordiFlex[®], North America remains the primary growth driver. Sales in Japan were negatively impacted by a mandatory reduction in reimbursement prices as of 1 April 2006. Novo Nordisk continues to consolidate its position as the second-largest company in the global growth hormone therapy market holding 22% of the total market measured in value.

Other products

Sales of other products within biopharmaceuticals, which predominantly consist of hormone replacement therapy-related products, increased by 2% in Danish kroner to DKK 1,933 million and by 3% measured in local

currencies. Novo Nordisk continued to gain market share in an overall flat market for hormone replacement therapy-related products during 2006.

Research and development progress

Recruitment for the phase 3 trial for use of NovoSeven[®] in ICH was completed in 2006. Furthermore, Novo Nordisk has finalised three phase 2 trials for NovoSeven[®] in traumatic brain injury, upper-gastrointestinal bleeds and spinal surgery. In 2007, the first phase 3 data for the use of NovoSeven[®] outside of haemophilia are expected to be presented.

Based on positive results from a phase 2 clinical trial, Novo Nordisk decided to initiate phase 3 for use of Norditropin[®] in adult patients in chronic dialysis (APCD). The trial is expected to be initiated in 2007.

Further, the company will continue to offer a range of improved, low-dose products for hormone replacement therapy (HRT). See key pipeline progress on pp 18-19.

Regulatory approvals

In 2006, the FDA approved NovoSeven[®] in the US for the treatment of bleeding episodes and the prevention of bleeding in surgical interventions or invasive procedures in patients with acquired haemophilia with inhibitors. NovoSeven[®] was approved for the treatment of acquired haemophilia in Europe in 1997 and Japan in 2004.

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In Europe, Novo Nordisk has received a positive opinion from the regulatory authorities for the use of a single high dose of NovoSeven® for the treatment of mild and moderate bleeding events in haemophilia patients with inhibitors. This new regimen is expected to reduce the need for repeated dosing, minimise disruption to daily life and, hence, to be a convenient alternative for haemophilia patients with inhibitors. Novo Nordisk expects to receive marketing authorisation from the European Commission during the first half of 2007.

Within hormone replacement therapy, Novo Nordisk has received a marketing approval from the FDA for a low-dose version of Activella® (Activelle® in Europe), a continuous-combined hormone replacement therapy product.

Operating performance

The gross margin improved significantly in 2006 to 75.3%, up from 72.8% in 2005. The improvement in the gross margin reflects continued productivity improvements, but also an improved product line and higher average prices in the US. The ongoing efforts to increase productivity cover all key processes in manufacturing: fermentation, recovery and purification at the sites in Denmark, and formulation, filling and packaging at sites in Denmark, the US, France, Brazil, Japan and China.

Part of the productivity improvement is also continued efforts to utilise energy and water more efficiently in the production processes. In 2006, a new measure of water and energy efficiency relative to production, Eco Intensity Ratios (EIR), showed improved performance in both diabetes care and biopharmaceuticals.

Total non-production-related costs increased by 20% to DKK 20,311 million. Sales and distribution costs increased by 20% in 2006, primarily reflecting the expansion during the fourth quarter of 2005 of the US diabetes care sales force and costs related to the US launch of Levemir®, which was initiated by the end of the first quarter of 2006. Also included in sales and distribution costs are financial provisions and costs for ongoing legal disputes. Research and development costs increased by 24% in 2006, which primarily reflects a high number of late-stage clinical trials as well as a higher level of spending on research projects in both diabetes care and biopharmaceuticals.

Total costs related to depreciation, amortisation and impairment losses in 2006 were DKK 2,142 million compared to DKK 1,930 million in 2005.

Licence fees and other operating income in 2006 were DKK 272 million, compared to DKK 403 million in 2005, reflecting a lower level of non-recurring income in 2006.

Net financials and tax

Net financials showed a net income of DKK 45 million in 2006 compared to an income of DKK 146 million in 2005. Included in net financials is the result from associated companies with an expense of DKK 260 million, primarily related to Novo Nordisk's share of losses in ZymoGenetics, Inc., compared to an income in 2005 of DKK 319 million. The income in 2005 included a non-recurring gain in the first quarter of 2005 of around DKK 250 million from a sale of shares in Ferrosan A/S as well as a non-recurring accounting gain of around DKK 200 million from a secondary offering of shares in ZymoGenetics, Inc. in August 2005. Also included in net financials in 2006 were non-recurring capital gains of around DKK 150 million from divestment of shares in other companies, primarily realised during the fourth quarter when a gain of more than DKK 100 million was

recorded from the sale of a minority shareholding in Domantis Ltd, a UK biotechnology company.

The foreign exchange result was an income of DKK 141 million compared to a loss of DKK 40 million in 2005, primarily reflecting a higher level of foreign exchange hedging gains in 2006, in particular during the fourth quarter as a consequence of the depreciation of especially the US dollar and the Japanese yen versus the Danish krone.

The effective tax rate for 2006 was 29.6%, an increase from 28.8% in 2005 and in line with the previously communicated expectations for the year. The slightly higher effective tax rate for 2006 is partly reflecting a positive impact from the re-evaluation of the company's deferred tax liabilities in connection with the reduction of the Danish corporate income tax rate from 30% to 28% in 2005.

Net profit was realised at DKK 6,452 million, an increase of 10% compared to 2005.

Capital expenditure and free cash flow

Net capital expenditure for property, plant and equipment for 2006 was DKK 2.8 billion, slightly below the expectations communicated in January 2006. The lower investment level is due to the solid production base built in previous years and productivity improvements at existing facilities. The main investment projects in 2006 were the expansion of purification and filling capacity for insulin products, as well as purification capacity for liraglutide.

Free cash flow for 2006 was DKK 4.7 billion, significantly above the expectations communicated in January 2006.

Novo Nordisk's financial resources at the end of 2006 were DKK 11.4 billion; unchanged compared to 2005. Included in the financial resources are undrawn committed credit facilities of approximately DKK 7.5 billion.

Equity

Total equity was DKK 30,122 million at the end of 2006, equal to 67.4% of total assets, compared to 65.9% in 2005.

Proposed dividend and reduction of share capital

At the Annual General Meeting on 7 March 2007, the Board of Directors will propose a 17% increase in dividend to DKK 7.00 per

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share of DKK 2, corresponding to a pay-out ratio of 34.4% compared to 33.2% for the financial year 2005. No dividend will be paid on the company's holding of treasury B shares.

In order to maintain capital structure flexibility the Board of Directors will also propose a reduction in the B share capital, by cancellation of nominally DKK 26.96 million (13,480,000 shares of DKK 2) of current treasury B shares, to DKK 539,472,800. This corresponds to a 4% reduction of the total share capital.

Treasury shares and share repurchase programme

As per 30 January 2007, Novo Nordisk A/S and its wholly-owned affiliates owned 19,713,069 of its own B shares, corresponding to 5.85% of the total share capital.

During 2006, Novo Nordisk repurchased 7,468,957 B shares at an average price of DKK 402 per share, equal to a cash value of DKK 3.0 billion. The Board of Directors has approved an increase by DKK 4 billion in the ongoing DKK 6 billion share repurchase programme, bringing the total value of the share repurchase programme to DKK 10 billion. The programme is now expected to be finalised by the end of 2008 as compared to the previously communicated completion time by the end of 2007.

Legal issues

Novo Nordisk is party to a number of legal cases. See an overview of current legal issues and information on contingencies for pending litigation on pp 87-88.

Non-financial performance

In 2006, Novo Nordisk continued the good performance in terms of managing direct and indirect economic, environmental and social impacts in areas of strategic importance.

Economic impacts

In 2006, Novo Nordisk created 1,165 new positions globally and had 23,172 full-time positions, measured as full-time equivalents (FTE) at the end of the year. This is an increase of 5% compared to 2005 and reflects increased activities in all business areas. These positions trans-

late into 59,100 indirect global jobs in the supply chain. Novo Nordisk's economic contribution to overall economic wealth for the Danish society was 2.2% of Gross Value Added (GVA) in 2006. See the cash value distribution on p 94.

Environmental impacts

A long-term goal was set in 2006 for an absolute reduction of CO₂ emissions: by 2014 to have reduced CO₂ emissions by 10% compared to 2004 emission levels. In 2006, total emissions were 235,000 tons, compared with 228,000 tons in 2005. As part of the reduction strategy, energy screenings were initiated at 10 of the 13 production sites, and projects with significant CO₂ reduction potentials were identified. These projects are expected to be implemented during 2007.

In 2006, Eco Intensity Ratios (EIR) showed improved performance in both diabetes care and biopharmaceuticals for energy and water.

Screening reports show a potential for energy savings of at least 16,000 tons CO₂. Novo Nordisk is confident that in the period 2005-2014 the company will be able to identify energy efficiency projects with reduction potential of 30,000 tons CO₂ with a pay-back time of less than four years.

Compliance remains a high priority. Preventive measures are beginning to show results: the

number of breaches of regulatory limit values has decreased by 30% from 2005 to 2006. In the same period, however, the number of accidental releases has increased by 29%. This increasing number reflects particular efforts focused on cooling equipment, improved registration, and hence also a higher number of reported releases than previously. It is assessed that the registered breaches and accidental releases have had no or only minor impact on the external environment. There will be continued focus on legal compliance and preventive measures in 2007.

During 2006, a total of 256 suppliers were evaluated on their environmental and social performance, accounting for 18.4% of the total value of Novo Nordisk's purchases. All of them had a satisfactory performance.

Social impacts

By the end of 2006, Novo Nordisk employed 23,613 persons – an increase of 5% compared to 2005. The number of employees outside

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Denmark reached 47%, and it is expected that in 2007 the ratio of employees outside Denmark will exceed those working in Denmark.

This development underscores the priority on sustaining an engaging culture. The company-wide adherence to the Novo Nordisk Way of Management continues to be highly prioritised, and in 2006, 99% of the action points arising from the facilitations were closed.

Engagement at work is a measure of people performance. Using results of the employee survey, eVoice, the target is for the parameter "engaging culture" to remain at a level of 4.0 or above on a scale from 1 to 5, with 5 being the highest score. In 2006, the consolidated score was 4.0. In 2007, units scoring below 3.5 on average on engagement-related eVoice questions must have an action plan in place before the end of the year. See p 42.

Leadership development and lifelong learning are strategic parameters for business success. Novo Nordisk invests in continued education for all, talent pools and leadership training. In 2006, the annual spending for training, measured as average spend per employee, increased by 14% to DKK 11,293. This does not fully reflect investments in training, since on-the-job training, internal seminars and other such activities are not included. See p 43.

Changing diabetes, Novo Nordisk's global campaign to improve prevention, detection and care, helped put diabetes on the public and political agenda. Through its support to the International Diabetes Federation's campaign for a UN Resolution on diabetes, Unite for Diabetes, which was adopted by the General Assembly of the United Nations in December 2006, Novo Nordisk has been engaging stakeholders and driving awareness initiatives with an estimated outreach to 31 million people in 66 countries. Other community actions, such as the Global Diabetes Walk in collaboration with the World Diabetes Foundation, support this effort. See pp 30-31.

Novo Nordisk's strategy to improve access to diabetes care focuses on education and advocacy (see pp 28-29). A measure of the company's contribution to global health is the number of healthcare professionals directly educated, and direct training or treatment offered to people with diabetes. In 2006, Novo Nordisk initiated activities that brought the number of healthcare professionals directly trained or educated and the number of people with diabetes directly trained or treated up to 297,000 and 1,060,000, respectively. Novo Nordisk provided insulin for 13-15 million people with diabetes worldwide. Of these, 7 million live in Europe, North America, Japan & Oceania, the remaining 6-8 million people live in the International Operations region.

Key drivers for success

The Triple Bottom Line approach enables Novo Nordisk to deliver long-term value to the business and contribute to the global society. It has two dimensions: risk mitigation and innovation. Novo Nordisk acknowledges the company's social contribution to the markets in which it earns its profits and seeks to make a positive economic, environmental and social footprint via its operations, global management standards, community engagement, partnerships, technology transfers and knowledge exchange. Key examples of long-term efforts with significant positive impacts are changing diabetes and the company's climate strategy.

Evidence of good governance and full compliance is a precondition for maintaining the licence to operate and innovate. Consistent behaviour in accordance with the Novo Nordisk Way of Management will drive adherence to global standards, ethical business practices and transparency. Stakeholder trust is another key parameter for success. To better manage emerging risks and act on opportunities, Novo

Nordisk proactively maintains engagement with a broad range of stakeholders within its sphere of influence.

Climate change presents significant business risks in the long term, with implications for economic growth, eco-balance and social development. Novo Nordisk's climate strategy aims to make the company better prepared for a carbon-constrained future and less vulnerable to fluctuations in energy prices. Underpinned by the cLEAN[®] programme, energy-saving initiatives and more use of renewable energy will result in reduced environmental impacts as well as productivity improvements.

Innovation and high performance hinge on people's engagement at work, leadership development and lifelong learning. These are the key parameters for success addressed by the people strategy and monitored via regular facilitations of units' performance and annual company-wide surveys. Fair and globally consistent standards and competitive remuneration aim to attract and retain talent globally.

