

Innovation that matters

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Innovative Drug	Use	Year of introduction	Follower drug	Exclusivity period
Inderal®	Angina	1965	1987 – Lopressor®	22 years
Tagamet®	Antiulcer	1977	1983 – Zantac®	6 years
Capoten®	Antihypertensive	1980	1985 – Vasotec®	5 years
Seldane®	Allergies	1985	1989 – Hismanal®	4 years
Mevacor®	Elevated lipids	1987	1991 – Pravachol®	4 years
Prozac®	Antidepressant	1988	1992 – Zoloft®	4 years
Diflucan®	Antifungal	1990	1992 – Sporanox®	2 years
Recombinate®	Hemophilia A	1992	1992 – Kogenate®	1 year
Invirase®	AIDS	1995	1996 – Norvir®	1 year
Viagra®	Erectile dysfunction	1998	2001 - Levitra®	3 years
Celebrex®	Anti-inflammatory	1999	1999 – Vioxx®	1 year



Novo Nordisk Vision

Vi vil være verdens førende virksomhed inden for diabetesbehandling

Vores mål er at overvinde diabetes ved at finde bedre metoder til forebyggelse, diagnose og behandling.

Vi tilbyder produkter og service inden for andre områder, hvor vi kan gøre en forskel

Vores forskning vil føre til opdagelsen af nye, innovative produkter også uden for diabetes.

Vi leverer konkurrencedygtige forretningsresultater

Vores fokus er vores styrke.

Vi vil forblive uafhængige og indgå samarbejder, hvor det tjener forretningens formål og det, vi står for.

Et job hos os er aldrig bare et job

Vores værdier afspejles i vores handlinger

At være redelig er det, der tæller.

Vi bestræber os dagligt på at finde den rette balance mellem medmenneskelighed og konkurrencedygtighed, det korte og det lange sigt, egeninteresse og hensynet til kolleger og samfund, arbejde og familieliv.

Vores historie viser, at det kan gøres



Vi vil udnytte vore kernekompetencer

Research and development

- Protein capabilities from laboratory bench to large-scale production
- Leader within protein delivery
- Strong protein IP platform
- Expertise within immunobiology
- Large network with universities and other centres of excellence
- Science-driven culture
- International R&D set-up

Production

- A leading protein producer
- Production track record within three expression systems
 - Yeast
 - Bacterial
 - Mammalian
- Leader in construction of protein manufacturing facilities

Commercialisation

- Protein leadership
- Significant insight into management of chronic diseases
- History of specialist relationship building
- Proven lifecycle management capabilities
- Global sales force

Kilde: Novo Nordisk



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Nuværende people målepinde/indikatorer

- Personal
- Employment
- Organisation
- Salary
- Compensation and benefits
- Qualifications (education & training)
- Planned & actual time
- Occupational injuries



Morgendagens indikatorer

- Leadership & innovation
- Diversity and internationalisation
- Continuity within Novo Nordisk
- Mobility within Novo Nordisk /cross-fertilisation
- Knowledge upgrading (eg competencies & training)
- Employee satisfaction/engagement
- People health
- Development of high performers
- Turnover of high performers and new hires
- Remuneration
- Occupational Health & Safety
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Segregated/aggregated, status/trend/target-driven

Summary People Key Figures

Table 1

Summary People Key Figures			
	End-Year 2003	End Sep 2004	Change Rolling 12 Month – End September 2004
Number of People*	19.148	20.411	+6,6 pct. point
Percentage working:			
• In Denmark	61,1	59,1	
• Outside Denmark	38,9	40,9	+2,2 pct. point
Nationality different from working place – percent of total	4,1	4,5	+0,7 pct. point
• In Denmark	3,3	3,6	+0,7 pct. point
• Outside Denmark	5,4	5,8	+0,5 pct. point
Retention Rate	93,8	93,2	-0,6 pct. point
Employee Engagement**	3,7	3,9	+0,2 pct. point

* Number of Headcounts
 ** Change compared to End-Year 2003

Further information regarding definition and understanding can be found on the following pages.



Barrierer for vidensstrømme

- Informations strukturer
- Organisations strukturer
- Afstand – fysisk og psykisk
- Kulturelle strukturer
- Belønningsstrukturer



Novo Nordisk Way of Management

Vision

Values

Accountable, ambitious, responsible, engaged with stakeholders, open & honest,
ready for change

Commitments

Economic, Environmental and social responsibility

Fundamentals

Policies

Methodology



Annual
Reporting



Risk
management



Organisational
Audit



Facilitations



Balanced
Scorecard



Organisation Audits

- Do we have the necessary skills and are we organised in a proper manner to implement our strategies and plans?
- Do we have the necessary succession preparedness for key positions?

Action plans

Follow-up

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