

Break-out session



# Region China

**CMD24**  
CAPITAL MARKETS DAY

7 MARCH



Mike Doustdar  
EVP International Operations



Christine Zhou Xiaping  
SVP Region China



REN YANXIA  
Ren lives with type 2 diabetes  
China



# Forward-looking statements

Novo Nordisk's reports filed with or furnished to the US Securities and Exchange Commission (SEC), including the statutory Annual Report 2023 and Form 20-F, which both were filed with the SEC in January 2024 in continuation of the publication of the Annual Report 2023, this presentation, and written information released, or oral statements made, to the public in the future by or on behalf of Novo Nordisk, may contain forward-looking statements. Words such as 'believe', 'expect', 'may', 'will', 'plan', 'strategy', 'prospect', 'foresee', 'estimate', 'project', 'anticipate', 'can', 'intend', 'target' and other words and terms of similar meaning in connection with any discussion of future operating or financial performance identify forward-looking statements. Examples of such forward-looking statements include, but are not limited to:

- Statements of targets, plans, objectives or goals for future operations, including those related to Novo Nordisk's products, product research, product development, product introductions and product approvals as well as cooperation in relation thereto,
- Statements containing projections of or targets for revenues, costs, income (or loss), earnings per share, capital expenditures, dividends, capital structure, net financials and other financial measures,
- Statements regarding future economic performance, future actions and outcome of contingencies such as legal proceedings, and
- Statements regarding the assumptions underlying or relating to such statements.

These statements are based on current plans, estimates and projections. By their very nature, forward-looking statements involve inherent risks and uncertainties, both general and specific. Novo Nordisk cautions that a number of important factors, including those described in this presentation, could cause actual results to differ materially from those contemplated in any forward-looking statements.

Factors that may affect future results include, but are not limited to, global as well as local political and economic conditions, such as interest rate and currency exchange rate fluctuations, delay or failure of projects related to research and/or development, unplanned loss of patents, interruptions of supplies and production, including as a result of interruptions or delays affecting supply chains on which Novo Nordisk relies, shortages of supplies, including energy supplies, product recalls, unexpected contract breaches or terminations, government- mandated or market-driven price decreases for Novo Nordisk's products, introduction of competing products, reliance on information technology including the risk of cybersecurity breaches, Novo Nordisk's ability to successfully market current and new products, exposure to product liability and legal proceedings and investigations, changes in governmental laws and related interpretation thereof, including on reimbursement, intellectual property protection and regulatory controls on testing, approval, manufacturing and marketing, perceived or actual failure to adhere to ethical marketing practices, investments in and divestitures of domestic and foreign companies, unexpected growth in costs and expenses, strikes and other labour market disputes, failure to recruit and retain the right employees, failure to maintain a culture of compliance, epidemics, pandemics or other public health crises, the effects of domestic or international crises, civil unrest, war or other conflict and factors related to the foregoing matters and other factors not specifically identified herein.

For an overview of some, but not all, of the risks that could adversely affect Novo Nordisk's results or the accuracy of forward-looking statements in the Annual Report 2023, reference is made to the overview of risk factors in 'Risk Management' of the Annual Report 2023.