Long-term incentive programmes

Share-based programme

As from 2004, Novo Nordisk's Executive Management and Senior Management Board (27 in total) participate in a performance-based incentive programme where Novo Nordisk B shares are allocated annually to a bonus pool when certain predefined business-related targets have been achieved. The annual maximum allocation of shares to the bonus pool is capped at the equivalent of eight months of salary on average per participant. The shares in the bonus pool are locked up for a three-year period before they are transferred to the executives at the expiry of the three-year lock-up period.

Based on an assessment of the economic value generated in 2006 as well as the performance of the R&D portfolio and key sustainability projects, the Board of Directors on 30 January 2007 approved the establishment of a bonus pool for 2006 by allocating a total of 130,750 Novo Nordisk B shares, corresponding to a cash value of DKK 45.8 million. This allocation amounts to eight months of salary on average per participant.

Share option programme

The grant of share options to approximately 425 senior employees, excluding the members of Executive Management and the Senior Management Board, in accordance with Novo Nordisk's share option programme is subject to the achievement of shareholder value-based targets as determined by the Board of Directors. For 2006, targets were established for operating profit and return on invested capital, respectively, in addition to a number of non-financial targets.

As the non-financial targets and the two financial targets for 2006 were achieved, a total of 1,114,542 share options will be granted at an exercise price of DKK 350 per option. This exercise price is equal to the average trading price for Novo Nordisk B shares on the Copenhagen Stock Exchange for the trading window from 28 January to 11 February 2006, following the company's release of financial results for 2005, when the terms of the option programme, including financial and non-financial targets, were approved by the Board of Directors. The options can be exercised in the period 31 January 2010 to 30 January 2015. The value of the share option programme is estimated to be DKK 99 million, based on the Black-Scholes model. The company's holding of its own shares will cover this commitment.

As from 2007, it has been decided to replace the share option programme for the approximately 425 senior employees, excluding the members of Executive Management and the Senior Management

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Board, with a share-based incentive plan in line with the plan for the members of Executive Management and the Senior Management Board implemented in 2004, as described above. The share-based incentive programme for key employees will, as is the case for the plan for the top-level executives, be based on an annual calculation of shareholder value creation compared to the planned performance for the year. The share bonus pool will operate with a maximum contribution per participant equal to four months' salary.

Outlook 2007

Novo Nordisk expects the fundamental growth drivers of the business to remain intact in 2007. Novo Nordisk expects at least 10% growth in sales measured in local currencies for 2007. This is based on expectations of continued market penetration of Novo Nordisk's key strategic products within diabetes care and biopharmaceuticals, as well as expectations of increased competition in the diabetes care area during 2007 due to competitors' product launches. Given the current level of exchange rates versus Danish kroner, the sales growth rate for 2007 measured in Danish kroner is expected to be lower than the growth rate measured in local currencies.

For 2007, operating profit measured in local currencies is expected to increase by around 15%, including an expected higher spending on the portfolio of research and development projects as well as a continued high level of spending on sales and marketing. Measured in Danish kroner the growth in operating profit is expected to be around 10%, reflecting a negative currency impact in 2007.

For 2007, Novo Nordisk expects a net financial income of DKK 50 million.

Given the prevailing Danish corporate tax regime, the effective tax rate for 2007 is expected to be approximately 28%, a reduction of more than one percentage point compared to the realised tax rate for 2006.

Capital expenditure is expected to be around DKK 3 billion in 2007. Expectations for depreciations, amortisation and impairment losses are around DKK 2.3 billion, and free cash flow is expected to be around DKK 5 billion.

All of the above expectations are provided that currency exchange rates, especially the US dollar and related currencies, remain at the current level versus the Danish krone for the rest of 2007. All other things being equal, movements in key invoicing currencies will impact Novo Nordisk's operating profit as illustrated below:

Invoicing currency

Annual impact on operating profit in 2007
of a 5% movement in currency

USD	DKK 400 million
JPY	DKK 150 million
GBP	DKK 90 million
US-related	DKK 110 million

USD-related currencies include CNY, CAD, ARS, BRL, MXN, CLP, SGD, TWD and INR

Novo Nordisk has hedged expected net cash flows in relation to US dollars, Japanese yen and British pounds for 15, 12 and 11 months, respectively. The financial impact from foreign exchange hedging is included in [Net financials](#).

Forward-looking statement

This Annual Report contains forward-looking statements as the term is defined in the US Private Securities Litigation Reform Act of 1995.

This relates in particular to information included under the headings [Risk management](#), [management report and discussion](#) and note 32, [Financial risk](#) with reference to plans, forecasts, expectations, strategies, projections and assessment of risks.

Words such as [believe](#), [expect](#), [may](#), [will](#), [plan](#), [strategy](#), [prospect](#), [foresee](#), [estimate](#), [project](#), [intend](#) and similar words identify forward-looking statements. Examples of such forward-looking statements include, but are not limited to:

statements of plans, objectives or goals for future operations, including those related to Novo Nordisk's products, product research, product introductions and product approvals as well as co-operations in relation

thereto

statements containing projections of sales, revenues, income (or loss), earnings per share, capital expenditures, dividends, capital structure or other net financial statements of future economic performance

statements of the assumptions underlying or relating to such statements.

These statements are based on current plans, estimates and projections, and therefore undue reliance should not be placed on them. Moreover, such statements are not guarantees of future results. By their very nature, forward-looking statements involve inherent risks and uncertainties, both general and specific, and risks exist that the predictions, forecasts, projections and other forward-looking statements will not be achieved. Novo Nordisk cautions that a number of important factors could cause actual results to differ materially from the plans, objectives, expectations, estimates and intentions expressed in such forward-looking statements.

Factors that may affect future results include, but are not limited to, interest rate and currency exchange rate fluctuations, delay or failure of development projects, interruptions of supplies and production, product recall, pressure on insulin prices, unexpected contract breaches or terminations, government-mandated or market-driven price decreases for Novo Nordisk's products, introduction of competing products, Novo Nordisk's ability to successfully market current and new products, exposure to product liability and other legal proceedings and investigations, changes in reimbursement rules and governmental laws and related interpretation thereof, perceived or actual failure to adhere to ethical marketing practices, developments in international activities, which also involve certain political risks, investments in and divestitures of domestic and foreign companies, and unexpected growth in costs and expenses. Please also refer to pp 110-111.

Risks and uncertainties are further described in reports filed by Novo Nordisk with the US Securities and Exchange Commission (SEC), including the company's Form 20-F, expected to be filed with the SEC in mid-February 2007.

Forward-looking statements speak only as of the date they were made, and unless required by law Novo Nordisk is under no duty and undertakes no obligation to update or revise any of them, after the distribution of this Annual Report, whether as a result of new information, future events or otherwise.

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the world of novo nordisk

Novo Nordisk is a focused healthcare company headquartered in Denmark. The company is the world leader in diabetes care and has the broadest diabetes product portfolio in the industry, including advanced insulin delivery systems.

In its other business segment, biopharmaceuticals, Novo Nordisk has a leading position within the therapeutic areas of haemostasis management, growth hormone therapy and hormone replacement therapy. Novo Nordisk's products are marketed in 179 countries.

Novo Nordisk has 23,613 employees in 79 countries. Of these, 4,105 work in R&D, 8,402 work in production, 6,995 work in sales and distribution, and 4,111 work in administration. The majority of the workforce, 53%, is in Denmark, where the largest production sites are located. Since 2000, the company has grown significantly and expanded globally, particularly in the US and International Operations. In 2000, Novo Nordisk employed 13,752 people; 65% were based in Denmark.

- **Production site**
 - Bagsværd, Denmark
 - Chartres, France
 - Clayton, US
 - Gentofte, Denmark
 - Hillerød, Denmark
 - Hjørring, Denmark
 - Kalundborg, Denmark
 - Koriyama, Japan
 - Køge, Denmark
 - Montes Claros, Brazil
 - Måløv, Denmark
 - Tianjin, China
 - Værløse, Denmark
- **R&D facilities**
 - Bagsværd, Denmark
 - Beijing, China
 - Gentofte, Denmark
 - Hayward, US
 - Måløv, Denmark
 - New Brunswick, US
- **Clinical development centres**
 - Beijing, China
 - Princeton, US
 - Tokyo, Japan

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Zurich, Switzerland

For an overview of the
Novo Nordisk subsidiaries,
see pp 100-101.

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Sales in Europe account for 38% of total sales.

Performance in Europe is primarily driven by the complete portfolio of modern insulins (insulin analogues), NovoRapid[®], NovoMix[®] 30 and Levemir[®]. Novo Nordisk continues to consolidate its leadership position in the European insulin market with a 57% volume share of the total market and 48% of the modern insulin segment.

30 million people living in Europe are estimated to have diabetes, and 7 million of these are currently being treated with insulin.

Novo Nordisk has directly trained or educated 45,000 healthcare professionals through its National Changing Diabetes Programmes.

Sales in North America account for 32% of total sales.

Performance in North America is driven by the modern insulins NovoLog[®], NovoLog[®] Mix 70/30 and Levemir[®], launched in 2006. More than one-third of the sales of modern insulins are in the leading prefilled, ready-to-use device, FlexPen[®]. Novo Nordisk remains the leader in the US insulin market, holding more than 40% of the total volume market, and now accounts for more than 27% of the modern insulin segment.

21 million people living in North America are estimated to have diabetes, and 6 million of these are currently being treated with insulin.

Novo Nordisk has directly trained or educated 70,000 healthcare professionals through its *National Changing Diabetes Program*SM.

Sales in International Operations account for 18% of total sales.

Performance in International Operations is driven by modern insulins as well as human insulin. In some countries sales are based on public tenders, and outcomes of these can have a notable positive or negative impact on a year's sales. China continues to be a significant growth driver, contributing more than 40% of the insulin sales growth.

187 million people living in countries within International Operations are estimated to have diabetes, and 10-13 million of these are currently being treated with insulin.

Novo Nordisk has directly trained or educated 124,000 healthcare professionals through its National Changing Diabetes Programmes.

Sales in Japan & Oceania account for 12% of total sales.

Performance in Japan & Oceania reflects the sales growth of the modern insulins NovoRapid[®] and NovoRapid Mix[®] 30.

8 million people living in Japan & Oceania are estimated to have diabetes, and 1 million of these are currently being treated with insulin.

Novo Nordisk has directly trained or educated 58,000 healthcare professionals through its National Changing Diabetes Programmes.

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pipeline overview

Novo Nordisk's research and development efforts focus on offering superior therapies that help save people's lives or improve their quality of life.

In diabetes care the aim is to maintain the company's position as the world leader. In biopharmaceuticals the aims are to expand the franchise within haemostasis and growth hormone deficiency, and to build a presence in inflammation and oncology.

The strategy is to address unmet medical needs by leveraging the company's core capabilities within diabetes research, protein delivery and therapeutic proteins.

Phase 1

Studies in a small group of healthy volunteers, and sometimes patients, usually between 10 and 100, to test a new drug for best dosage and potential side effects.

Phase 2

Testing a drug at various dose levels in a larger group of patients to learn about side effects, the body's use of the drug and its effect on the condition.

Phase 3

Studies in large groups of patients all over the world, comparing the new medication with a commonly used drug or placebo for both safety and efficacy.

Filed

A New Drug Application is submitted for review by various government regulatory agencies.

The R&D pipeline is updated quarterly at novonordisk.com/investors

Therapeutic area	Compound	Indication
Diabetes care	Levemir® Insulin detemir	Types 1 and 2 diabetes
	NovoMix® 50 and NovoMix® 70 Insulin aspart mix	Types 1 and 2 diabetes
	AERx® iDMS	Types 1 and 2 diabetes
	NN344	Types 1 and 2 diabetes
	NN5401	Types 1 and 2 diabetes
	Liraglutide (NN2211)	Type 2 diabetes
	Liraglutide	Obese, non-diabetic people
	NovoNorm® Fixed Combo (NN4440)	Type 2 diabetes
Biopharmaceuticals	NovoSeven® Intracerebral haemorrhage	Bleeding in emergencies, intracerebral haemorrhage
	NovoSeven® Trauma	Bleeding in emergencies, trauma
	NovoSeven® Cardiac surgery	Elective surgery, cardiac surgery
	NovoSeven® Spinal surgery	Elective surgery, spinal surgery
	NovoSeven® Traumatic brain injury	Bleeding in emergencies, traumatic brain injury
	NovoSeven® Prophylactic treatment	People with haemophilia with inhibitors
	rFVIIa Analogue	Haemostatic agent

rFXIII Cardiac surgery	Elective surgery, cardiac surgery
Norditropin® Dialysis patients	Adult patients in chronic dialysis (APCD)
Activelle® Low-dose	Hormone replacement therapy
Vagifem® Low-dose	Hormone replacement therapy
IL-21	Oncology, malignant melanoma
Anti-KIR	Oncology, acute myeloid leukaemia

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Description	Phase 1	Phase 2	Phase 3	Phase Filed
A soluble basal modern insulin with neutral pH and a mechanism of protraction that provides a smooth and predictable action profile and offers a longer duration of action compared with conventional NPH. Approved in Europe and the US. Filed in Japan.				
Premixed formulations of the rapid-acting modern insulin, insulin aspart. Provide a combined rapid- and intermediate-acting insulin effect (at the ratio of 50/50 or 70/30).				
The AERx [®] insulin Diabetes Management System is a delivery system for inhalable insulin.				
A neutral, soluble, long-acting modern insulin with a very flat and predictable action profile.				
A next-generation insulin.				
A once-daily, long-acting analogue of human GLP-1.				
Potential benefits: reduced food intake and induced weight loss.				
A tablet formulation combining the short-acting insulin secretagogue repaglinide with an insulin-sensitising agent, metformin, in a single tablet.				
In a phase 2b study NovoSeven [®] has been demonstrated to reduce haematoma growth, improve treatment outcome and reduce mortality.				
In a phase 2b study NovoSeven [®] has been demonstrated to reduce transfusion needs in patients with severe blunt trauma.				
Potential benefits: improved haemostasis.				
In a phase 2a study NovoSeven [®] has been demonstrated to reduce blood loss during spinal surgery.				
Potential benefits: reduced intracranial bleeding.				
Potential benefits: prevention of bleeding.				
Potential benefits: further reduced bleeding in people with and without haemophilia.				

