



COMPANY

Country	Denmark
Number of Employees	20'285
Web	www.novonordisk.com

Share

Market cap (mil)	191'177
Currency	DKK
High 52 week	625.0
Low 52 week	407.0
Last Price	592.0

Key Data 2006 2007E

Sales (mil)	38'743	42'399
EPS	27.16	27.66
P/E Ratio	21.22	21.76

Source: Bloomberg / August 13, 2007

Sales in

Alcohol	No
Armaments	No
Firearms	No
Tobacco	No
Gambling	No

Source: ISS, SAM Research

COMPANY DESCRIPTION

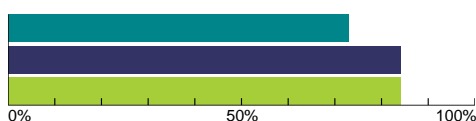
Novo Nordisk A/S is a focused healthcare company, headquartered in Denmark. It has two business segments, diabetes care and biopharmaceuticals. The diabetes care segment covers Novo Nordisk's insulin franchise, including insulin analogues, human insulin, insulin-related products and oral anti-diabetic products. The biopharmaceuticals segment consists of homeostasis management, growth hormone therapy, hormone replacement therapy and other products. The company has employees in 79 countries and markets its products in 179 countries. In 2006, Diabetes care products accounted for 72% of the total revenues; haemostasis management, 15%; human growth hormone, 8%; others, 5%.

SUSTAINABILITY PERFORMANCE

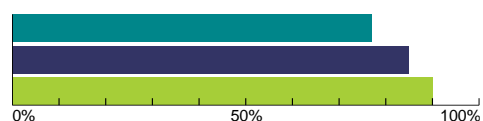
Novo Nordisk is the leading company in terms of sustainability in the pharmaceutical industry. Sustainability is an integral part of its corporate strategy and business organization. There is only a single annual report addressing both financial and sustainability issues and sustainability is a key responsibility at executive management level. Throughout all assessment criteria, the company's scores are consistently among the best. Novo Nordisk is particularly strong in the social dimension where it achieved the industry top ratings in human capital development, corporate citizenship/philanthropy, social reporting, animal testing and bioethics. In areas where it did not reach top positions in the past, the company has steadily improved its scores. Implementation of sustainable management has progressed well from policy making over organizational integration to performance management where the company has implemented an industry-leading range of non-financial performance indicators. Leading the trend towards responsible global sourcing, Novo Nordisk has committed to issue sourcing standards globally that will cover the whole range of relevant categories: general compliance with laws and regulations; environment; health and safety; labor practices; ethics; sub-suppliers; and clinical trials and animal testing. To underline its commitment to prevent climate change and raise awareness, the company signed an agreement with WWF in 2006 that made the company a member of the Climate Savers program.

SUSTAINABILITY SCORES

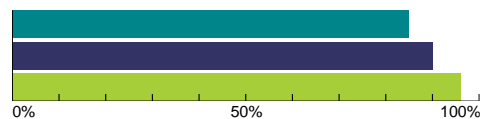
Total Score



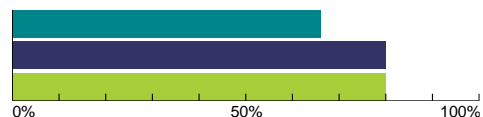
Economic Dimension



Environmental Dimension



Social Dimension



■ DJSI sector average on a global basis
■ Novo Nordisk A/S
■ Best company on a global basis within DJSI sector



Novo Nordisk A/S
DRG Pharmaceuticals

For information on assessment criteria, visit www.sustainability-indexes.com

«Corporate Sustainability is a business approach to create long term shareholder value by embracing opportunities and managing risks deriving from economic, environmental and social developments.»

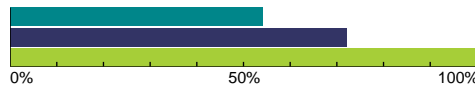
INDUSTRY DRIVING FORCES

For many decades, the pharmaceutical sector has developed a broad range of drugs that cure, treat or prevent diseases. Compared to 30 years ago, people can live longer and healthier lives today. The pharmaceutical sector is a research-driven sector, which heavily depends on the development of new drugs with high top-line sales potential. As soon as drugs lose their patent protection, they almost immediately lose their revenues and profits to generic competition. As such, rising costs in R&D and weak drug pipelines despite heavy investments are a major challenge for the sector. State deficits have led to lower healthcare budgets and put pressure on the pricing of drugs and fuel the discussion about the overall economic value of the products. Access to drugs, novelty character of drugs, and research into diseases with little commercial potential and global patent protection are other issues for the sector to solve. Bio-ethics, drug testing, pharmacogenomics and drug safety lead to complex ethical discussions.

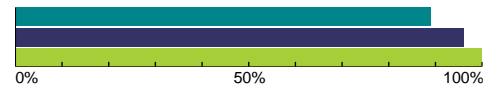
COMPANY PERFORMANCE FOR SELECTED CRITERIA

ECONOMIC

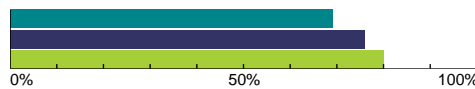
Brand Management



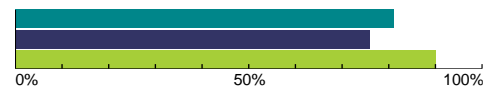
Marketing Practices



Customer Relationship Management

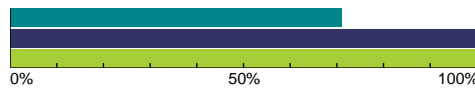


Corporate Governance

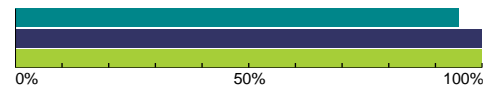


ENVIRONMENTAL

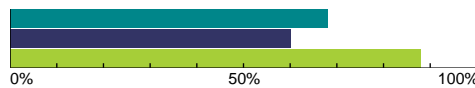
Advanced Environmental Performance



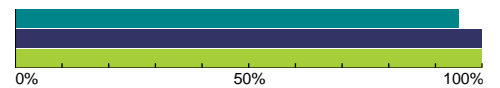
Environmental Policy/Management



Climate Strategy

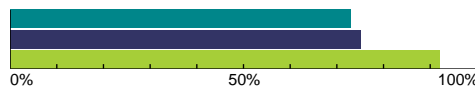


Environmental Performance

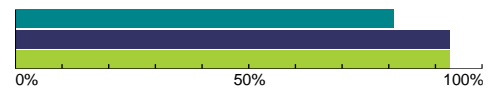


SOCIAL

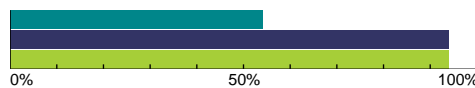
Standards for Suppliers



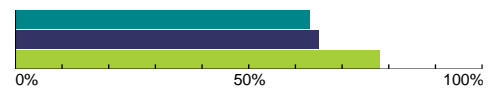
Labor Practice Indicators



Human Capital Development



Talent Attraction & Retention



- DJSI sector average on a global basis
- Novo Nordisk A/S
- Best company on a global basis within DJSI sector

Contact
SAM Research AG
Seefeldstrasse 215
CH-8008 Zurich · Switzerland
Tel. +41 44 397 10 10
Fax +41 44 397 10 50
info@sam-group.com
www.sam-group.com



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