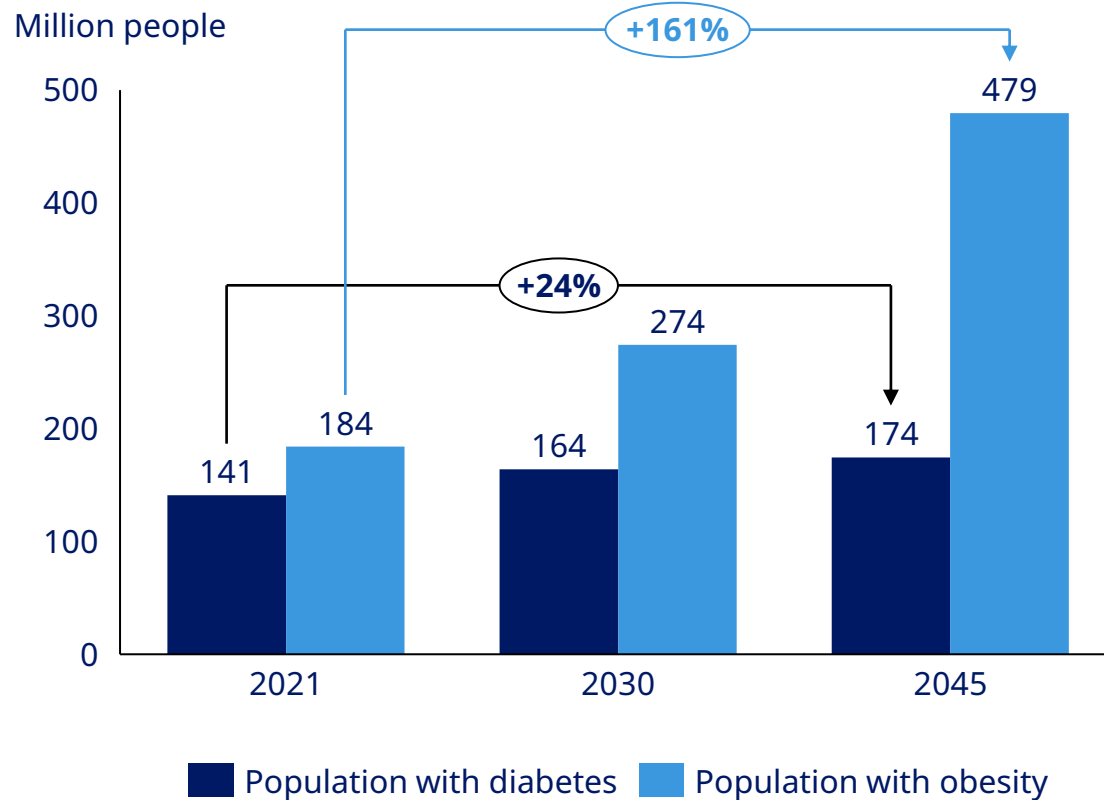
Unless required by law, Novo Nordisk has no duty and undertakes no obligation to update or revise any forward-looking statement after the distribution of the Annual Report 2023, whether as a result of new information, future events, or otherwise.

## Important drug information

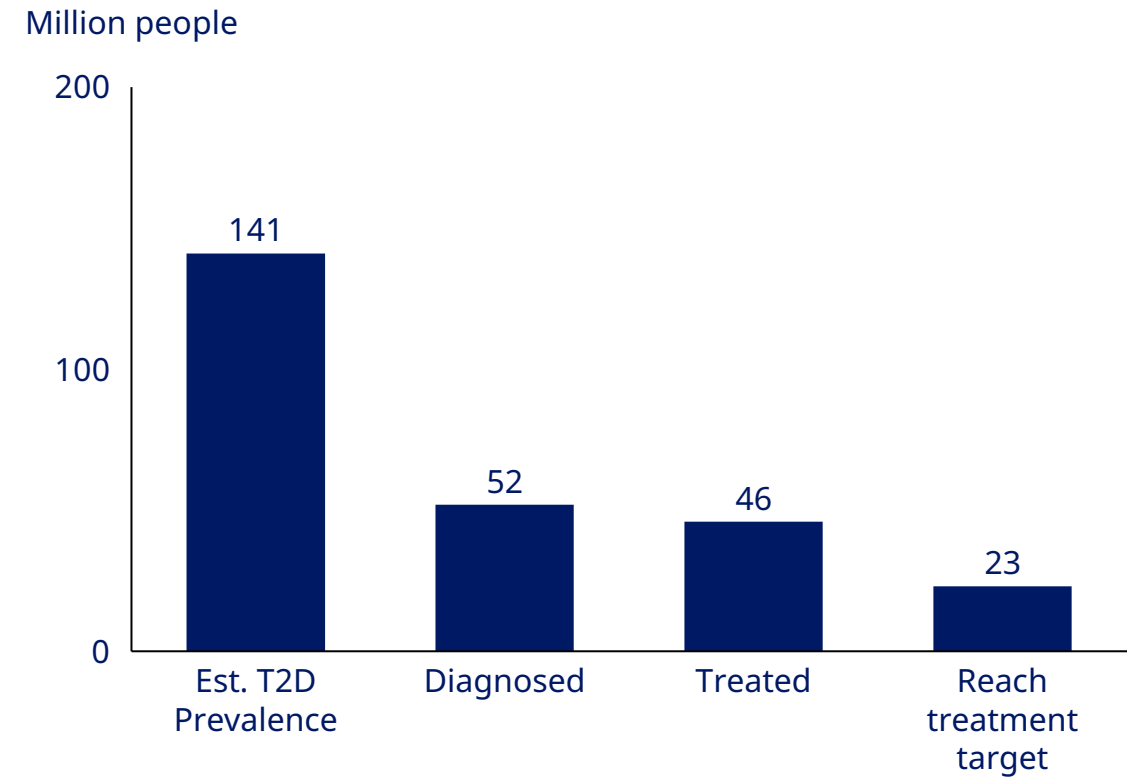
Victoza® and Ozempic® are approved for the management of type 2 diabetes only  
Saxenda® and Wegovy® are approved for the treatment of obesity only