Coagulation factor XIII plays an important role in the maintenance of haemostasis through cross-linking of fibrin and other coagulation molecules.

Potential benefits: reduced mortality.

Low-dose continuous-combined product. Approved in the US. Filed in Europe.

Low-dose topical product for vaginal application.

Immuno-stimulatory protein that helps the immune system attack tumour cells.

A fully human IgG4 monoclonal antibody.

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Diabetes care we will be the world's leading diabetes care company

Diabetes is a pandemic. The International Diabetes Federation (IDF) projects an increase from the current 246 million people with diabetes to 380 million in 2025. Some 70% of this growth is predicted to occur in the developing world, driven by increased urbanisation, sedentary lifestyles and the adoption of diets high in fat, sugar and salt. Type 2 diabetes is now also affecting children and adolescents.

Impaired glucose tolerance, often referred to as "prediabetes", is also on the rise. IDF estimates that there could now be more than 308 million people with this condition worldwide, 60% of whom could develop diabetes. The problem is greatest in Asia, but in Africa too the data are alarming. If nothing is done to reverse the trend, many poor countries already overstretched by infectious diseases will face an insurmountable health crisis.

Diabetes is a serious, chronic disease, but if it is detected early and treated properly, a person can lead a near-normal life. If not, it causes severe long-term complications and leads to premature death. It is also a costly disease, not so much in terms of medical costs, but because of the cost of treating late-stage complications and indirect costs borne by the individual.

Maintaining the edge

With a global insulin market share of 52% and an outreach to 13-15 million people, Novo Nordisk is clearly the leader in diabetes care. And even though the marketplace is getting crowded, our biggest and toughest competitor is diabetes. It is our aspiration to defeat diabetes by finding better methods of prevention, detection and treatment. That is what lies behind our promise of changing diabetes.

For any person with diabetes, whether type 1 or type 2, intensive blood sugar control is of critical importance to successful treatment. And here insulin remains the only consistently effective treatment.

We are determined to maintain our edge, aiming to offer superior treatment and delivery systems. We are the world's largest private sponsor of diabetes research, and our research efforts focus on prevention as well as improved medical treatment. We also see a clear need for collaboration between all parties in healthcare, and we therefore seek to drive more holistic approaches centred on the needs of the person with diabetes.

Diabetes research offers many effective tools, but science and technology alone are not the solution. To pave the way for real changes, we need to apply our knowledge and existing technologies in radically new ways by organising our efforts, partnerships and care strategies around the best value for people with diabetes. That is why we develop scenarios to explore the options. The current pharma business model is being challenged, and the healthcare system as we know it today seems unsustainable. Rather than adapting to what the future might bring, we have chosen a more proactive stance. We will shape the future of diabetes.

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diabetes care: sustaining leadership

The vision of eventually defeating diabetes defines the strategic direction of Novo Nordisk's research efforts as well as the market approach to providing improved diabetes prevention, detection and care. And with the latest discoveries there is even renewed hope that the progression of the disease may be halted.

"We have framed our strategy around the promise of changing diabetes. It is about improving the quality of life for people living with diabetes today. That is an achievable goal. With modern insulin therapy that serves individuals' varying needs and lifestyles, people with diabetes can bring their blood sugar in control to avoid the devastating long-term complications. This is the focus of our strategy and our portfolio of advanced products and delivery systems," says Kåre Schultz, executive vice president and chief operating officer (COO).

Longer-term efforts will focus on research to find the cure for type 1 diabetes, and on ways of intervening to prevent the onset of type 2 diabetes. Novo Nordisk's 20-year scenario planning helps to identify alternative futures that can shape strategic initiatives and innovative approaches. As the world leader in diabetes care, Novo Nordisk wants to be the preferred partner of healthcare professionals and policy-makers.

"We have more than 80 years' experience, knowledge and resources and the commitment needed for the long-term view to drive the change we want to see in diabetes," says Kåre Schultz.

Control matters

In 2006, the American Diabetes Association (ADA) and the European Association for the Study of Diabetes (EASD) issued a joint consensus statement on the treatment of type 2 diabetes. They recommended tight blood sugar control and early addition of insulin therapy in patients who do not meet target goals. The two associations also concluded that insulin is the most effective of all glucose-lowering agents, with the potential to reduce any level of HbA1c in people with diabetes to, or close to, the therapeutic goal. HbA1c is a measure of a

person's average blood sugar level over a period of two to three months. Today, an estimated two-thirds of people with diabetes are not in good control.

Tailored solutions

It all comes down to choice. People with diabetes require different treatments, and requirements may change over time. By choosing the treatment best suited to the individual, there is a greater chance of an optimal outcome. Novo Nordisk's deep knowledge of the needs of people with diabetes is an asset in a competitive environment.

"The insulin market is growing by around 5% measured in volume, and Novo Nordisk is currently outperforming this. We are determined to keep that edge. There is evidently a potential for additional growth that we will seek to capitalise," says Jakob Riis, senior vice president, International Marketing.

In 2006, Novo Nordisk launched its latest modern insulin, Levemir® already on the market in Europe for almost two years in the US. At the ADA meeting in 2006, Novo Nordisk presented results from the German arm of the PREDICTIVE study, a global observational study of Levemir® in more than 30,000 people with type 1 or type 2 diabetes. The results show that treatment with Levemir® improves total glycaemic control, and reduces weight gain.

More convenient insulin delivery

Insulin delivery is a key strategic area of diabetes research at Novo Nordisk, addressing demands for devices that offer a combination of convenience and accurate dosing. For some people with diabetes, injections are a significant barrier to insulin initiation, and therefore to optimal diabetes control. That is why the company is strongly committed to pursuing inhalable insulin as an additional delivery option.

Novo Nordisk's inhalable insulin project, AERx iDMS, entered into phase 3 clinical trials in 2006. A smaller, more compact successor device to the first-generation product is in the design phase.

Liraglutide shows solid potential

The diabetes care pipeline is built around further improving Novo Nordisk's modern insulins and new treatment options. Type 2 diabetes usually progresses over several years as the pancreas gradually

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The liraglutide molecule (left).

1 May: Researchers at Novo Nordisk Delivery Technologies in Hayward, California, celebrate the resumption of the phase 3 trials for AERx® iDMS (right).

Kylie Sims has type 1 diabetes and lives in Australia. She has reached a level of control both she and her doctor are proud of (below).

loses the ability to produce insulin and treatments lose their effectiveness

“Today, people diagnosed with type 2 diabetes in its early phase are first offered lifestyle intervention, then oral antidiabetic agents, and eventually insulin. We believe that we can soon offer a range of new protein-based options that could dramatically change diabetes treatment,” says Peter Kurtzhals, senior vice president, Diabetes Research Unit.

Such treatment options include liraglutide, the first human compound in a new class of therapies for type 2 diabetes. It is a modification of the natural hormone GLP-1 (Glucagon-Like Peptide) produced in the gut. It can be described as restoring the function of “tired” or worn-out insulin-producing cells.

Liraglutide is expected to be the first human, once-daily GLP-1 product available on the market. Results from phase 2b trials presented in 2006 show improved glycaemic control and significant weight loss, which will be evaluated further during phase 3 clinical studies.

“Liraglutide’s effect on the pancreas depends on the level of glucose in the blood,” says Peter Kristensen, project vice president for liraglutide. “For example, when glucose levels are normal or high, liraglutide improves the secretion of insulin, but if blood glucose levels are below normal, the compound has no effect. No other anti-diabetic medication can achieve that.

“With liraglutide we have for the first time the potential to intervene in the disease progression.

What is modern insulin? A look at the Novo Nordisk diabetes portfolio

Modern insulins, also called insulin analogues, are designed to mimic the body’s own physiological insulin regulation of blood glucose levels more closely than human insulin. Modern insulins offer better glucose control, less hypoglycaemia and increased convenience, leading to fewer serious complications and better treatment outcomes.

Modern insulins are classified by how fast they start to work in the body and how long their effects last. Different types of insulin work differently, depending on many factors such as the body’s individualised response to insulin, lifestyle choices, including type of diet and amount of exercise, and how well blood sugar levels are managed.

Because there is no “one-size-fits-all” approach to diabetes treatment, Novo Nordisk offers a full portfolio covering fast-acting, long-acting and premixed modern insulins:

This will have to be investigated in long-term clinical studies," he says.

Next-generation insulins

An additional area of diabetes research is next-generation insulins: In 2006, Novo Nordisk entered into phase 1 clinical trials with two next-generation insulins. Next-generation insulins are offering even better safety and efficacy than previous generations.

Obesity is a major risk factor for diabetes. That is why in 2007 Novo Nordisk plans to launch a phase 2 trial of liraglutide as an antiobesity agent for treatment of obese, non-diabetic people.

Levemir[®], a long-acting basal insulin that provides effective control and less weight gain.

NovoRapid[®], which gives tighter blood glucose control at mealtimes without increased risk of hypoglycaemia.

NovoMix[®] 30, a dual-release modern insulin that covers both mealtime and basal requirements.

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focused strategy in the US targets diabetes crisis

Novo Nordisk employees in the US are on a mission. They are working to slow down one of the biggest public health issues faced by Americans: diabetes.

The numbers are staggering. According to the National Institutes of Health, close to 21 million Americans have diabetes and nearly a third of those are unaware they have it. Another 54 million are estimated to be at risk of developing diabetes. The US Centers for Disease Control and Prevention predict that by 2025 the number of Americans with diabetes will rise to 50 million.

Given the enormous scale of the diabetes epidemic in the US, it is not surprising that the US is a key growth driver for Novo Nordisk. But the way that Novo Nordisk is building its business in the US is not just a matter of presenting a robust portfolio of products. A broad strategy, underpinned by the company's Triple Bottom Line approach, aims to make Novo Nordisk stand out in an increasingly competitive environment.

Multi-faceted strategy

The main elements of the strategy are:

- Products and devices. With the launch of its long-acting basal insulin Levemir® in the US in 2006, Novo Nordisk is the only company offering a complete portfolio of modern insulins and insulin delivery systems.
- Dedicated field force with extended reach. To be competitive in an environment of several, much larger companies, Novo Nordisk has been steadily expanding its field force in the US. An additional 400 individuals were hired in preparation for the Levemir® launch, and during the first half of 2007 another 700 people will be hired, bringing the total sales force to 1,900.
- Strong values-based culture. The Triple Bottom Line as a business

principle plays a big part in attracting and retaining talented people and enhancing relationships with stakeholders.

Focus on health economics. Demonstrating the health and socioeconomic benefits of improved diabetes treatment is the key to achieving a high rate of access and reimbursement for Novo Nordisk products.

Public policy initiatives. Through the Novo Nordisk *National Changing Diabetes Program*SM and the Novo Nordisk US Government Affairs office, Novo Nordisk is working with partners to make positive changes in the prevention, detection and treatment of diabetes.

The strategy appears to be successful. Today, Novo Nordisk claims the leading insulin volume share in the US, outpacing much larger competitors.

“Novo Nordisk is committed to changing diabetes on a broad scale, in partnership with all the key players in the diabetes field. For us, changing diabetes means more focus on prevention and earlier detection of diabetes as well as improved quality of life for people with diabetes,” says Martin Soeters, president, Novo Nordisk Inc.

Approach tailored to the individual

A complete portfolio of modern insulins and devices has been instrumental in building leadership in the US, according to Camille Lee, vice president, Diabetes Brand Marketing, Novo Nordisk, Inc. "This approach makes a big difference not only to people with diabetes, but also to physicians, who find that individually tailored solutions often produce better outcomes among their patients," says Camille Lee.

