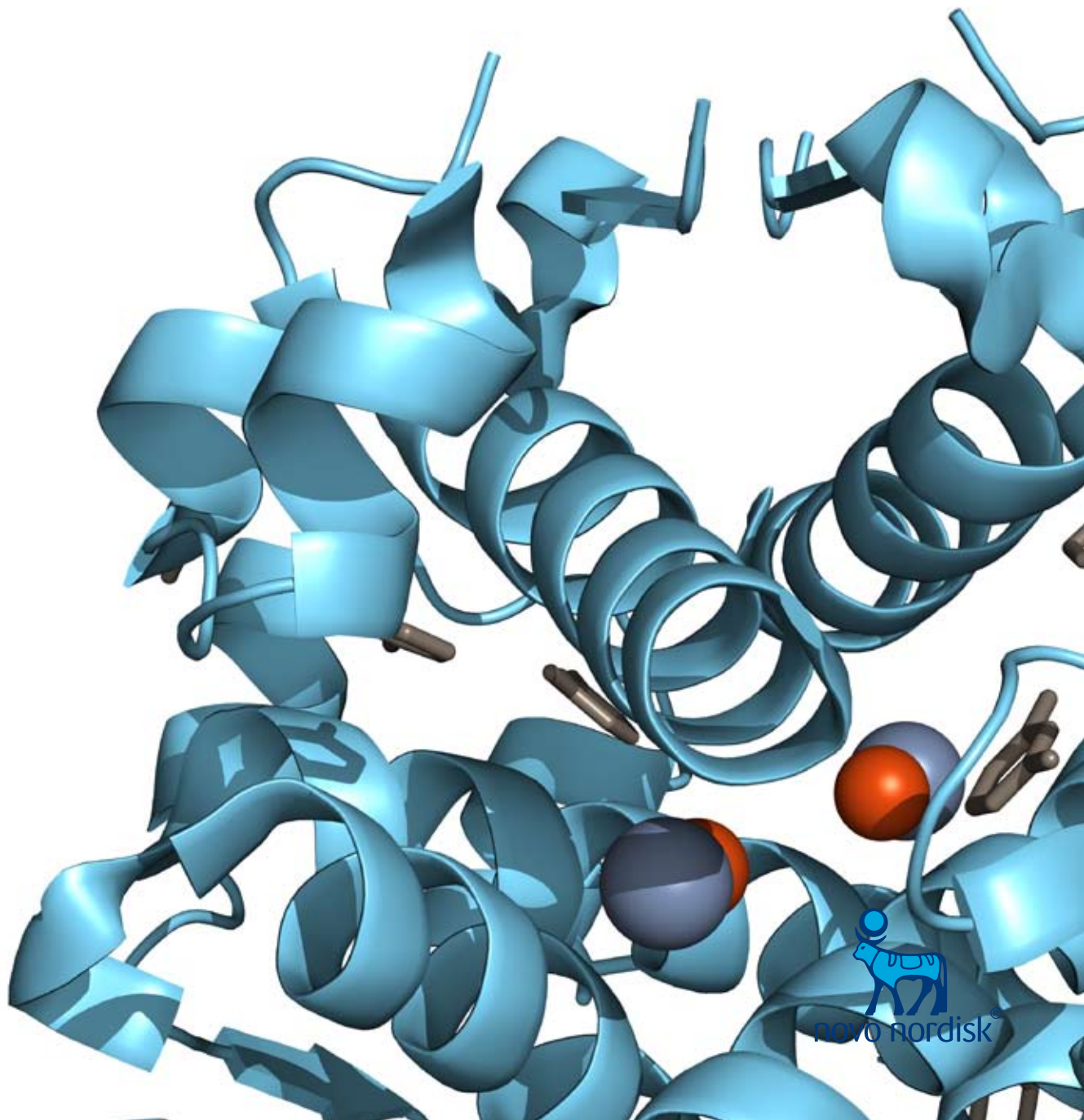


R&D at a glance

engineering
proteins into
superior therapies



1,003

active patent families.

DKK 7

billion is our R&D spend.

17%

of revenues are invested in R&D.

4,600

4,600 people work with R&D.