# China is a large and growing market with high unmet needs in diabetes and obesity

## People living with diabetes and obesity in China



## Type 2 diabetes unmet need in China in 2021

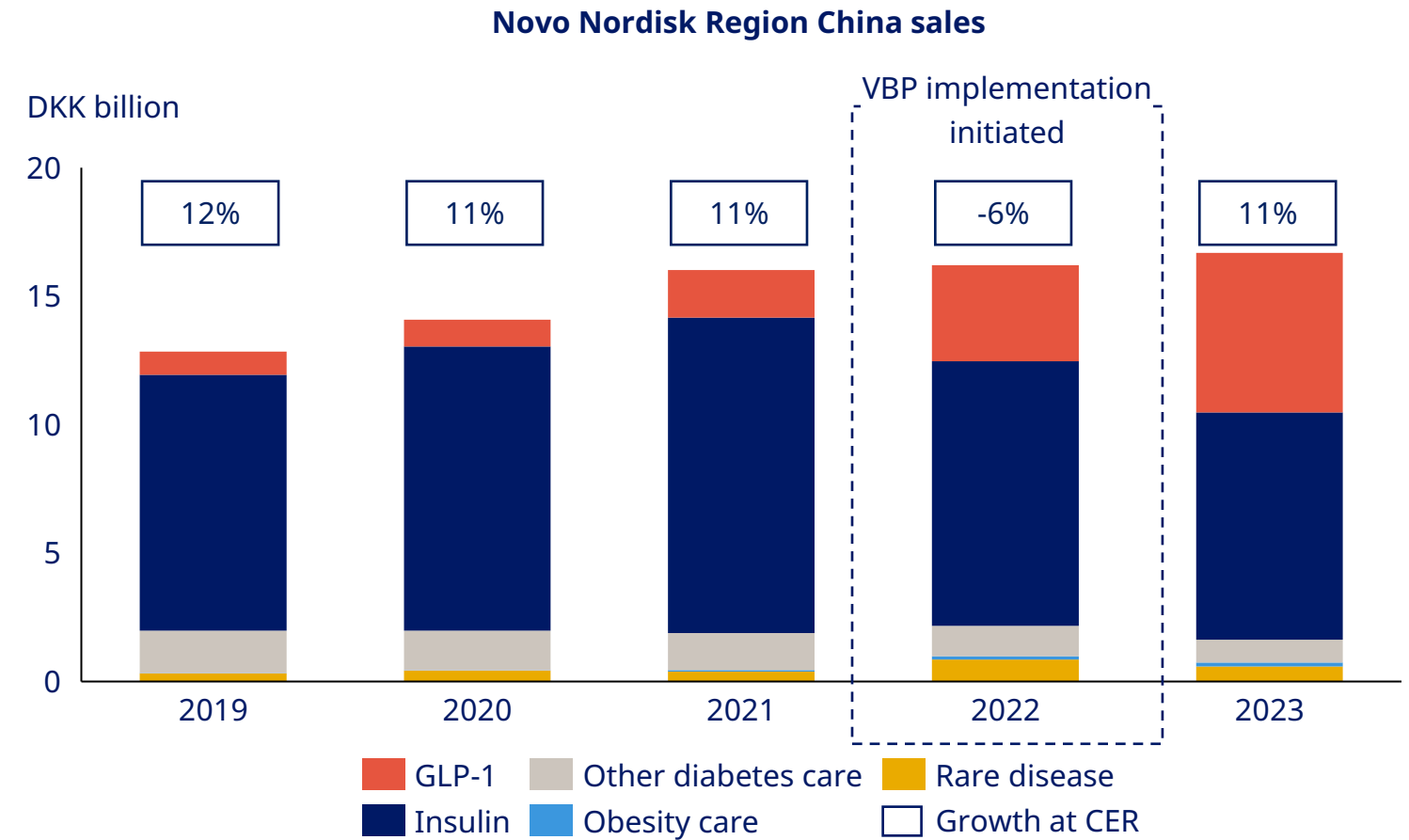
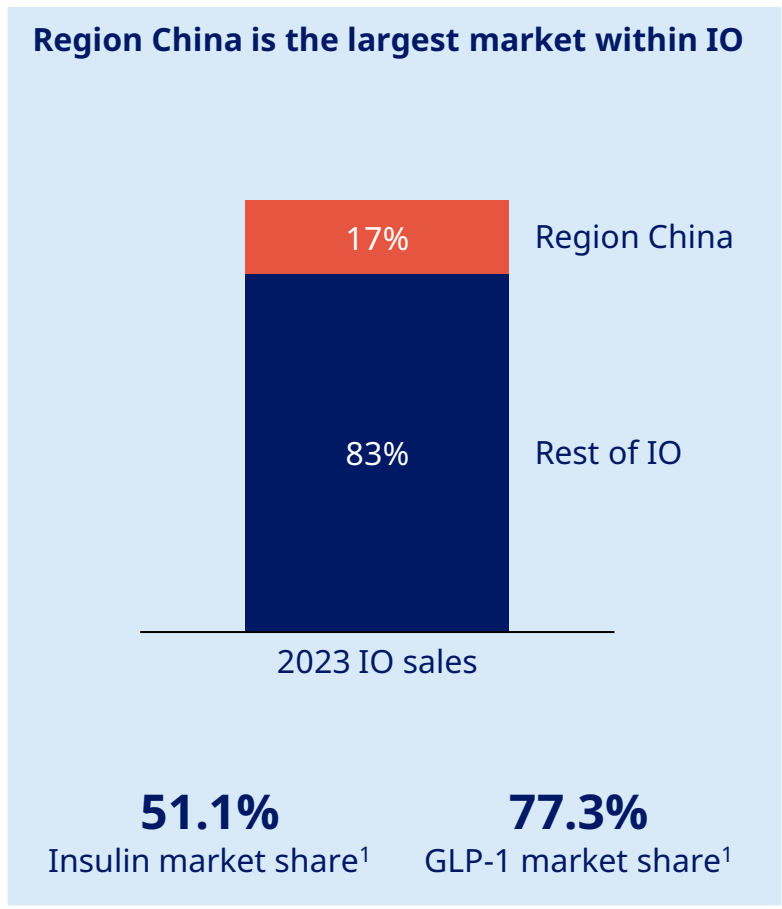


Est.: Estimated

Note: Prevalence for 2045 calculated based on the CAGR of 3.8% (2019-2030) from Lancet Diabetes Endocrinol. 2021 Jul;9(7):446-461; Obesity in China defined as BMI ≥ 28

Sources: Diabetes Atlas, 10<sup>th</sup> edition 2021; Wang Limin, et al. JAMA. 2021, 326 (24):2498-2506; The Prevalence of Obesity and Its Implications in China\_ A Narrative Review of Literature. Value in Health. 2022. S201; Health policy and public health implications of obesity in China. Lancet Diabetes Endocrinol. 2021 Jul;9(7):446-461;