"The launch of Levemir[®] in the US is progressing well. It has been well received by healthcare professionals, people with diabetes, and managed care organisations, thereby increasing the use of our modern insulins to enhance patient care," she adds.

Looking at the cost of diabetes

Meanwhile, other parts of the organisation have been working hard to secure access and reimbursement of Novo Nordisk products from both managed care and government health insurance providers in

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the US. This has included ensuring that Novo Nordisk products are on the managed care [formularies], or restricted lists of reimbursable drugs. Today, more than 75% of all Americans with health insurance can choose a modern insulin from Novo Nordisk and claim reimbursement in full or in part.

Strong health-economic arguments have played a key role in the success in obtaining a high level of formulary coverage for both insulin products and devices, according to Garrett Ingram, senior director, Managed Markets Strategy and Health Economics Outcomes Research. In fact, such arguments were critical to Levemir® receiving a high level of coverage as early as at the time of launch. In comparison, it usually takes 12 to 18 months for a newly launched product to even get reviewed by managed care plans.

"We were able to show that in actual clinical practice Levemir® carries a number of clinical benefits such as improved glycaemic control, a low rate of glycaemic episodes, and less weight gain," says Garrett Ingram. "As healthcare costs continue to rise, it will be increasingly vital for companies to demonstrate the overall value of a product," she adds.

A catalyst for change

Effective diabetes care relies on more than access and availability of advanced products. Novo Nordisk is working with many different partners to make changes in the US system of healthcare to help improve detection and treatment of diabetes.

The Novo Nordisk Government Affairs office in Washington DC, for instance, is advocating for legislation that would remove barriers to and provide new incentives for diabetes care, enhance medical training, and help people with diabetes manage their condition more effectively. It is also developing a national effort, together with the American Diabetes Association and other partners, to promote diabetes and prediabetes screening among Americans 65 years and older. Novo Nordisk has made a three-year, million-dollar commitment to pursue this as part of the Clinton Global Initiative.

Through the Novo Nordisk *National Changing Diabetes Program*SM, Novo Nordisk is working as a catalyst and collaborator to create change in the US system of healthcare that will provide dramatic improvements in the prevention and care of diabetes. This includes pro-

viding patient education, implementing a system to track the state of diabetes, overcoming barriers and offering incentives for quality diabetes care, supporting medical education and training in chronic care.

In 2006, this led, among other things, to the initiation of a study to assess the impact of federal spending on diabetes in the US, the introduction of a National Report Card to assess the current status of diabetes in the US, and the launch of DiabetesXchange, a national resources website to share diabetes projects, ideas and learnings across the country.

"The *National Changing Diabetes Program*SM is one of the ways in which we act on our social responsibility," says Dana Haza, senior director of the programme. "We are a nation facing a diabetes crisis. As leaders in diabetes care, we have to try to reverse the alarming trend and change things for the better."

Challenges ahead

In a diabetes market that is getting ever more crowded, it is this multi-faceted strategy that will sustain Novo Nordisk's lead, according to Martin Soeters.

By the end of 2006, North America represented 32% of Novo Nordisk's global sales. Martin Soeters wants to see that number rising in the coming years so that Novo Nordisk's sales in North America get closer to reflecting the 50% share that North America has of the global market for pharmaceuticals. Given the urgency of the diabetes crisis and Novo Nordisk's deep and long-standing commitment to diabetes, combined with the success of other key products such as NovoSeven® and Norditropin®, he believes that such a goal is achievable – even in a fiercely competitive environment.

"There is still a long way to go to optimal diagnosis and treatment," says Martin Soeters. "With two out of three people not in good control of their diabetes, there is still a great deal more that needs to be done. I am excited by the progress we have made in helping more people achieve better control and raising the awareness of diabetes for so many others. But this is only the beginning."

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long-term presence in emerging markets pays off

In Montes Claros, Brazil, Novo Nordisk is on the fast track. With an investment of more than 200 million US dollars and the exemplary teamwork, with around 2,200 locally hired labourers, craftsmen, technicians and engineers, working alongside Novo Nordisk's own staff of 760 people, the first batch of Penfill cartridges went into cold storage in October 2006 at the company's newest insulin filling plant. Marcelo Zuculin, vice president at site Montes Claros, and his team are in business.

This milestone completes a project that began in April 2004 when 11 senior project managers and their families arrived from Denmark. Using the "fast-track" method, construction was completed in just 18 months – ahead of schedule and below budget. After extensive tests, training and validation, concluded by a successful five-day inspection, Novo Nordisk received the formal approval to begin production. Process validation is expected to finish in April 2007.

And the site's insulin products are in great demand. An estimated 7 million people in Brazil have diabetes, and the country's prevalence of diabetes is at 6.8% and growing fast. With its scaled-up presence in the region, Novo Nordisk is prepared to improve prevention, detection and treatment of diabetes.

Focus on opportunities in BRIC countries

This commitment is just one example of the investments that Novo Nordisk is making in emerging markets, where access to medicine and healthcare is often limited. Helping to create a sustainable health-care infrastructure is therefore crucial to building the business. Over the years, the company has invested in the education of healthcare professionals and awareness-raising among policy-makers, and has helped build diabetes clinics in many parts of the world. These efforts have helped position the company well for the future in a market with much commercial potential and a significant need for improved diabetes care.

Brazil is one of the 150 countries covered by what Novo Nordisk refers to as International Operations (IO). It encompasses markets outside North America, the EU, Japan & Oceania. The population of the IO countries is 5.2 billion people or some 80% of the world's population, and includes 80% – 197 million – of all people with diabetes. The region represents 50% of the GDP growth in the world today, but it is a growth that is very unevenly distributed.

For years, Novo Nordisk has been a leader in the diabetes care market in this region. Jesper Høiland, senior vice president of International Operations, expects that the company will outperform its current 14% annual growth in sales in the coming years. Today, people using oral antidiabetics (OAD) in the IO region outnumber those who use insulin in line with the joint consensus from ADA and EMEA. Even though Novo Nordisk does have a share of the OAD market with NovoNorm®, the company recommends early initiation of insulin therapy.

The strategy is to continue the roll-out of modern insulins, which have so far been introduced in 25 IO markets.

The growing middle and upper classes in countries such as China and India represent a vast potential market for optimal treatment.

Financial analysts have been particularly interested in the BRIC countries: Brazil, Russia, India and China. Analyst projections indicate that the market here for top-line treatment will grow from the current 3 million to 28 million people with diabetes by 2030. That would make the combined BRIC market for diabetes care greater than in the United States, with a predicted increase from 16 to 27 million.

Novo Nordisk's own analysis of the BRIC markets shows a compound annual sales growth rate of 43% from 2002 to 2006. Other markets outside BRIC – Turkey in particular – have also shown strong growth and potential.

Staying power

Among the reasons for Novo Nordisk's insulin leadership in IO markets is the company's presence at a time when no one else has taken an interest in the market and its perseverance through challenging times. Presence is not just about marketing goods. With expanding production sites in Brazil and China as well as a research facility in China, Novo Nordisk contributes to economic growth and social development in the communities. With its holistic and long-term view of the business, Novo Nordisk has earned invaluable trust among local authorities, customer loyalty and brand recognition in these strategic markets.

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Novo Nordisk sales representatives from India celebrate a good month for sales in India (left).

27 October: The filling plant in Montes Claros, Brazil, becomes a fully operational production site and celebrates the successful conclusion of a five-day inspection by the Danish Medicines Agency (right).

17 March: Novo Nordisk inaugurates a major expansion of its production facilities in Tianjin, China.

Novo Nordisk's global standards for environmental management, workplace quality and ethical business conduct demonstrate how we strive to do business in a sustainable way, and they are important to win the support of payers, policy-makers and the public to help provide better diabetes care in their countries," says Jesper Høiland.

Performance at a glance

This approach is likely to pave the way for sustained success in the IO region. A dual structure, with a growing private market alongside the public tender market, characterised by relatively high volume and low prices, makes for a volatile market in which business forecasting can be a challenge. That is why Novo Nordisk pursues a multi-pronged market strategy based on engagements with key stakeholders and a combination of products and services.

In Brazil, where 7 million people have diabetes and only 10% are receiving proper treatment, there is a huge market potential. Here, Novo Nordisk offers its full range of modern insulins and has an overall insulin volume market share of 68% in the private market.

In Russia, an estimated 10 million people have diabetes. L'ogota, a state-funded healthcare programme, is seeking to catch up with the population's needs for improved care and has had a positive impact on the market. More recently, diabetes has been given special priority. Novo Nordisk's insulin volume market share is around 50%.

A strong presence in China

In just over a decade Novo Nordisk has built up a stronghold in China, where it is now the largest company engaged in diabetes care. Company revenues passed 1 billion Danish kroner in 2005, and with an insulin value market share of 75% in 2006, Novo Nordisk is the clear market leader.

Today, Novo Nordisk China employs close to 1,000 people. This includes a sales and marketing force with representatives in each of the country's 31 provinces, plus employees at the recently-expanded NovoPen® 3 production site in Tianjin and at the Novo Nordisk research facility in Beijing – the first R&D centre to be established by an international biopharmaceuticals company in China.

Novo Nordisk China boasts an impressive compound annual sales growth rate of 44% since 2002. This is the result of concerted efforts to put diabetes on the agenda and to present the company as having the best products and the most extensive knowledge of diabetes. Novo Nordisk is working on a five-year programme with the Chinese Ministry of Health to provide diabetes education and establish models of diabetes care in hospitals and community health centres. Every year, an average of 80,000 physicians receive diabetes training in a Novo Nordisk education programme, and the patient network NovoCare Club has more than 400,000 members.

"Chinese patients want the best possible treatment, and Novo Nordisk is seen as the company with the most sophisticated products and devices," notes General Manager Ron Christie,

India has about 41 million people with diabetes and no public healthcare plan to support their treatment. This is the largest IO market in terms of sales volume, but prices are low. Novo Nordisk offers its full portfolio of modern insulins, and although penetration remains modest, the company is maintaining its leadership with some 57% volume market share, despite tough competition from lower-priced, biosimilar products.

In China, the estimated number of people with diabetes is about 40 million. Only 130 million of its 1.3 billion inhabitants have health insurance. This is the largest IO market with an insulin value market share of 75%, and a volume market share of 60%. Many biosimilar insulin manufacturers reside here, but their market share does not appear threatening.

In Turkey, more than 3 million people have diabetes. It is one of the fastest-growing IO markets, and modern insulins are rapidly penetrating this market. In fact, Turkey represents one-third of all Novo Nordisk's sales of modern insulins in IO, driven by NovoMix® 30. The company has a value market share of 58%.

Novo Nordisk China. We have also helped establish and support organisations for physicians and patients, and we offer professional diabetes training. All of this is appreciated by the diabetes community and contributes to the perception of Novo Nordisk as the leading diabetes company here.

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reaching across the global health divide

Changing diabetes is no easy task. The crisis is evident: the number of people with diabetes in the world is expected to grow from the current 246 million to 380 million in 2025. Today, 80% of all people with diabetes are living in the developing world.

Most developing countries lack the resources to provide the health-care that their populations need. But, doing nothing is also costly: the burden of chronic disease has major economic effects on families, communities and societies. The same is true for much of the developed world, where people with diabetes are more likely to receive care, but still more often than not do not achieve their treatment targets, with devastating effects in both human and economic terms.

For example, the World Health Organization has estimated that China will forego 558 billion US dollars in national income over the next 10 years as a result of premature deaths caused by heart disease, stroke and diabetes.

Strategic approach

Novo Nordisk's strategic response to the challenges of inadequate access to proper healthcare is embedded in the approach to doing business in local markets. In 2001, the company launched several initiatives to drive change by coordinated efforts using the four levers recom-

mended by the World Health Organization: development of national health strategies, build-up of national healthcare capacity, best possible pricing and additional funding. Key elements in the programmes are public awareness and education, not only of healthcare professionals, but also people with diabetes and those at risk of getting it.

Changing diabetes in the world's poorest countries

Novo Nordisk supports the United Nations Millennium Development Goals, and its strategy on access to health recognises the link between poverty and ill health.

In the past decade Novo Nordisk has demonstrated leadership in driving measurable improvements in access to diabetes care in the world's poorest countries. It has also managed to do the right things from the beginning, even under difficult conditions and despite limited resources. That was the conclusion of an independent international advisory board.

Overcoming the global health divide relies on a mix of on-the-ground initiatives and structural changes. Medicines are just one element. That is why Novo Nordisk's World Partner Project (WPP) engages with local partners, typically health ministries and patient organisations, to help build healthcare strategies. It focuses on eight developing countries: Bangladesh, India, Malaysia, China, Costa Rica, El Salvador, Tanzania and Zambia. New funding has been reserved in 2007 for projects in three new focus areas: Nigeria, Mexico and Indonesia.

Since 2001, WPP has delivered proposals for innovative and sustainable models of diabetes care in developing countries. Three ingredients are essential: drivers of the process, awareness and knowledge of diabetes, and a healthcare infrastructure. Among other things, WPP has enabled distance-learning for doctors, foot clinics for

advocating sustainable healthcare

as yet another cost burden. Reimbursement of advanced pharmaceutical products becomes an issue of concern.

