



**novo nordisk brazil**  
changing diabetes through innovation



# NOVO NORDISK GLOBAL



ESTABLISHED IN  
DENMARK IN  
1923



EMPLOYEES IN  
75 COUNTRIES



PRODUCTS  
MARKETED IN  
180+ COUNTRIES



40,300  
EMPLOYEES



24.4 MILLION  
PATIENTS USE OUR  
PRODUCTS



14% OF SALES  
INVESTED IN RESEARCH  
AND DEVELOPMENT

ALEXANDRE DE GREGORIO

Alexandre is focused on staying fit and eating a healthy diet in order to live well with type 2 diabetes. Yet of the 14.3 million Brazilians living with diabetes today, many lack the care and information they need to achieve a positive health outcome. At Novo Nordisk, we believe it's time for change.

## IN BRAZIL

We have been changing diabetes and creating shared value for the people of Brazil for more than 25 years.

Novo Nordisk is a global healthcare company with more than 90 years of innovation and leadership in diabetes care. This heritage has given us experience and capabilities that also enable us to help people defeat other serious chronic conditions, including haemophilia, growth disorders and obesity. Headquartered in Denmark, our company employs approximately 40,300 people worldwide.

Our Brazilian affiliate was established in 1990 and is one of the longest serving in the region. Today we are 1,157 people – from our Montes Claros production site to our affiliate and regional offices in São Paulo – and we are all focused on creating shared value: for people affected by chronic conditions, for our communities, for the economy and for our company.

### INNOVATION FOR EVERYONE AFFECTED BY DIABETES

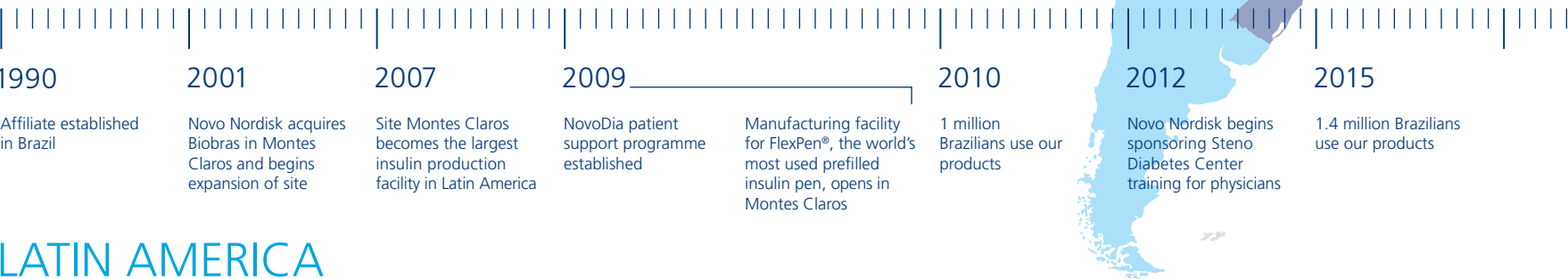
Our key contribution is to discover and develop innovative biological medicines, manufacture them to meet global demand, and make them accessible wherever needed. But to defeat diabetes we need to do more. This is why we are working in partnership with patients, policymakers, healthcare professionals and non-governmental organisations to raise awareness, improve prevention, promote earlier diagnosis and expand access to care.

We do not underestimate the challenge ahead. Brazil has the highest incidence of diabetes in Latin America and, unless urgent action is taken, this will lead to a heavy burden for individuals, society and the economy. As a global healthcare leader it is our commitment to lead the fight against diabetes in Brazil.

## IN LATIN AMERICA

Novo Nordisk has been commercially active in Latin America for over 30 years. Regionally, we market products in 40 countries and have offices in Argentina, Brazil, Central America, Chile, Colombia, Mexico, Peru and Venezuela. Our regional office for Latin America is in Brazil.

### BRAZIL



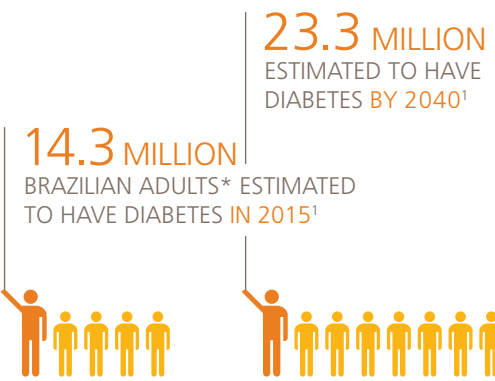
### LATIN AMERICA



# DIABETES: THE RISING COST FOR BRAZIL

Diabetes is a social and economic time bomb. Today, 415 million people have the condition worldwide. By 2040, this figure is expected to reach 642 million.