# Region China remains a key market for Novo Nordisk and the established presence offers growth opportunities



<sup>1</sup>Only mainland China  
 CER: Constant exchange rates; IO: International Operations; VBP: Volume-based procurement;  
 Note: Region China covers mainland China, Hong Kong, and Taiwan  
 Sources: NN reported sales; IQVIA MAT CHPA data, Dec 2023

# Novo Nordisk has been committed to Region China since 1994

A strong full value chain presence for 30 years



## Research



### Novo Nordisk Research Center China



**+140 research employees**

**NNRCC** is the 1<sup>st</sup> R&D center established by a global pharmaceutical company in China



## Production



### Novo Nordisk Production Site Tianjin



**+1,700 production employees**

**Site Tianjin** is one of 7 global strategic sites of Novo Nordisk



## Commercial



### Novo Nordisk (Shanghai) Pharma Trading Co.



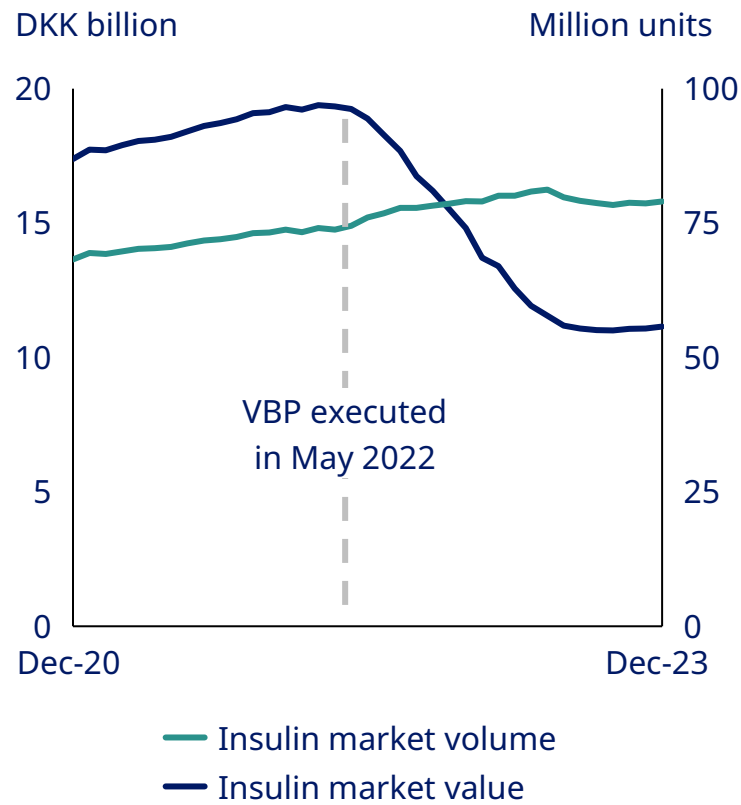
**+4,400 commercial employees**

**8 branches** cover Novo Nordisk China's commercial business

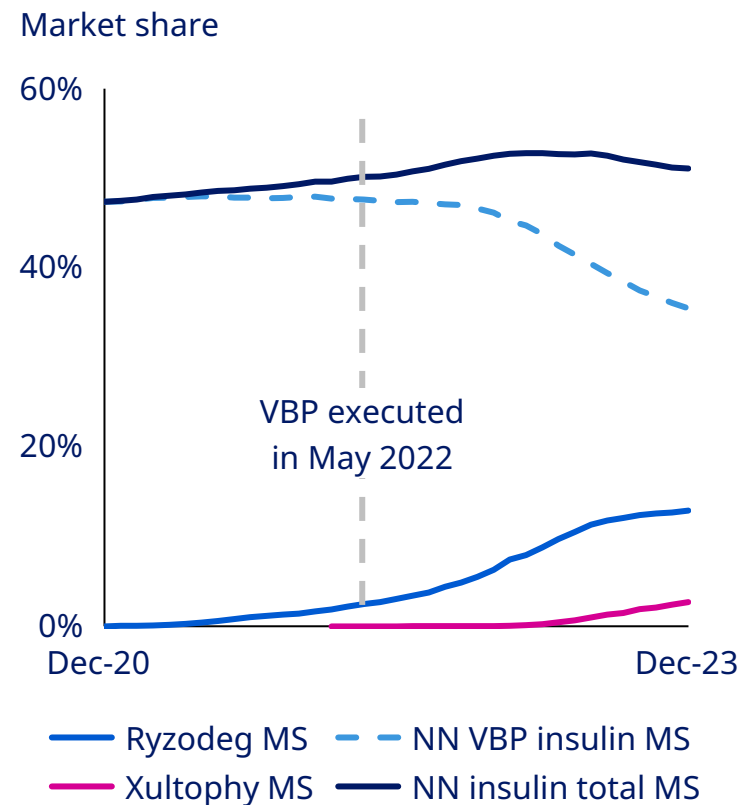
**Novo Nordisk (Shanghai) Holding Co., Ltd**