Diabetes is a chronic condition that requires attention every single day. Proper care relies on

Novo Nordisk advocates a more seamless system of care in which medical treatment is just one element. Equally important are education, effective data management and clarity on roles and responsibilities. The objective is health policies that focus on optimal patient outcomes. The company has laid out a new, global Public Affairs strategy with the overall ambition of breaking the diabetes pandemic curve. Special attention is given to halting the debilitating, costly and largely preventable late-stage complications. The aim is to encourage a more collaborative approach with industry as part of the solution for better health outcomes. This implies an approach that goes beyond debates on costs in the annual budgets.

Challenging views on the cost of diabetes care

Governments and politicians across Europe are facing a dilemma. They need to curb public spending and surging healthcare costs, but at the same time populations are aging and lifestyle-related diseases abound. In this environment, acknowledging the diabetes pandemic appears

self-management as well as consultations with general practitioners and specialist doctors and nurses. Even modest investments in improved medical treatment and care pay off as significantly reduced total healthcare costs, in particular for hospitalisation to treat late-stage

complications. And the potential gains would benefit public healthcare budgets as well as quality of life and personal costs for individuals. Such a long-term view, however, is rarely taken in practice.

Diabetes on the political agenda in Germany

In 2006, the German healthcare authorities decided they would no longer reimburse rapid-acting modern insulins for type 2 diabetes, stating that the higher price as compared with human insulin was not justified. Novo Nordisk opposes this decision, arguing that modern insulins provide greater predictability and improved glucose control. The company is now negotiating individually with more than 250 health insurance funds to win reimbursement by offering rebates and demonstrating the benefits of modern insulins in terms of patient outcome.

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treatment of diabetic foot complications in Bangladesh, and diagnosis and treatment of diabetes for thousands of Tanzanians in a network of newly established diabetes clinics.

Low-income minorities in the developed world

A new initiative aims to bridge disparities in the developed world, targeting low-income minorities such as various ethnic, cultural and religious groups as well as persons who are marginalised due to age or social standing. In some cases these groups have a significantly higher risk of developing diabetes, and their chances of successfully managing their condition are limited. The project assesses the special needs of these groups and offers sustainable solutions. A report entitled *Dealing with difference*, maps the situation, as identified at workshops with stakeholders and offers practical examples of ways to help low-income minorities. The report will serve as the platform for a series of follow-up activities in 2007.

Tangible results

Results in 2006 include:

Currently 329 National Changing Diabetes Programme activities in 66 countries □ reaching out to 31 million people.
A total of 297,000 healthcare professionals were directly trained or educated, and 1,060,000 people with diabetes were directly trained or treated.
Pricing policy offered in the 50 least developed countries. In 2006, Novo Nordisk sold insulin at or below a price of 20% of the average prices for insulin in the western world in 34 of these countries.

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Decisions such as that of the German government may impede the growing recognition that diabetes is one of Europe's major health challenges. In 2006, the European Union's Health Council unanimously adopted a document calling for prevention of type 2 diabetes.

Closing the gap saves lives and money

improving diabetes care in the poorest nations

Sustainability is the key when the World Diabetes Foundation (WDF) grants support for the fight against diabetes in the world's poorest countries. Projects funded by WDF must be designed to remain sustainable and benefit local capacity building once the support ends. The objective is to

A recent study conducted by researchers at the University of Southern Denmark and the University of Aarhus in collaboration with Novo Nordisk looked at the socio-economic costs of diabetes care.

The hospitalisation costs for a person with severe complications are 10 times higher than the costs for people with well-controlled diabetes. On average people with diabetes have five years shorter life expectancy and cost almost three times more in hospitalisation cost than the general population. Moreover, the indirect costs are at least as high as the direct costs of treatment and in some countries even higher.

The findings show that the complications of diabetes can be avoided by closing the gap between the treatment currently offered to people with diabetes and what could be offered based on available guidelines and scientific knowledge. Closing that gap would save both money and lives.

reach out to people with diabetes and to get diabetes care and prevention on the agenda, locally and globally. The ability to facilitate concerted efforts makes a tangible difference.

At the end of 2006, WDF had funded 95 projects in more than 69 countries. If all projects have the intended impact, they could have a direct influence on some 40.5 million people affected by new initiatives in diabetes awareness, advocacy and treatment. WDF is an independent trust, launched by Novo Nordisk in 2001 with a grant of 500 million Danish kroner (about 67 million euros) to be spent over 10 years to improve diagnosis, treatment and capacity building of diabetes in places where lack of funding is apparent.

See more at www.worlddiabetesfoundation.org.

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a global drive to change diabetes

With diabetes fast becoming the biggest pandemic of the 21st century and now causing at least as many deaths as HIV/AIDS, the International Diabetes Federation (IDF) has stepped up its efforts to bring this to the attention of policy-makers across the world. The global federation of 200 diabetes representative organisations therefore launched the "Unite for Diabetes" campaign in June 2006 with the ambition to have the United Nations pass a Resolution on diabetes before World Diabetes Day 2007 (14 November) and make World Diabetes Day an official UN healthcare day. To this end, the IDF has successfully formed an alliance with patient associations, medical associations and industry to rally for this cause.

On 20 December 2006, only six months after the launch of the campaign, the General Assembly of the United Nations adopted, by consensus, a Resolution on diabetes. The Resolution designates World Diabetes Day as a United Nations Day, to be observed every year beginning in 2007, and encourages member states to develop national policies for the prevention, treatment and care of diabetes in line with the sustainable development of their healthcare systems.

Novo Nordisk is committed to continuing to play an active leadership role in the "Unite for Diabetes" campaign to ensure that action is taken and that each UN member state establishes national policies on the treatment, prevention and care of diabetes. The company will also establish high-level groups of experts to facilitate new solutions for change and drive better health outcomes for people with diabetes.

Youth ambassadors carry the message

Sponsored by Novo Nordisk, a group of youth ambassadors came together for the first time in December 2006 in Cape Town, South

Africa, just prior to the IDF World Diabetes Congress, to develop their leadership skills and frame individual plans of action. At a Novo Nordisk-sponsored forum entitled "Challenge for Change", Lars Rebien Sørensen, president and CEO, invited the group to challenge the status quo in diabetes care and brainstorm new ways of addressing the global burden of diabetes. At a later meeting with the international press, they made three clear demands to today's leaders: treat diabetes care as a basic human right; raise diabetes on the political agenda; and establish a basic understanding of diabetes through education.

"We want to be seen as a resource, not as a burden. We know better than most what diabetes means, we know how big an undertaking it is to live with, and we know how to take good care of our health to stay fit and in control.

We would like to share this insight, and we have our own stories to contribute," said 21-year-old Clare Rosenfeld from the United States, who first conceived the idea that led to the UN Resolution. Clare has had type 1 diabetes since she was seven years old, and since she was 12, she has been a vocal campaigner for diabetes awareness.

Each of the youth ambassadors came up with their personal 100-day plan of action for continuing advocacy in their home countries.

Access to diabetes care is a human right

Many of the youth ambassadors represented countries with a startling lack of knowledge about diabetes, resulting in poor access to care and treatment. This is not just a developing world issue, and the youth ambassadors have concluded that access to diabetes care is a human right which should no longer be violated.

Novo Nordisk is addressing the need to provide better access to diabetes care and has already seen significant achievements in developing countries through its World Partner Project and the World Diabetes Foundation. However, Lars Rebien Sørensen highlights that this is a task for

governments: "Industry can take the lead, offer ourselves as partners and be catalysts for change, but we cannot and should not play the role of governments." He acknowledges the im-

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portance of grassroots and the role that the young diabetes leaders will have in shaping a different agenda for people with diabetes.

A rally for change

As a participant at the IDF congress, Novo Nordisk expressed the urge for change. "Changing diabetes is a rallying cry; it is time to think differently and create new solutions to curb this silent pandemic," said Charlotte Ersbøll, vice president of Corporate Branding and driver of the company's long-term global changing diabetes effort.

A sign of Novo Nordisk's commitment to change diabetes was launched in September 2006 at the European Association for the Study of Diabetes (EASD) congress: the Changing Diabetes Bus, a rolling 63 m² communication vehicle, will cross five continents in 18 months to reach out to people worldwide with diabetes awareness and education. Starting in Copenhagen, the bus has toured Germany, the Netherlands, Belgium, France and South Africa. The bus has reached policy-makers, the public, media, healthcare professionals and people with diabetes at every stop of its journey, and by the end of 2006 more than 28,000 people had visited the Changing Diabetes Bus and more than 25,000 of them signed the petition supporting a UN Resolution on diabetes.

Senior public health figures have been engaged in the need for prioritising diabetes on the public health agendas and have signed a petition to support a UN Resolution on diabetes. In Cape Town the bus was the centre stage of a Changing Diabetes Village. Here 5,600 guests, including conference delegates, media, policy-makers and local visitors took the opportunity to have their blood sugar measured and learn about healthy living and ways of getting into good diabetes control. They were also encouraged to support the IDF "Unite for Diabetes" campaign. The bus is continuing its journey to cities in Australia, Asia and Northern America. It will stop in New York on the first UN-observed World Diabetes Day in 2007.

OxHA: new partnerships new solutions

The Oxford Health Alliance is a public-private partnership launched in 2003 by Novo Nordisk and the University of Oxford to promote innovative action around preventing and reducing the global impact of chronic diseases such as diabetes, cardiovascular disease, lung disease and some cancers.

The OxHA Annual Summit 2006 was held in Cape Town, South Africa, in November. The Summit was co-hosted by the Medical Research Council of South Africa and the University of Cape Town. It was attended by more than 100 high-level representatives from business, academia, press and public policy-makers, veterans of the anti-tobacco campaigns, economists, nurses, urban planners and youth organisations. More than 20 countries from Africa, North and South America, Asia Pacific and Europe were represented. The overall theme was "Health in transition: working together".

The OxHA Summit produced a set of goals to be achieved by next year's summit in Sydney, Australia. The goals evolve around four themes: workplace health programmes; political priority to the economic case for change; design of healthy cities and an Urban Health Index; and, finally, engaging youth in communicating health. A new website, www.3four50.com, will promote chronic disease prevention.

Lise Kingo, executive vice president and chief of staffs (COS), attended the OxHA Summit. "We are on the lookout for the type of partner projects that can drive sustainable change in diabetes. The Oxford Health Alliance is a forum where new ideas and social innovation see the light of day and where opportunities for new partnerships will evolve," she comments. See more at

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Biopharmaceuticals

we will offer products and services in other areas where we can make a difference

The promise of breakthrough discoveries in biotechnology that can benefit many people's lives is a factor that attracts both talent and venture capital to companies offering the environment, the resources and the critical mass to drive ideas through the pipeline. Few scientists will experience the privilege of seeing their own discoveries benefit patients, or perhaps even become blockbuster drugs with dramatic impacts. But the excitement that it could happen is ever-present.

In today's global healthcare market, it is imperative to focus exclusively on areas where leadership is possible. Market leadership is about competence as well as scale. Novo Nordisk is well placed for leadership in biopharmaceuticals; we have strong positions in the markets for congenital haemophilia with inhibitors, human growth hormone and hormone replacement therapy.

Novo Nordisk is building a biopharmaceuticals franchise by extending existing therapeutic products to new indications and establishing a portfolio of offerings based on the approach that has successfully made us the leader in diabetes care. From the positions we have established in haemophilia, growth hormone therapy and hormone replacement therapy, we will explore new potential in other therapy areas that rely on the protein technology platform and sophisticated protein delivery devices that are Novo Nordisk's core competences. Building a presence within oncology and inflammation is a strategic investment in areas of unmet medical needs in which we can leverage our core competences.

Innovation through partnerships

Partnerships, both project-related and longer-term commitments, are one way of bridging gaps in areas where Novo Nordisk sees room to pursue business opportunities. In-licensing agreements, contract research and co-funded studies stimulate cross-fertilisation and mutual organisational learning as well as contributing to innovation for the benefit of patients.

We pursue leads that appear medically and commercially viable. At the same time we are strategically scouting for suitable drug candidates discovered by others and seeking to form partnerships to help bring them to market.

The entrepreneurial approach requires a greater appetite for risk and a sharp eye for making the prudent "go" or "no go" judgements. "Not invented here" must not be a barrier to meeting medical needs. Novo Nordisk managers are encouraged to foster an environment of learning from others,

and their perspective must be wide. It takes a global outlook to excel in biotechnology. And it takes patience to reap the rewards.

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biopharmaceuticals: the portfolio expands

Some molecules have the potential to build a business. Using the active ingredient in NovoSeven[®], recombinant factor VIIa (rFVIIa), as a basis, Novo Nordisk is expanding its franchise within haemostasis. New NovoSeven[®] formulations are in the pipeline, along with second-generation versions of rFVIIa. With NovoSeven[®] the company has the potential to gain a leadership position in haemophilia and to continue to pioneer the field of critical bleeding. "Our strategy is to expand in this area by modelling the biopharmaceuticals business on the full-portfolio franchise that the company has built over the years around another valuable molecule – insulin," explains Mads Krogsgaard Thomsen, executive vice president and chief science officer (CSO).