The International Diabetes Federations (IDF) estimates that 14.3 million Brazilian adults – nearly 9% of the adult population – have diabetes. Compared globally, Brazil has the fourth largest number of people with diabetes. Regionally, the country accounts for almost half of all diabetes-related deaths in Latin America.<sup>1</sup>



## A HIGH COST FOR INDIVIDUALS AND FAMILIES

Type 2 diabetes is the most prevalent form of the condition, accounting for around 90% of all cases.<sup>1</sup> It is commonly associated with unhealthy lifestyles and being overweight. Left untreated, type 2 diabetes can lead to serious complications such as cardiovascular disease, stroke, kidney disease, blindness and nerve damage resulting in limb amputation.<sup>1</sup> Because type 2 diabetes often develops in people of working age, lost income due to disability can also bring devastating consequences for their families.

For Brazil, the World Health Organization has calculated that diabetes and cardiovascular disease result in more life years lost to premature death than any other disease.<sup>2</sup>

Early diagnosis and treatment of diabetes can reduce the risk of developing debilitating complications. However, studies indicate that over a quarter of people with diabetes in Brazil do not know they have the condition and may consequently not be receiving the care they need.<sup>1</sup>

## A THREAT TO ECONOMIC DEVELOPMENT

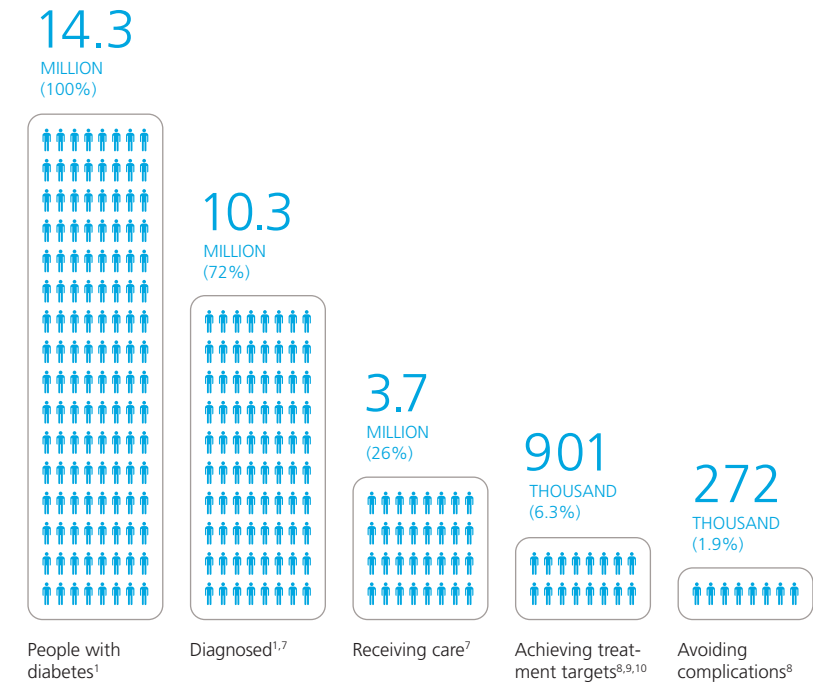
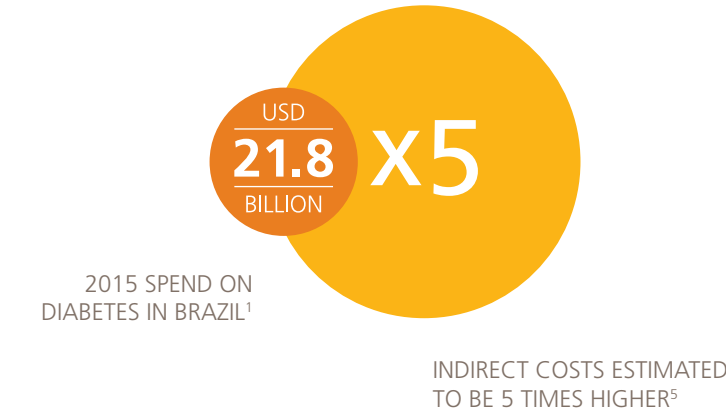
Beyond the human cost, diabetes and its preventable complications are a significant burden for healthcare systems. In 2015, total healthcare spending on diabetes in Brazil was estimated at 21.8 billion US dollars – equivalent to around 10% of total healthcare expenditure that year.<sup>1,3,4</sup>