# Despite implementation of insulin volume-based procurement, Novo Nordisk remains value market leader in insulin

## Insulin market value vs volume development



## Value market share development



## Outcome of insulin VBP

- Total insulin market volumes continued to increase, but the market values declined as a result of insulin price cuts (~50%)
- Novo Nordisk maintained insulin value market share in China supported by growth of innovative insulins:

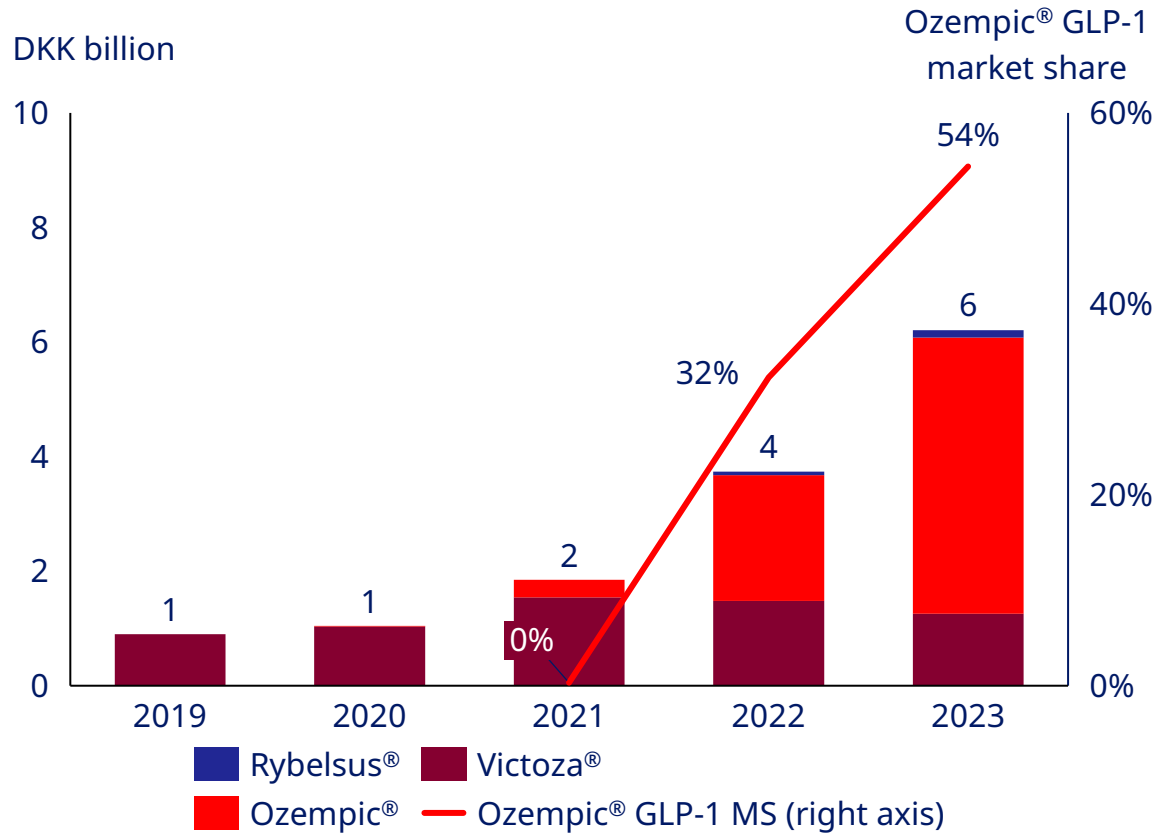
**Xultophy**  
insulin degludec/liraglutide  
[rDNA origin] injection