In October 2006, NovoSeven[®] was approved by the FDA for use in the US for acquired haemophilia, a rare and potentially fatal bleeding disorder. Sales potential for this indication was thus expanded beyond the markets in Europe and Japan, where the product was already approved for this bleeding disorder.

Exploiting the potentials of NovoSeven[®]

Competition is as tough in the haemophilia business as anywhere else. Plasma-derived products are still being widely used for the treatment of people with haemophilia with inhibitors. NovoSeven[®] is a fast and effective alternative that is not plasma-derived, which improves its general safety profile. Another competitive parameter is price, which is why health-economic studies are gaining ground as decision-making tools for payers. Novo Nordisk sees a potential to gain market share by promoting the advantages of first-line use of NovoSeven[®]

to meet customer needs even better. For example, the future has the potential for Novo Nordisk to be able to reduce, or even avoid, uncontrolled bleeds for people who have haemophilia with inhibitors.

Within development, the company has assigned high priority to further rejuvenating the portfolio with new and patent-protected molecular entities that offer additional benefits to people with haemophilia. One such example is an improved, next-generation factor VII analogue known as NN1731. The engineered analogue recombinant molecule will mimic normal clot formation in the patient more closely than the original rFVIIa molecule.

Growing strong

In the biopharmaceuticals segment, growth hormone showed the strongest growth in 2006; in just six years Novo Nordisk has effectively placed itself in the US market, steadily capturing an increasing share of the world's biggest market for growth hormone. Novo Nordisk's market share is 13%. A consistent upward trend in global sales solidly places Novo Nordisk as the world's second-largest player, with an approximate 22% market share. The aspiration is to become number one, and the strategy to get there includes improving convenience and efficacy as well as exploring new indications. Fuelling this ambition is the liquid Norditropin[®] product and the prefilled, ready-to-use NordiFlex[®] device, the convenience of which has been a major selling point.

Development achievements in 2006 include phase 2 data from a novel Norditropin[®] indication targeting a large, unmet medical need among adult patients in chronic dialysis (APCD). An increased morbidity is typical for this patient group, and the annual mortality rate is around 20%. So far, it appears that growth hormone may improve this prognosis. Phase 3 clinical development is set to begin in mid-2007.

New HRT products

Prescriptions and sales of hormone replacement therapy (HRT) products in general, including Novo Nordisk products, declined following the publication of results from the Women's Health Initiative in

more widely.

Thorough knowledge of the market is a key to successfully building the haemophilia franchise. By adding new indications and follow-on versions of NovoSeven® to its portfolio, Novo Nordisk will be able

2003. Novo Nordisk's position is that HRT should be prescribed at the lowest

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Nagisa Kishimoto has taken growth hormone injections and lives in Japan (left).

Helen Farrelly from Ireland has benefited from hormone replacement therapy (right).

The IL-21 molecule (below).

The successes carry you on

effective doses and for the shortest duration consistent with treatment goals and risks for the individual woman. To help meet patient needs, the company is complementing its existing portfolio of HRT products with low-dose versions of Activelle® (Activella® in the US), approved by the FDA in 2006, and Vagifem®, which is currently in late-stage phase 3 development.

Building a presence in immunotherapies

A few years ago Novo Nordisk announced its intention to also build a presence within inflammation and oncology. "At that time, we had just one compound in the pipeline, namely IL-21. But we have set quite ambitious goals," says Terje Kalland, senior vice president, Bio-pharmaceuticals Research Unit. Work is still in the early stages, but he is satisfied with progress. There is an on-track goal of having several products in the clinical pipeline by 2008.

The strategy is firstly to use and develop the company's existing knowledge of proteins and autoimmune diseases and secondly, to position Novo Nordisk as a preferred biotech partner for firms with complementary skills, for instance to gain a critical mass of product candidates for cancer therapies.

In just one year, the company's R&D partnerships in the areas of oncology and inflammation have increased from one to four. Two compounds are now in clinical trials. One is IL-21, in-licensed from ZymoGenetics, Inc. The compound is in phase 2a development for treatment of malignant melanoma and renal cell carcinoma, and in phase 1 for treatment of non-Hodgkin's lymphoma. The other compound is anti-KIR, a fully human IgG4 monoclonal antibody, in-licensed from Innate Pharma. Novo Nordisk has obtained regulatory approval to initiate a phase 1 study to

It takes a special kind of person to work in research and development. Someone with lots of ideas, of course, but also someone who can live with the fact that only a fraction of their, or anyone else's, ideas will ever make it all the way to the market.

In leading the Biopharmaceuticals Research Unit, Terje Kalland tries to encourage this special way of thinking by congratulating people when their projects fail.

"I am not happy that they failed, but I am happy to see their drive and the commitment they invest in the project. And I tell them to please continue to run the risk of failing," he says. "You can reward people who never make mistakes for their solid performance, but innovation is about taking risks."

Even so, how can one be prepared to accept such high risks?

"I have been part of putting two products on the market, and the sweet taste of that success is totally dominating. That is what drives you. The rate of project attrition is overwhelming. Failure is a part of daily life. If there is no real benefit to the patient, or if there is even the slightest risk of significant adverse effects, we must discontinue the project. But the successes carry you on."

evaluate the safety of anti-KIR in patients with acute myeloid leukemia.

In inflammation, preclinical work includes studies targeting rheumatoid arthritis, psoriasis, atopic dermatitis and SLE, an autoimmune disease that attacks the body's joints, kidneys, heart, lungs and brain.

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pursuing promising leads in haemophilia

The effective treatment of haemophilia with NovoSeven[®] is at the core of Novo Nordisk's strategy to expand the business and gain global leadership in haemostasis management. Research into the use of NovoSeven[®] both within and beyond haemophilia has opened up new prospects and is a key priority. The product is currently approved for treatment of haemophilia for patients with inhibitors in Europe, the US and Japan as well as certain markets in the Middle East, Africa, Asia and South America.

The company has invested in research programmes within several potential indications with significant medical and commercial opportunities. The results of these studies are avidly awaited. Novo Nordisk expects to complete a phase 3 trial with NovoSeven[®] in intracerebral haemorrhage (ICH) by the end of the first quarter of 2007, and a filing for regulatory approval is expected by mid-2007 in the EU and the US.

At the same time, efforts are being focused on the existing haemophilia business. The main NovoSeven[®] patents expire in November 2010 (in the US) and February 2011 (in the EU). Novo Nordisk has given high priority to further rejuvenating its haemostasis portfolio with new, patent-protected molecules. The development of a heat-stable version of NovoSeven[®] and studies on the use of NovoSeven[®] to prevent bleeds in people with haemophilia with inhibitors are top priorities in this area.

Unmet medical needs in haemophilia

A heat-stable NovoSeven[®] product requiring no refrigeration would, for instance, make it possible for a boy with haemophilia with inhibitors to carry a NovoSeven[®] kit, ready for quick action in the event

of acute bleeding episodes. Quick response to bleeding episodes is critical because delays can cause debilitating joint damage. An application for product approval is expected to be ready by mid-2007.

Prophylactic treatment has particular benefits for young people in their teens and early 20s, as it allows them to be active at school, in sports clubs and with friends. It also affects their prognosis for a life without complications due to fewer bleeding episodes and subsequent risk of joint damage.

The short duration of action of NovoSeven[®] has been considered a barrier to using this product prophylactically for long-term prevention. Phase 2 trials with NovoSeven[®] have shown encouraging possibilities, and a phase 3 study is now being prepared.

News in the pipeline

Another high priority is the development of an analogue of NovoSeven[®], NN1731, that might be used in future indications; the project is now moving towards phase 2. This is a modified NovoSeven[®] molecule with a faster action and stronger effect that could more closely mimic normal clotting. Encouraging preclinical data suggest that it might also have the potential to be developed for use instead of the current NovoSeven[®] in various indications. In 2006, Novo Nordisk completed phase 1 studies aimed at amplifying the clotting effect solely at the site of a bleeding.

Pioneering efforts

Beyond haemophilia, Novo Nordisk is pioneering research in critical bleeds in connection with intracerebral haemorrhage (ICH), trauma and cardiac surgery. All these indications represent unmet medical needs and short-term potential value for the company.

The results of the ongoing phase 3 study on ICH are expected in the first quarter of 2007 following successful completion of a phase 2 study. Altogether, 1,309 individuals from 25 countries on 5 continents have been enrolled in these studies, which were initiated in 2001.

A study of the use of NovoSeven[®] in cardiac surgery is in phase 2;

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milestone results from this study are also expected during 2007.

A study on upper-gastrointestinal bleeds was discontinued in October 2006 because treatment outcomes did not offer significant benefits for the patients. At this time, clinical development of the use of NovoSeven® for two other indications, traumatic brain injury and spinal surgery, has been temporarily put on hold after phase 2. "We need to focus and to prioritise resources, so we have postponed the decision on whether or not to continue clinical development within these two indications until we know the results of the ICH and cardiac surgery trials," says Mads Krosgaard Thomsen, executive vice president and chief science officer (CSO).

Finally, phase 1 studies in the field of preoperative cardiac surgical care have begun with the recombinant factor XIII molecule, in-licensed from ZymoGenetics, Inc., Novo Nordisk's long-standing biotech partner in the US.

Health-economic studies to aid decision-making

Healthcare professionals increasingly focus on pricing and reimbursement issues. Novo Nordisk has conducted research to assess pharma-coeconomic outcomes following treatment with NovoSeven®.

The right to care

Lack of access to haemophilia care can be a challenge, particularly in developing countries where this disease is not a priority. The patient organisation World Federation of Hemophilia estimates that the disease affects the lives of some 400,000 people globally, and that only 30% of these receive proper treatment.

The Novo Nordisk Haemophilia Foundation (NNHF) was established in 2005 to address this need with development projects such as patient education, training of healthcare professionals and establishment of diagnostic facilities. It is funded by Novo Nordisk donations

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and works in partnership with healthcare authorities, NGOs and patient organisations. Activities in 2006 centred around the campaign "the right to care". Efforts were documented on film as compelling personal stories, which were shared with Novo Nordisk employees and external stakeholders.

"We have a social responsibility to reach out to people, wherever they live, whose survival and quality of life depend on proper detection, diagnosis and treatment. Currently, we are supporting projects in seven countries and setting up projects in another eight countries," says Stephen Robinson, general manager of the Novo Nordisk Haemophilia Foundation.

Media debate about use of NovoSeven® in combat zones

In September 2006, an article in the British newspaper *The Guardian* sparked worldwide media coverage by calling into question the use of NovoSeven® by the military to treat combat-related trauma.

Novo Nordisk is aware of investigational uses of NovoSeven®, including by military surgeons in Iraq. However, the company does not encourage or promote the use of NovoSeven® or any other of its products for indications other than those approved by the regulatory authorities.

NovoSeven® is in phase 3 development for trauma, primarily due to traffic and fall accidents. However, Novo Nordisk is not conducting any studies involving combat-related trauma.

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growth at every level

The year 2006 was exceptional for the growth hormone business, first of all because of a steadily growing market penetration that is fuelling the company's long-term ambition of world market leadership.

Underscoring this trend was the 13% value market share in the highly competitive environment in the US, where Novo Nordisk has been building its presence since 2000.

It was also the year in which the company was able to present encouraging phase 2 trial results from a new growth hormone indication for adult patients in chronic dialysis (APCD) that may save lives and help grow the business. Phase 3 trials are expected to begin in 2007; this will be Novo Nordisk's largest study of growth hormone to date.

Potential treatment for dialysis patients

The liquid growth hormone Norditropin® may become a future treatment for adult patients in chronic dialysis. Currently, the outlook for dialysis patients is bleak. Despite the life-saving treatment they receive for kidney failure, the annual mortality rate is 20%, a rate which is associated with malnutrition, inflammation and other complications.

No available treatment has been able to change this. Growth hormone therapy, however, may offer an improvement. Among other things, the phase 2 data reveal that patients treated with Norditropin® showed a significant increase in the ratio of lean body mass to body weight and increased serum albumin. Both of these biomarkers have been linked to increased likelihood of survival.

An estimated 400,000 patients worldwide could benefit from this treatment.

Product preference and market credibility

Exploring new indications to expand the label is a key to extending the company's presence in the growth hormone area. Another

avenue is to optimise treatment and meet patients' needs, for example by seeking to reduce injection frequency and by the continued development of devices.

This year's robust sales were linked to the convenience of both the liquid, ready-to-use product Norditropin® and the prefilled NordiFlex® pen. This trend is evident in the US, where the sales curve rose with the introduction of Norditropin® in 2000, supported by a dedicated growth hormone sales force. The upward trend was reinforced after NordiFlex® arrived on the market in 2005.