Direct costs include medical services, laboratory tests and the daily management of diabetes, as well as very expensive services such as hospitalisation for the treatment of complications.

But direct costs are only a fraction of the total. Recent estimates from 25 Latin American countries indicate that the indirect costs of lost productivity may be five times higher, potentially due to limited timely access to high-quality healthcare resulting in a high incidence of complications, disability and premature death.<sup>5</sup>

## THE NEED TO ACT NOW

A healthy population is the foundation for sustained economic growth. If we do not act to defuse the time bomb, the diabetes pandemic will escalate and it will continue to hit developing economies like Brazil hardest. If, by 2040, 642 million people have diabetes worldwide, more than 23 million will be Brazilians.<sup>1</sup>



## THE 'RULE OF HALVES' IN BRAZIL

The 'rule of halves' illustrates the diabetes challenge. Of the 415 million people living with diabetes globally, only around half have been diagnosed, only a further half receive professional care, only half of these achieve their treatment targets, and just half of these avoid diabetes complications.<sup>6</sup>

Applying estimates for Brazil, this means that less than 2% of the 14.3 million Brazilians with diabetes today will live their lives free from debilitating and costly complications.



“We are committed to leading the fight against diabetes and to changing possibilities in haemophilia in Brazil. We will continue delivering the most innovative treatments and educational tools and building new partnerships for change. We will also continue to go beyond our company needs to meet the needs of all Brazilians affected by diabetes and other chronic conditions where we can make a difference.”

**Allan Finkel**  
General Manager, Novo Nordisk Brazil





# COMPLEX PROBLEM, INNOVATIVE SOLUTIONS

For over 90 years, Novo Nordisk has driven innovation in diabetes care.

There is no simple solution to the diabetes challenge. This is why we have always nurtured innovation in all aspects of our business, and why we continue investing to create sustainable solutions for people living with diabetes in Brazil.

Today, our core competency remains to discover, develop and launch better treatment options in order to change lives. But as a global leader in diabetes care we have a special responsibility to go beyond medicine and address the broader needs of people living with diabetes and our society.

Our innovative approach also combines advocacy for better diabetes education, prevention and care, and the fostering of partnerships to strengthen Brazil's response to the diabetes pandemic.

## A STRONG PIPELINE FOR EVOLVING NEEDS

We are working to bring the most important innovations for Brazil's needs to market as fast as possible. These include a pioneering treatment for obesity, which affects 17% of Brazilians<sup>11</sup> and increases the risk of diabetes; the newest innovations in insulin therapies; and a new combination treatment targeting blood glucose control and the risk of low blood sugar events.

## CHANGING POSSIBILITIES IN HAEMOPHILIA®

Around 12,000 Brazilians have haemophilia,<sup>12</sup> an inherited bleeding disorder in which blood cannot coagulate normally. It predominantly affects males. Bleeding is painful and mainly internal into muscles and joints. Over time, bleeds can cause arthritis and disability. Living with the condition can pose severe physical and psychosocial challenges.

We are committed to Changing Possibilities in Haemophilia®, working towards a future where all people living with haemophilia, with or without inhibitors, have the opportunity to lead the life they desire. To do this we develop advanced treatments and work with partners across the haemophilia community to advance haemostasis research and improve diagnosis and access to care.

VICTOR DA SILVA MELCUNAS  
Victor has severe haemophilia A  
Brazil



## CLINICAL TRIALS: INVESTING LOCALLY AND INCREASING KNOWLEDGE

Novo Nordisk is a leading investor in diabetes-related clinical research in Brazil. We currently have 1,515 patients enrolled in or finishing trials at more than 35 trial sites across the country. Around 150 healthcare professionals are involved in these trials.