**RYZODEG**  
70% insulin degludec and 30% insulin aspart  
[rDNA origin] injection

- Insulin icodex – regulatory decision expected in 2024
- IcoSema – regulatory decision expected in 2026

# Accelerated growth of GLP-1 franchise in Region China is driven by innovation

**Ozempic® sales uptake since launch in 2021**



**Only a fraction of estimated diabetes prescriptions are GLP-1s**

**~3%**

GLP-1 prescriptions out of total diabetes prescriptions

**NN remains dedicated to bring innovation to diabetes patients**

**Current value driver**



GLP-1 market leader

**Future additional value driver**

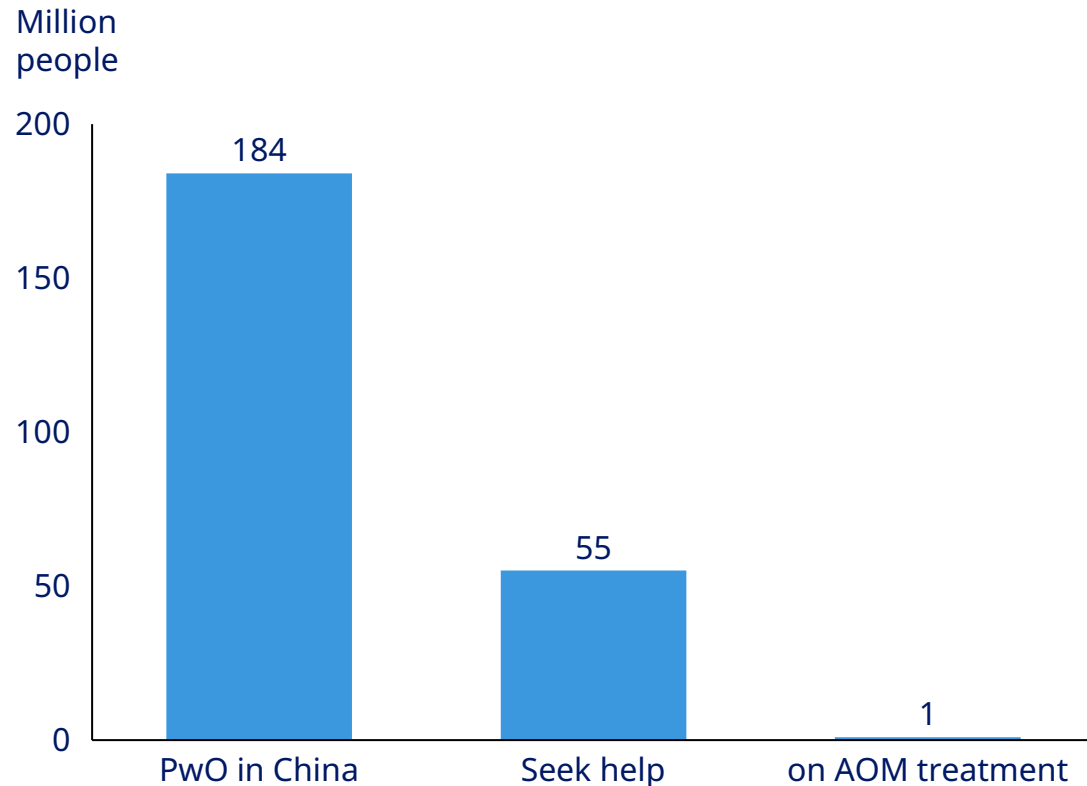


Approved in China in January 2024

MS: Market share; NN: Novo Nordisk  
 Note: Penetration rates in volume out of diabetes market total; Region China covers mainland China, Hong Kong, and Taiwan  
 Source: IQVIA MAT value, Dec 2023