160,000 L

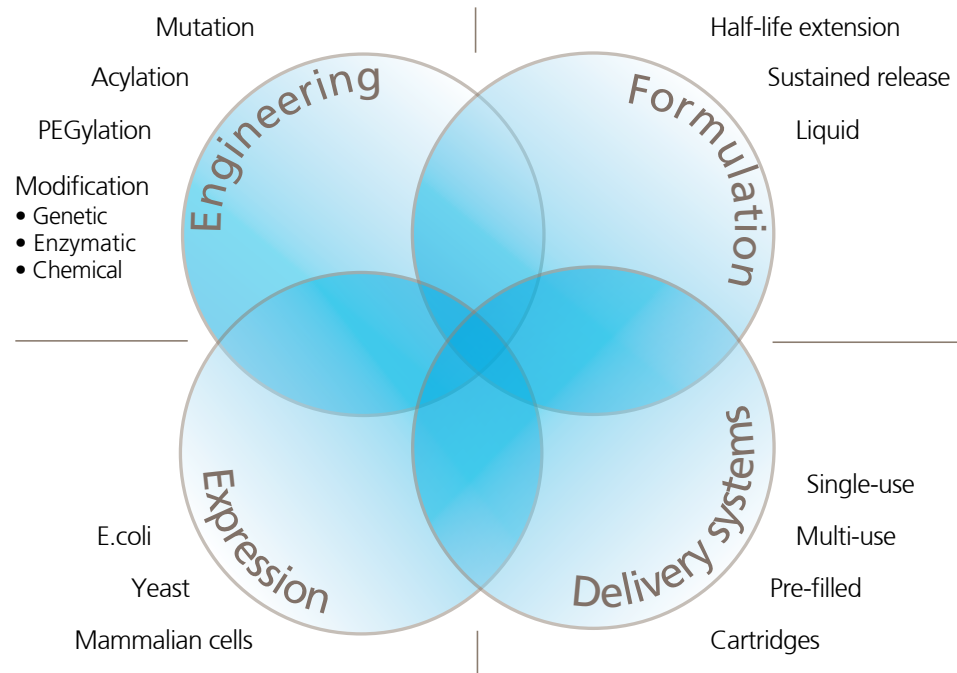
is the scale up to which we express proteins.

Passionate about proteins

Novo Nordisk is a protein-based, focused healthcare company. R&D is committed to not only engineering proteins into safe and effective therapies, but also developing new and improved delivery systems for people relying on the company's products.

This is a strategic route that Novo Nordisk pursues to further enhance user convenience and adherence to therapy. To this end R&D leverages a unique competence refined since 1923: developing proteins from molecule to market.

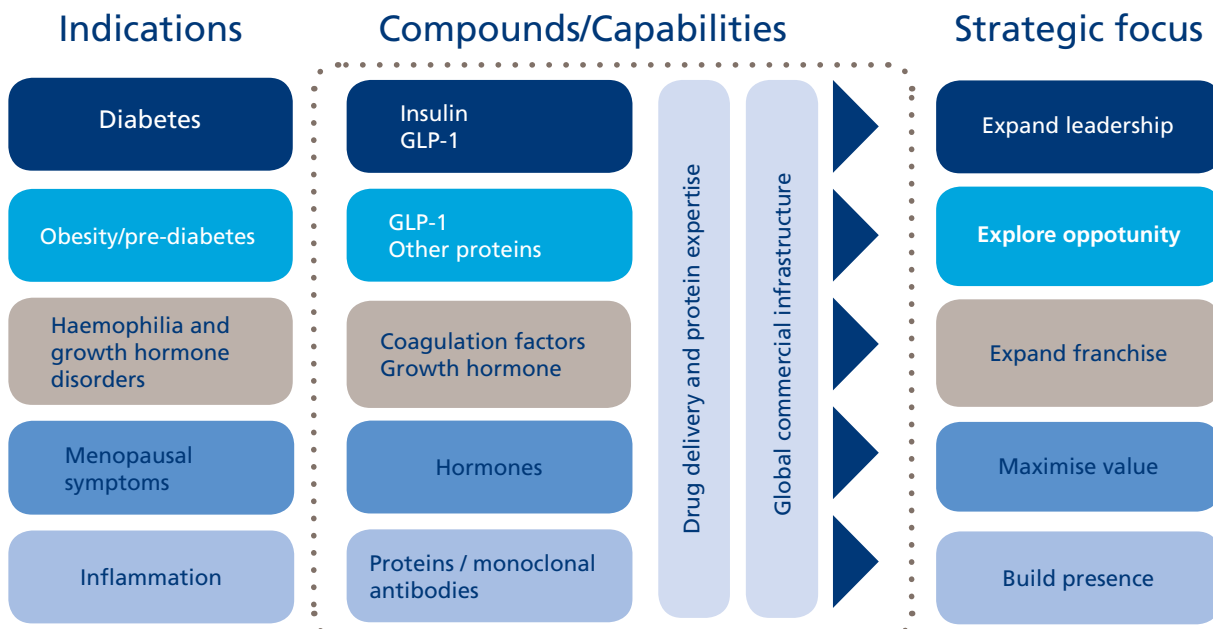
We share our passion for proteins in hundreds of academic and industry partnerships and welcome more opportunities to jointly develop new solutions within our therapeutic areas.



Read more at www.novonordisk.com/science/partnering

R&D strategy by therapeutic area

Novo Nordisk focuses on the following therapeutic areas and has a clear strategy for each:



100++

R&D partnerships.

