Novo Nordisk made good progress during 2019. Our teams have

delivered growth and crucial new product launches. This has

established a good platform for the next decade and beyond as we

continue to build our pipeline and make progress as a sustainable

business.

Our strategy is working. Although

the challenges facing Novo Nordisk are

not going away – indeed, many problems

such as intensified competition, healthcare

affordability and the need to bolster R&D

are more urgent than ever – we have put

in place the building-blocks for responding

to these and other challenges. The Board

of Directors is confident that Novo Nordisk

is well positioned to deliver on its purpose

of defeating diabetes and other serious

chronic diseases and, by doing so, achieve

profitable growth.

Last year, we laid out our plans to repriori-

tise resources towards key growth areas,

streamline operations and redefine our

research and development strategy. I am

pleased to say that these changes are now

bearing fruit, as evidenced by an accelera-

tion of sales in International Operations, a

return to growth in our Biopharm business,

and a reinvigorated pipeline with great

potential to offer treatment for unmet

medical needs.

We recognise that relying solely on in-house

research capabilities will not be enough to

sustain success, and we are therefore open-

ing our business to strategic partnerships.

Novo Nordisk’s market strength and deep

expertise in metabolic diseases makes the

company an attractive partner for innova-

tive biotech companies. This has allowed

us to build partnerships to bring on-board

promising new technologies.

As a large company, Novo Nordisk also

has large responsibilities. Society is

expecting more from business to help solve

challenges such as bending the curve on

diabetes, climate change and environmen-

tal degradation. I believe Novo Nordisk,

with its purpose and commitment to

pursuing a more sustainable development,

is well placed to rise to the challenge.

The pharmaceutical industry faces an

important societal challenge: how can

we continue to innovate and improve

health outcomes while at the same time

ensuring that as many people as possible

have access to our products at an afford-

able price? This issue has been discussed

at every board meeting I have chaired. I

believe our initiatives for enhancing access

to care represent real progress towards re-

solving this dilemma. And so do the major

prevention programmes targeting obesity

and diabetes.

The decisions taken by companies like ours

will help shape the future of societies for

generations to come, whether that means

bending the curve of the global diabetes

epidemic or eliminating our environmental

footprint, another area of priority for Novo

Nordisk.

Over the past year, I have visited our offices

in many parts of the world. I have met

people on the front line of operations who

have told me how working for a company

committed to improving healthcare and

promoting sustainability motivates them.

The insights from these meetings, and the

discussions I have had with patients and

our investors, have brought external per-

spectives into the boardroom. The lesson

I take away is simple: purpose comes first,

profit is an outcome. A clear purpose and

ambition to add value to society beyond

financial results helps attract the top talent,

thereby fuelling innovation and making

Novo Nordisk a more sustainable company.

In the course of 2019, two long-tenured

colleagues, Jesper Brandgaard, executive

vice president of Biopharm & Global Legal

& Patents, and Lars Green, executive vice

president of Business Services & Compli-

ance, both left Novo Nordisk to pursue

their careers elsewhere. I want to thank

them both for the legacy they leave and

commend them for their dedication and

leadership and for the achievements they

made on behalf of Novo Nordisk.

New members were brought on board

from outside of Novo Nordisk. Ludovic

Helfgott joined in April 2019 as executive

vice president and head of Biopharm.

Monique Carter, who joined Novo Nordisk

in November 2018, was promoted in

August 2019 to executive vice president of

People & Organisation.

On behalf of the Board, I would like to

offer my thanks to all Novo Nordisk’s

employees for their hard work and commit-

ment during 2019; to Lars Fruergaard

Jørgensen and his team for their inspiring

leadership and to our shareholders for their

continued support.

Our purpose is to drive change to defeat diabetes and other serious

chronic diseases. That is a long-term commitment, and we are

pursuing it relentlessly. We build on our innovation expertise and

our therapy focus combined with commercial excellence to provide

benefits to the millions of patients who rely on our products. When

we do that well, we will be a sustainable business that adds value

to society and delivers profitable growth.

As we enter a new decade, Novo

Nordisk stands strong. We delivered a very

solid financial result for 2019 reflecting

an accelerated growth in International

Operations and the contribution from the

launch of Ozempic® particularly in North

America Operations.

Three milestones stand out: in the US, we

secured a major scientific achievement

with the regulatory approval of Rybelsus®,

the world’s first and only GLP-1 medicine

in a tablet, and early feedback indicates

promising prospects. In January 2020,

Ozempic®, a once-weekly injectable GLP-1,

was approved in the US for cardiovascular

risk reduction in people with type 2

diabetes and established cardiovascular

disease. Ozempic® is now available in 26

countries and achieved blockbuster status

within 18 months.

We have introduced strategic aspirations

in four categories with medium-term

goals to provide direction towards 2025:

purpose and sustainability; innovation and

therapeutic focus; commercial execution;

and financials. I invite you to also look

at our company’s performance from this

holistic perspective, because that is how

we manage the business. These aspirations

replace our long-term financial targets. We

hold ourselves accountable for progress

towards each and all of them, and in the

following pages we elaborate on the new

aspirations.

Our key contribution is to discover and de-

velop innovative biological medicines and

make them accessible to patients all over

the world. Today, we have best-in-class

products in all the therapy areas in which

we are active, and at the end of 2019 our

sales and marketing teams have delivered

no fewer than 87 successful launches,

delivering innovative treatments to people

living with diabetes, obesity, haemophilia

and growth hormone disorders. We

are accelerating growth in International

Operations where we now aspire to grow

annual sales by 6-10% until 2025 from a

historical level of 5-6%. Meanwhile, we

are transforming our US business, and it

is our ambition that by 2022 around 70%

of our sales will come from new products.

It is also encouraging to note that our

Biopharm business has proven robust in

the face of disruptive competition and has

grown in both the haemophilia and growth

hormone disorder product segments.

One of the greatest opportunities for Novo

Nordisk is undoubtedly obesity care, where

there are huge unmet needs. We have

already established a leading position in

this field and expect to build on the success

of Saxenda®, which is now available in 46

countries. In 2020 we will see the results

of our pivotal clinical programme, STEP,

which evaluates the benefits of injectable

semaglutide for the treatment of obesity.

Our contribution to global health relies

on our ability to develop radically new

treatments and solutions and we are well

positioned to do this. We have raised the

innovation-bar and are bolstering our

pipeline, making significant advances in

R&D productivity by harnessing digital tech-

nologies to accelerate development of new

product candidates. We believe we have

what it takes to potentially even disrupt

how diabetes is treated. To complement

our in-house capabilities to develop novel

therapies we partner with leading biotech

companies like bluebird bio and Dicerna.

All of these accomplishments demonstrate

how we are indeed driving change to

benefit patients and delivering convincing

results. Results that are

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