Clinical trials are vital for ensuring the safety and efficacy of our treatments, but they bring value in many other ways. Trials benefit participating hospitals and clinics by enhancing research conduct and patient care. Trial participation can also be an opportunity for physicians to learn about a new therapy type.

In addition, our research is filling knowledge gaps related to medical and scientific needs. Low blood sugar events are a common diabetes complication that can lead to emergency room visits and hospitalisations, yet there is no current data on the impact of these events in Brazil.

For this reason, in 2014 and 2015, we enrolled more than 700 Brazilian participants in the HAT (Hypoglycaemic Assessment Tool) study. This study will help us understand patient behaviour related to low blood sugar events and identify how we can optimise their treatment.

OUR INVESTMENTS IN  
CLINICAL TRIALS IN BRAZIL  
CORRESPOND TO AROUND






**15%** OF NOVO NORDISK  
BRAZIL'S ANNUAL SALES

# CHANGING DIABETES IN BRAZIL

Changing Diabetes® is Novo Nordisk’s response to the global diabetes challenge. It is our mission and our means to defeat diabetes.

Changing Diabetes® means working at the frontiers of science to develop treatments that empower people with diabetes to live their lives with as few limitations as possible. It also compels us to go beyond medicine and work with partners across the diabetes community to address the individual, social and economic burden of the disease.

## OUR CHANGING DIABETES® ACTIVITIES HAVE THREE CLEAR AMBITIONS:

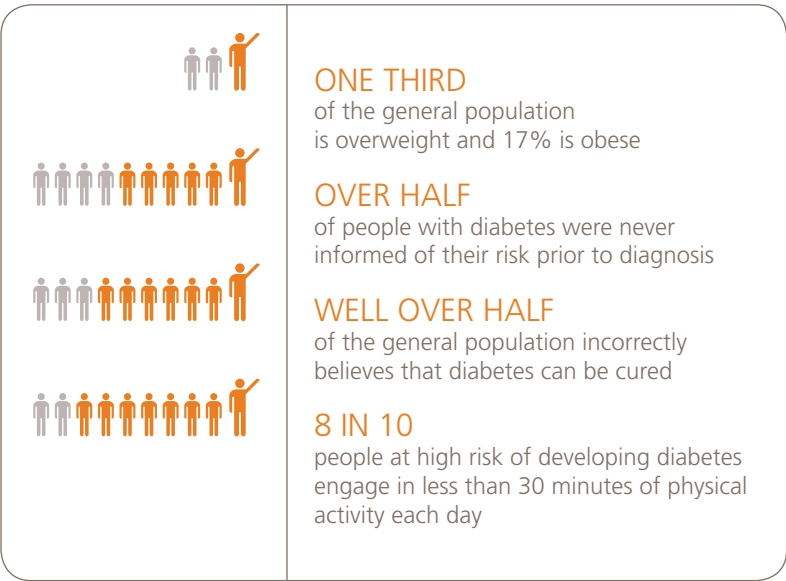
-  Increase public awareness of diabetes and promote prevention
-  Make treatment and care accessible to as many people as possible
-  Build capacity to secure earlier detection and better health outcomes




SUELLEN OLIVEIRA AND HER MOTHER SANDRA  
Suelen has type1 diabetes  
Brazil

## DIABETES AWARENESS SURVEY: BRAZIL

In 2012, Novo Nordisk conducted a diabetes awareness survey in six Latin American countries. The results are disconcerting and reveal a need for urgent change.<sup>13</sup>



**BUT...**  **PREVENTION IS POSSIBLE**  
80% of type 2 diabetes could be prevented with a healthy diet and regular exercise<sup>14</sup>



# AWARENESS, PREVENTION AND EARLIER DETECTION

The best way to reduce the human and economic cost of diabetes is to prevent it. When prevention is no longer an option, the next best opportunity is to ensure early diagnosis and treatment to prevent or delay the onset of severe and costly health complications. Novo Nordisk works to address these issues on both an individual and societal level.

## PUTTING DIABETES ON THE POLITICAL AGENDA

Latin America's first High Level Diabetes Leadership Forum was held in Mexico City in 2014. More than 600 representatives from governments, academia and international organisations, as well as global leaders, gathered to discuss sustainable solutions to the diabetes pandemic.