20

injection systems have been launched by Novo Nordisk.

1923

Novo Nordisk launched its first protein-based product.

1985

Novo Nordisk launched the world's first insulin pen device NovoPen®.

R&D as a workplace

Cutting edge research, development and innovation are part of our way of working and we nurture a culture where people can make a difference.

Joining Novo Nordisk gives you life-changing opportunities and brilliant colleagues who are best-in-class.

We focus on your individual development and nourish your opportunities to grow in an international environment. You can participate in acknowledged international associations, networks and conferences when working with us. And you will experience an open and honest culture with a visible top management.

Also, R&D supports many bright students and graduate schools within life science R&D. We are currently co-financing around 60 PhD-students. We also provide scholarships to more than 30 master students finalising their thesis annually and finance post doc positions for up to two years for e.g. expat scientists returning to Denmark. Read more at www.novonordisk.com/jobs

Bioethics

We consider ourselves pioneers in the pharmaceutical industry in our practice of bioethics. In 2007, Novo Nordisk ranked as best-in-class in healthcare in the Dow Jones Sustainability Indexes.

We engage with stakeholders to find solutions for improving the welfare of experimental animals and are committed to finding new ways to Replace, Reduce and Refine the use of animals for testing. Read more at: www.novonordisk.com/science/bioethics/default.asp.

We strive to offer transparent and ethical practices in our medical studies, amongst others on the Clinical Trials at: www.novonordisk-trials.com.

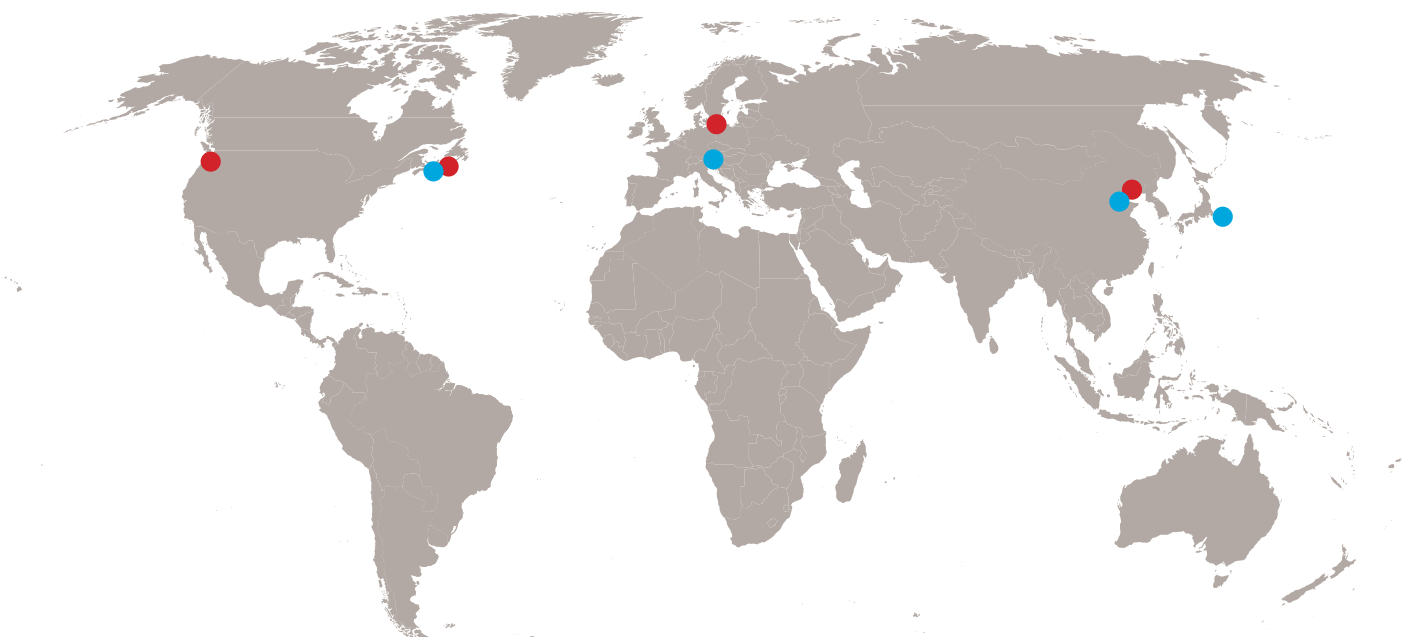
We make sure that illiteracy, poverty or cultural barriers do not prevent a person's full understanding of the issues involved in trial participation. And we only initiate trials in countries that can provide approval from an external local ethical committee.



R&D organisation



R&D on the map



R&D locations

- Denmark
- US
- China

Clinical development centers

- Switzerland
- China
- US
- Japan

To know more about R&D in Novo Nordisk please visit www.novonordisk.com