# Wegovy® launch is expected to address the high unmet need for anti-obesity medications in Region China

## High unmet need for anti-obesity medications in mainland China



## Wegovy® launch expected to be out-of-pocket initially

**2024**

Expected decision in  
mainland China

ONCE-WEEKLY

**wegovy**®

semaglutide injection **2.4 mg**

### Wegovy® launch strategy

- Volume-capped launch
- Out-of-pocket market will be initial focus of launch

### Access strategy

- Achieve hospital listing for Wegovy® at selected hospitals
- Explore commercial health insurance for selected sub-populations

AOM: Anti-obesity medication; PwO: People with obesity

Note: Obesity in China defined as BMI ≥ 28; Region China covers mainland China, Hong Kong, and Taiwan

Source: Lancet Diabetes Endocrinol 2021, Goldman Sachs Global investment research, Data from 2019



# Novo Nordisk has a clear strategy to continue growth and expand market leadership in Region China

## Critical success factors in WIN+2030 strategy



**Policy shaping** with focus on sustainable healthcare system and disease management



**Portfolio transformation towards innovation** with timely **entry** of pipeline products



Succeed in **go-to-market model transformation**

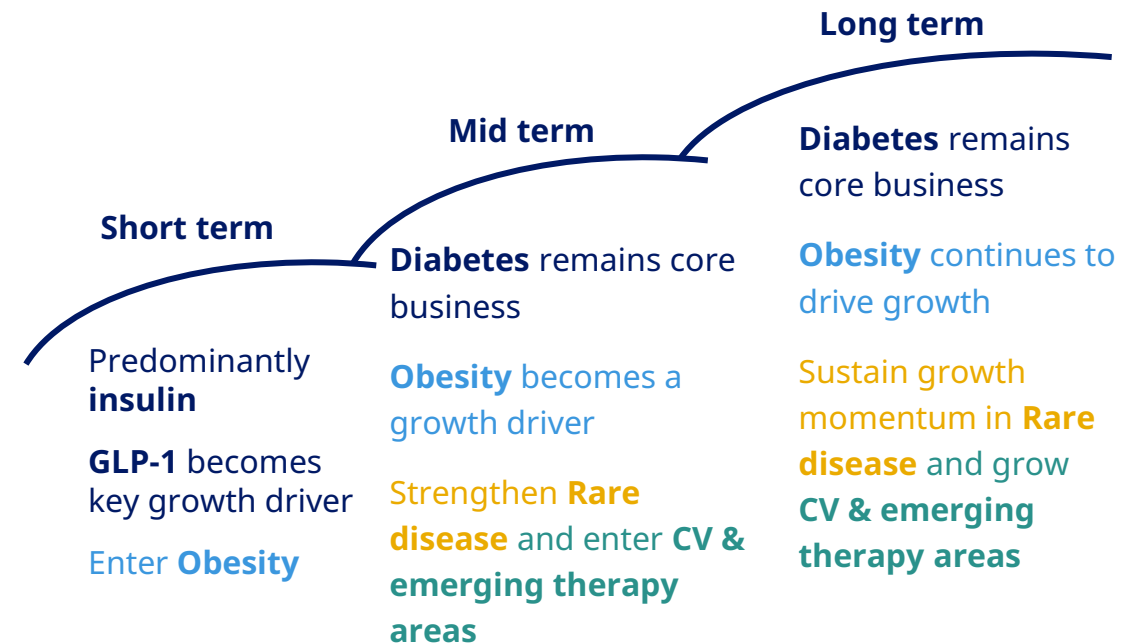


Leverage **local full value chain synergy** and strengthen **Intellectual property protection**



Being a **sustainable employer**, attracting talents, developing capabilities and fostering a winning culture

## Region China remains a key market with significant growth potential



# Closing remarks

China is a growing and strategically important market for Novo Nordisk

Novo Nordisk has a long-standing presence in China with a broad portfolio that supports unmet needs across multiple therapeutic categories

The GLP-1 treatments in diabetes and obesity are expected to be the main growth drivers in coming years