Novo Nordisk's share of voice in the US does not yet match the company's overall worldwide performance, but the current development is encouraging. Novo Nordisk is maintaining its ambition for worldwide leadership despite some investor concern about generic competition. Kåre Schultz, executive vice president and chief operating officer (COO) points out that the current sales growth has taken place despite the fact that the Norditropin®/NordiFlex® combination is only one of many growth hormone products in the market.

"We have made a new, convenient product with significant benefits of use. And the market has been very receptive to this," he notes.

Senior Medical Director Anne-Marie Kappelgaard, Growth Hormone Scientific Marketing, points to several initiatives that have contributed to the overall sales picture by enhancing Novo Nordisk's commitment in the marketplace.

Among these are clinical activities in the US (growth hormone dosage trials), a sponsorship of the US-based Judson van Wyk prize in paediatric endocrinology, and the ongoing work to combat the misuse of growth hormone at sporting events.

The company strongly advises against any use of growth hormone outside of its labelled indication. There is no scientific evidence of its effect as a performance-enhancer, and the long-term side effects are unknown and could be serious.

Novo Nordisk is the only pharmaceutical company that continues to co-sponsor development projects of tests for misuse of growth hormone. Collaborators include the World Anti-Doping Agency, the International Olympic Committee, the European Union and the Australian and Japanese Institutes of Sports Sciences.

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convenience matters

Users prefer delivery systems that enable them to manage their therapy conveniently. Twenty years' published evidence of the use of the NovoPen® devices testifies to the user-related benefits of Novo Nordisk's delivery systems. Also, customers' buying behaviour proves their preference for prefilled delivery systems.

Novo Nordisk is committed to continuing its user-focused approach, and to making a difference in the lives of people relying on its products. Not only by engineering proteins into safe and effective therapies, but also by developing new and improved delivery systems for proteins.

This is a strategic route that the company is pursuing to further enhance user convenience and adherence to therapy. To this end Novo Nordisk is leveraging a unique competence: developing proteins from inception to injection.

Proteins from a to z

Novo Nordisk is a world leader in combining protein research with the development of new delivery systems. Since 1985, when the introduction of the NovoPen® insulin pen device pioneered this area, Novo Nordisk has developed more than 20 injection systems. The company has built up profound experience in providing safe products and a solid understanding of user needs. Based on this knowledge, ongoing development efforts are focusing on improved reliability.

Creating convenient delivery systems is a matter of combining protein insight with an understanding of the user's situation. By taking this perspective into account from the outset, the protein can be optimally developed for convenient administration. That is why Novo Nordisk is today undertaking parallel development of proteins and dedicated delivery systems.

A large body of evidence has shown that this benefits users of Novo Nordisk's insulin delivery devices: patients consider this insulin

administration to be easier, more convenient and quicker. The company's discreet devices also facilitate adherence to intensive insulin therapy, support lifestyle flexibility and reduce injection pain.

Growing market shares

Convenience matters to patients. It also grows market share for Novo Nordisk.

Novo Nordisk is growing market penetration of insulin sold with pen devices. In the developed world, around 60% of all insulin is sold in or for a pen device. Novo Nordisk holds a 60% market share of this segment. In 2006, the prefilled FlexPen® device, which was launched in 2001, became the world's most-sold device.

Also, sales of the Norditropin® growth hormone are primarily driven by the NordiFlex® prefilled delivery device, which was launched in 2003. To further improve this product, NordiFlex PenMate® was launched in 2006. This new accessory simplifies injection by hiding and automatically inserting the needle.

Winning formula

Novo Nordisk's strategy is to expand its position within protein delivery systems while engineering therapeutic proteins in diabetes and human growth hormone. "We have a three-pronged approach to our device pipeline," says Kim Steengaard, vice president for Device Innovation and Development.

First, an array of innovative successors is in place for the products currently available. This enables Novo Nordisk to quickly accommodate new user preferences or market dynamics and maintain its market position.

Secondly, Novo Nordisk is pursuing exploratory research into new forms of protein delivery that will further improve user convenience.

Finally, the company will leverage its proven ability to deliver insulin and growth hormone by applying this competence to other therapy areas as well.

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Challenging workplace a job here is never just a job

Being an attractive and challenging workplace is essential to Novo Nordisk's long-term performance. With growth in the number of people of 72% in just six years, it is important to focus on our values, our Vision and the Novo Nordisk Way of Management. The culture needs to be strong enough to embrace new members, encourage diversity and adapt to what new people can bring to the team.

There is shortage of the kind of talent needed to excel in a highly specialised pharmaceutical business, and attracting and retaining this talent is critical. The consequences of globalisation define the playing field: talent-scouting must have a global scope. The company must demonstrate brand value and reputation, locally and internationally. And the workplace must show itself to be attractive. Quality and workplace spirit are as important as the pay-cheque.

Several studies show the importance of alignment between corporate and personal values: it is far more attractive to work for a company that demonstrates social responsibility and takes an active part in the global and local community. That is why Novo Nordisk consistently ranks at the top in surveys among graduates in Denmark and the other Nordic countries as their preferred future employer. In the US and China, the company has also successfully earned a reputation as a workplace with a very special culture, and as the company extends its global reach, this parameter is becoming increasingly important for success.

Engaging culture

The Novo Nordisk Way of Management is the foundation for an engaging culture which, in turn, drives performance and retention. Three factors determine success: when people understand the connection between their work and the company's goals, when they see how they contribute to its success, and when they perceive the organisation as trustworthy and credible.

That is why sustaining an engaging culture and stimulating personal leadership are high on the agenda. The corporate culture must be reinforced by authentic leaders who act in

character and bring out the best in others by playing to their strengths and treating them as individuals.

Lifelong learning is not just a mantra, but a requirement of everyone. Leaders must embody the responsible business approach and a learning culture, be alert to emerging challenges and ready for change.

Novo Nordisk is focused on finding leaders who can take the company through its international expansion.

Global presence and local execution calls for globalised solutions and seamless operations across functions. Leadership programmes take people away from their known environment and enable them to build networks within the organisation, share better practices and make the link between corporate goals and local execution. More importantly, they make them see the bigger picture.

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people bring engagement to work

Engagement at work involves knowing what is expected of you, being empowered and able to do your best and feeling valued. In an engaging culture people have a strong rational and emotional commitment to their job, their manager and their team, and to the company.

This is the philosophy that drives performance at Novo Nordisk. There is a strong culture of personal commitment to achieving the goals set for the company. To stay successful, the sense of purpose and values needs to be shared across the organisation. The people strategy supports the values and aims to enable the company to be competitive in the market. It focuses on two key challenges: globalisation and talent development.

“Globalisation sets two forces in motion. We must strengthen a cross-border mindset and reinforce the Novo Nordisk Way of Management in times of strong global expansion. We also need to demonstrate local presence and an ability to adapt in diverse environments,” says Lars Christian Lassen, senior vice president, Corporate People & Organisation.

Shared mission

Key drivers of performance include having a common mission and feeling connected to co-workers and management through shared work standards and recognition of a job well done.

Recognising this, Novo Nordisk is taking a strategic approach to nurturing an engaging culture that will drive passion and performance. To measure this, questions are built into eVoice, the annual company-wide employee survey. As of 2007, a new index will be introduced, and performance will be reported in the Balanced Scorecard.

Results from eVoice consistently confirm that

seeking to work with us. “Changing Diabetes” is embraced by people across functions and locations, and this will be a focal point for Novo Nordisk’s talent attraction,” says Lars Christian Lassen.

Global systems for seamless operations

Novo Nordisk believes that a remuneration approach based on fair and globally consistent standards is a key component in attracting, engaging and retaining top talent worldwide.

By the end of 2006, uniform job classification principles were in place for all management and specialist positions. A new remuneration strategy was initiated in 2006, and roll-out continued for an international system of employee evaluation that ties individual goals into the corporate Balanced Scorecard. Taken together these create a more transparent link between job, performance and competitive pay.

In 2006, Novo Nordisk gave priority to initiatives to enhance employee mobility across functions or locations in response to business needs and as part of individual development plans. The new global systems make it easier to accept short-term assignments, job swaps or two to three year “expat” contracts.

A new *Occupational Health and Safety Manual* has been adopted to deal more effectively with safety issues for the growing number of employees working at production sites outside Denmark. The manual spells out roles and responsibilities for ensuring safe and healthy working environments. It builds on the well-established standards for the Danish parts of the organisation.

A diversity mindset

“To stay competitive we need an international workforce and a multi-cultural mindset. Ensuring diversity within the organisation is an expression of our social responsibility to be an inclusive workplace, but it also enables us to run a better business. We serve customers from around the world. In order to truly understand their needs, our workforce must reflect this diversity,” says Ove

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people at Novo Nordisk strongly support the company's Vision and values, and its Triple Bottom Line approach to doing business.

Novo Nordisk *is* its people, and every single employee contributes to making Novo Nordisk a very special company. This is felt by people

Munch Ovesen, senior specialist, Global Talent Development. Initiatives to drive diversity management include a focus on women in management, inclusion of ethnic minorities in Denmark, and development and mentor programmes.

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learning leadership

As Novo Nordisk expands its global reach, having the right leaders is vital. Leaders must not only deliver business results, they must also affirm the values of the Novo Nordisk Way of Management and ensure that their teams adhere to its principles. Equally importantly, they must constantly nourish and reinvigorate the corporate culture – the glue that binds the organisation together.

Perhaps the single most critical people-related challenge for Novo Nordisk's continued growth is ensuring leadership capabilities at all levels. The response to this challenge is two-fold: internally it requires solid selection of talents, and a strong line of leaders ready to move up the ranks or fill new positions, while externally, the company needs to build and maintain a strong brand as a leader in its field in order to attract talented people to locations where Novo Nordisk operates.

Personal leadership

“Living the values” is one of Novo Nordisk's 10 global leadership competences and an indicator of performance. In a competitive environment a winning culture can drive results, but if this is done at the expense of employee development and a good work-life balance, success will be unsustainable.

Leadership requires more than the ability to set business targets and manage resources. Leadership is more about mindset than about techniques. That is why Corporate People & Organisation is placing a focus on personal leadership – the ability to lead by example and to help others achieve results and develop their potential.

Palle Thorsen, president, Novo Nordisk Delivery Technologies, Inc., California, is one of 20 Novo Nordisk managers who took part in the first Novo Nordisk Spotlight programme, a four-day course specifically designed to teach personal leadership. For him, it all starts with acknowledging one's own strengths and weaknesses.

“Leadership is not about memorising instructions or guidelines, but about knowing and being yourself,” he says. “That way you develop a credible and personal style of leadership that can

Having a leader you respect and believe in is a big part of what motivates you as an employee to do your best.”

By June 2007, all vice presidents and general managers, a total of 284 at the end of 2006, will have completed the programme.

Stepping up education

The company's strong growth has increased the need to educate new managers worldwide. At the core of all training programmes is the Novo Nordisk Way of Management and how it is applied in practice.

All new managers undergo mandatory leadership training on appointment. Other initiatives include the Greenhouse programme for young managers, the Lighthouse programme for senior managers and a planned programme for members of the Senior Management Board.

“Effective leadership development is about learning by doing. Therefore our programmes focus on application rather than theoretical input. Participants practise a variety of skills such as coaching, giving feedback and delegating responsibility,” says Bård Grande, vice president, Global Talent Development.

Development opportunities for all

Novo Nordisk aims to offer learning and development opportunities for all employees.

While Novo Nordisk's industrial workforce continues to grow outside Denmark, some 4,000 operators at Danish production sites have embarked on a comprehensive educational programme covering a variety of subjects, from PC proficiency courses to training in the principles and mindset of cLEAN® production.

In 2006, management and Danish trade union representatives agreed on an ambitious programme which will allow operators to learn tasks previously performed by skilled craftsmen. This can, for example, reduce down-time in the event of problems with machinery.

“Increased productivity is vital to our ability to stay competitive. At the same time, we have a responsibility to upgrade the skills of our people in Denmark so that they can remain competitive in the future globalised workplace,” says Per Valstorp, senior vice president, Product Supply.

inspire others.

novonordisk.com/annual-report Click: [how we perform/workplace quality](#)

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Values in action **our values** **are expressed in** **all our actions**

In 1992, when Novo Nordisk and other corporate leaders attended the United Nations Earth Summit in Rio de Janeiro, the key issues were protection of the natural environment and limits to growth. That event effectively put sustainable development on the agenda, and in its wake the environmental impact of the industry became more closely regulated.

Today, 15 years later, this debate has been reinvigorated by the challenges of climate change. And the sustainability agenda continues to evolve. Growing social and economic inequities and the implications of globalisation are main trends that require business responses. Companies with global reach are key decision-makers with the power to impact economic development and an obligation to contribute to balanced growth. A particular challenge lies in framing and upscaling sustainability-driven initiatives that can add long-term value to the business and to society.

For Novo Nordisk, corporate responsibility is a driver of innovation as well as an effective means of mitigating risks. One example that demonstrates Novo Nordisk's leadership as an environmentally responsible business is its strategic response to the implications of climate change. We are constantly exploring business opportunities for value creation via initiatives that address social needs or help reduce environmental impacts. Often, the business case is clear when considering long-term profitability rather than short-term gains.

Responding to business challenges

Over the years, we have developed an approach to the sustainability agenda based on a learning process. It begins with trendspotting and issues identification, then proceeds to external review, stakeholder dialogue, and integration into management. As management of the issue matures, the strategy is revised to ensure continuous improvement.

A number of key challenges for the pharmaceutical industry stand out: it must demonstrate not only patient safety and

high quality standards, but ethical business practices too. These include a firm stance against bribery and corruption, global standards throughout the value chain and transparency in business operations – from research priorities to public policy activities.

Throughout the company, decision-making is guided by a values-driven approach to doing business. This includes our commitment to the United Nations Global Compact and to communicate on progress.

Values must be put into action, and everyone at Novo Nordisk must be constantly vigilant to keep them in sight. We need to adapt to diverse cultural and social environments, and at the same time stay the course. In the daily interactions of the company there will always be dilemmas and answers will not always be clear-cut. This is where management has a particular role to lead by example and to empower employees to make the right decisions. The message is clear: we will compete to win, but not at any cost.

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business ethics training deals with dilemmas

Each day, Novo Nordisk employees bring ethical standards to work. Doing business globally entails many challenges, particularly when working in diverse cultures where appropriate business conduct can vary widely. Making the right choices becomes more complex – and more important – in the pressures of a competitive business environment. Torben Skindballe, vice president of the Regional Office Near East, knows this first-hand. “It is vital to understand and respect the local customs and practices of the countries we operate in. Giving gifts, for example, is important in many cultures and we must remain respectful in our business relationships. At the same time, we must never compromise personal integrity and the principles that guide Novo Nordisk’s way of doing business. That makes it all the more important to be clear on our Business Ethics Policy, not only among people working at Novo Nordisk, but also with anyone with whom we do business,” he says.

Ethical business conduct is about values and integrity as well as compliance and risk mitigation. Taking a proactive approach also presents opportunities such as enhanced trust in the company and improved relationships with customers and other key stakeholders.

See examples from the current risk profile regarding ethical marketing practices on pp 110–111.

Passing the ethical test

When is a gift appropriate? Would the gift cause another person to behave inappropriately and provide Novo Nordisk employees with an inappropriate business advantage? Would the decision be considered fair? These questions illustrate some of the dilemmas that employees can be confronted with in work situations.

Novo Nordisk’s Business Ethics programme includes compliance with legislation and offers guidance on individual judgements. The Business Ethics Policy sets direction and states that bribery and corruption are unacceptable. It is backed by three procedures for ethical business conduct, product promotion and contracting with agents and other third parties.

The company’s president and CEO, Lars Rebien Sørensen, the Executive Management team and the members of the Senior Management Board attended training workshops during 2006, as did all line managers within procurement and sales and marketing – a total of 297 individuals representing 79 countries. The aim was to provide guidance on how to live up to the Business Ethics Policy, which was introduced in 2005. In addition, all Novo Nordisk managers and relevant employees in their units have completed an e-learning module on business ethics. This programme is now also a mandatory part of new managers’ training. Any employee may complete the e-learning programme, and during 2006 nearly 2,700 employees (close to 10% of the total workforce) did so.

“We are judged by what we do, not only by what we say. The procedures explain the global standards of behaviour that people can expect from us. However, we recognise that despite clear policies and

procedures, there are dilemmas, and we think it is important to address these openly,” says Lars Rebien Sørensen.

Addressing dilemmas

For instance, doctors from underfunded hospitals or clinics, particularly in emerging or developing countries, sometimes request donations of funds, equipment or medicine from pharmaceutical companies. From the doctor’s point of view, the company has the financial ability, expertise and social obligation to contribute. The company also sees an obvious need and has a desire to help. If a donation is made, it must adhere to the company’s ethical standards. It may not lead to undue advantage or benefit for the company, such as inclusion in a list of the hospital’s preferred suppliers. Novo Nordisk’s policy clearly states that managers and employees must be careful to ensure that charitable contributions and sponsorships do not constitute bribery. If the policy is not adhered to, the consequence can be job termination.

□The workshop is an excellent forum for clarifying questions that individuals bring from their work situations. It gives an opportunity to ask questions, have an open and frank discussion and to learn how to stay in compliance,□ says Torben Skindballe.

Audit and whistleblower

Group Internal Audit oversees compliance with the Business Ethics Policy and procedures. The audit team conducts both announced and unannounced reviews of business units worldwide. In 2006, more than 25 such reviews were conducted, and recommendations resulting from these reviews will be followed up in 2007. Business ethics is

also included in regular facilitations that serve as audits of adherence to the Novo Nordisk Way of Management, including company policies.

Concerns over possible breaches of ethical business conduct can be raised via the Board of Directors□ Audit Committee anonymously and with no subsequent disciplinary or retaliatory action towards the whistleblower. In 2006, 12 concerns related to business ethics were raised through the whistleblower reporting system.

Measuring progress

Also in 2007, the business ethics programme will be anchored within the corporate Balanced Scorecard against which individual managers□ performance is assessed annually. All country managers are evaluated based on their ability to undertake local risk assessment, develop a local procedure on business ethics, and ensure continued training for all relevant employees.

Monitoring the progress and continued development of the programme ensures that it is responsive to the most relevant and pressing concerns as viewed by Novo Nordisk and its stakeholders.

[See an overview of current legal issues at novonordisk.com/annual-report](http://novonordisk.com/annual-report) Click: [how we perform/legal issues](#)

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responsible sourcing: revisiting the strategy

The quality of a pharmaceutical product must be unquestionable. To Novo Nordisk this also implies assurance that the product was made with high focus on the environmental impact and with respect for international labour standards.

“Our social and environmental responsibility extends throughout the value chain. By investing in initiatives that drive improved performance by our suppliers and subsuppliers we achieve two things: we mitigate risks and we act on our responsibility,” says Lise Kingo, executive vice president and chief of staffs (COS).

Global sourcing is an intricate web of interconnected parties, from suppliers of raw materials to agents purchasing goods on the company’s behalf. Often, supply chain relationships are long-lasting and close, with skills and knowledge being developed and shared. This makes fertile ground for sharing better practices, including responsible business principles.

Novo Nordisk expects suppliers to adhere to the company’s standards for managing environmental impacts and respecting human and labour rights. Selected suppliers are assessed before contracting into a business relationship. All existing suppliers are regularly evaluated on their performance.

The company prefers to engage with suppliers to address breaches of quality, social and environmental standards. However, if a supplier repeatedly demonstrates a lack of interest or unwillingness to improve its standards, Novo Nordisk will take appropriate action, which could eventually mean withdrawal from the relationship.

Evaluation of performance

Systematic evaluation was introduced in 2001 for the company’s more than 300 key suppliers in production. This was based on annual self-evaluation questionnaires, supplemented by audits conducted by Novo Nordisk’s internal auditors. As of 2005, all significant purchasing,

including via service companies, has been incorporated in varying forms in this programme. In 2006, 11 audits were carried out, the majority of them in China.

Managing a global supply chain

As Novo Nordisk expands its supply chain operations globally, there are cost benefits to be gained. However, this must not compromise company standards and the Novo Nordisk Way of Management.

In 2006, the supply chain programme was reviewed to assess its effectiveness in mitigating risks and improving social and environmental performance. As part of the review, the company consulted selected suppliers in China and Brazil to obtain feedback on the current programme and to identify areas for improvement. Stakeholder engagement has contributed to framing this new approach.

The conclusion of the review was to strengthen risk management and place greater emphasis on suppliers of Novo Nordisk branded products and suppliers with production in countries where enforcement of social and environmental legislation is weak.

“Since a higher share of our supplier base will be shifting to developing countries, business risks will increase, but so will the opportunity to engage with suppliers with a view to ensuring compliance with Novo Nordisk and global standards, thereby often raising the bar locally,” says Kim Tosti, senior vice president, Devices and

Sourcing.

This more focused approach aligns well with Novo Nordisk's global sourcing strategy. Any prospective supplier regarded as high-risk will be pre-screened and assessed prior to approval. Approved suppliers regarded as high-risk will be evaluated periodically on their social, environmental and ethical performance as part of the annual business evaluation, which covers both commercial and quality aspects.

Roll-out of standards

In 2007, Novo Nordisk will issue Responsible Sourcing standards. These standards will be an integral part of doing business with Novo Nordisk. The standards will be classified in six categories: general compliance with laws and regulations; environment; health and safety; labour practices; ethics; and subsuppliers. The new standards will also cover clinical trials and animal welfare, so that suppliers and contractors to different parts of the organisation will be informed of all the company's expectations in a single standard.

The aim is to engage with suppliers to promote implementation of these standards. The company recognises that while standards and assessments may uncover areas in need of improvement, they will not necessarily result in improvements per se. Therefore, the company will develop an engagement programme, targeted at a few key suppliers that face challenges in implementing these standards. This programme will be piloted in 2008 and will build on Novo Nordisk's experience in working with stakeholders to drive change.

It is critical to our business that our suppliers, anywhere in the world, are absolutely reliable in terms of quality, environmental and social standards and commercial stability. Without such strong supply chain, we could jeopardise our ability to deliver our products in a timely manner to people who rely on them. That is a risk we are not willing to take," says Kim Tosti.

With the new insulin filling plant in Montes Claros, Brazil, Novo Nordisk has also extended its supplier base in South America.

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climate strategy puts energy efficiency in the spotlight

On two Sunday mornings in November 2006, Novo Nordisk employees crowded into a movie theatre in Copenhagen transformed into an Arctic landscape of facts and figures on climate change – the greatest environmental challenge of our time with major social and economic implications. The company had invited all the employees from the Danish organisation to see the documentary film *An Inconvenient Truth*, along with their spouse, a teenage child or a friend. The ticket office was taken by storm, and more than 1,800 people attended the events.

The film was an ideal occasion to kick off internal awareness and debate on climate change and what it means for Novo Nordisk. The company's climate strategy ties in with its responsible business approach and environmental management. This work already involves many employees, but individuals' actions and behaviour count as well.

The world's increasing consumption of fossil fuels has accelerated emissions

of CO₂ that contribute to global warming. Climate change presents significant business risks in

the long-term. Novo Nordisk believes that decisive action is an obligation and also an opportunity to be better prepared for a carbon-constrained future and less vulnerable to fluctuations in energy prices.

A need to act

In January 2006, Novo Nordisk signed an agreement with WWF that made the company a member of the Climate Savers programme. This programme invites leading global businesses to demonstrate that investing in reduction options can benefit the long-term health of the business. Under this agreement, Novo Nordisk has set an ambitious target for the company's CO₂ reductions:

cant growth in production needs to be decoupled from the levels of energy needed in the processes.

Business focus drives change

The climate strategy has two elements: energy savings initiatives, and more use of renewable energy. Novo Nordisk is looking into opportunities such as windmills, solar power and geothermal energy.

The ongoing cLEAN® programme – an adapted LEAN manufacturing programme to increase productivity – in Product Supply underpins the climate strategy and will contribute to lowering the level of CO₂ emissions. As a result of this programme Novo Nordisk will achieve a lower energy consumption per produced unit.

Energy screenings identify potential

Significant progress has been made in identifying opportunities for energy savings at individual production sites. By the end of 2006 Novo Nordisk Product Supply had conducted energy screenings at 10 of its 13 production sites. Sites in Brazil, China and Japan will be screened in 2007.

These screenings have revealed an enormous amount of easy wins with short pay-back times, says Per Valstorp, senior vice president, Product Supply. Funding has been secured for sites to conduct feasibility studies, and each site has appointed energy stewards. An internal value on CO₂ reductions has also been introduced to promote implementation of energy-saving projects.

Small measures, big savings

The insulin filling facility in Clayton, North Carolina, US, has identified eight projects ranging from more efficient use of boilers to minimising energy losses in the steam system. All measures will be implemented in 2007 with a total CO₂ reduction of 1,033 tons per year and an average pay-back period of 18 months.

Substantial savings opportunities were also identified following energy screenings at the production sites in Denmark, where 87% of the company's CO₂ emissions occur. At the factor VIIa factory in Hillerød, significant energy and cost savings are expected to result from improvements in the ventilation system, which contributes to

to achieve a reduction of 10% by 2014 as compared with 2004. To do so, the projected signifi-

Climate strategy for CO₂ emissions

1,000 tons CO₂

40–50% of total energy use. Lessons learned can be transferred to other sites.

“The energy screening has taught us to take a step back and see new angles on how we can change the way we do things,” says Asbjørn Christensen, chemist and energy steward at the Hillerød factory.

Strategies for long-term environmental challenges

Climate change is the primary focus of Novo Nordisk’s environmental strategy, which addresses the use of natural resources and pollution prevention throughout the value chain. Other focus areas include the safe use of genetically modified organisms (GMOs), sustainable processes, product stewardship, transportation and responsible sourcing.

Environmental management is organised through ISO 14001-certified processes at the sites. Through the Balanced Scorecard managers are held accountable and rewarded for performance against specific targets for compliance, pollution prevention and energy efficiency.

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7 February: Lars Re