Participants explored long-term solutions based on six focus areas: prevention and health promotion, public health, education and training strategies, comprehensive medical care, regulation and research and development. Novo Nordisk acted as partner, facilitator and knowledge resource throughout the meeting.

## RAISING PUBLIC AWARENESS ABOUT URBAN DIABETES FOR WORLD DIABETES DAY

Two-thirds of people with diabetes live in cities, and São Paulo is the seventh biggest city in the world. While inactive urban lifestyles and diets rich in sugar and saturated fat contribute to the problem, the solution always starts in the same place: awareness.

Since 2013, Novo Nordisk Brazil has partnered with the Juvenile Diabetes Association (ADJ) to conduct free diabetes screenings in two of the largest metro stations in São Paulo. Organised to coincide with November 14, World Diabetes Day, the campaigns have screened around 9,000 commuters to date.<sup>15</sup>

On-the-go screening is a truly smart way to engage busy *Paulistanos*. Physicians trained by ADJ perform the screenings, and people showing high blood glucose levels are advised to seek medical advice.

Follow our Cities Changing Diabetes initiatives using **#urbandiabetes**

WORLD DIABETES DAY 2013  
São Paulo  
Brazil



# INDIVIDUAL NEEDS, FLEXIBLE SOLUTIONS

At Novo Nordisk we strive to deliver a full portfolio of diabetes treatments with affordable solutions for all income groups.

But diabetes is a complex and progressive condition and there is no one-size-fits-all treatment. This is why we continue to develop treatment options that can be tailored to each person's evolving needs. Our full portfolio of innovative, safe, effective and flexible diabetes treatments includes:

- **Human, modern and new-generation insulins:** individualised solutions accommodating different treatment norms, specific needs and varying capabilities worldwide.
- **GLP-1 therapies:** innovative early type 2 treatments that can lower blood glucose levels with a limited risk of triggering low blood sugar, and may support weight loss, in combination with diet and exercise.
- **Innovative devices:** including the world's most widely used prefilled insulin device and devices developed specially for children.

In Brazil, we deliver to a public tender market, the social security system and the private market.



**1.4 MILLION**  
PEOPLE IN BRAZIL USE OUR  
PRODUCTS EVERY DAY<sup>16</sup>

# PATIENT ENGAGEMENT AND SUPPORT

Treatment alone is not enough – education and support are vital for securing better health outcomes. Our unique research into the attitudes, wishes and needs of people with diabetes enables us to provide tools to overcome the barriers to good self-management. We also partner with health academics, patient organisations and broader society to promote a better-informed, more supportive environment for all people affected by the condition.

## NOVODIA: SUPPORTING DIABETES SELF-MANAGEMENT

Launched in Brazil in 2009, NovoDia is an in-home training initiative that supports people living with diabetes to self-manage their condition. The initiative focuses on educating individuals and their families about diabetes, as well as about the lifestyle changes they can make to avoid long-term complications.

To date, our team of NovoDia nurses and nutritionists has instructed more than 53,000 individuals across every state in the country. The project is active in 456 Brazilian cities as well as in every state capital.

 **54,000+** PATIENTS  
SUPPORTED THROUGH  
COMMUNITY INITIATIVES<sup>17</sup>

## TAKEACTION: ACTING ON FAMILY NEEDS

Launched in 2003, our TakeAction volunteer programme empowers every Novo Nordisk employee to engage in activities that support health, social or environmental objectives. By encouraging our people to take their skills outside the company we not only enable them to make a difference where they can, we also enable them to show our Triple Bottom Line business principal – of financial, social and environmental responsibility – in action.

In 2013, Novo Nordisk Brazil developed a TakeAction initiative to support families in dealing with the challenge of a diabetes diagnosis. In cooperation with the Juvenile Diabetes Association (ADJ), we organised a series of meetings to offer guidance on effective emotional support, understanding and conflict avoidance. Around 400 people and their families participated.

In 2014, our São Paulo office made a difference for over 600 community members through 11 projects supported by 359 employee volunteers. Projects included a series of educational talks on diabetes in schools and the preparation of diabetes education booklets for children and caregivers, the elderly, pregnant women and people with cognitive difficulties.

“Novo Nordisk is a great partner, playing a key role in our history. Together, ADJ and Novo Nordisk work to improve the quality of life of people with diabetes.”

**Carlos José Augusto da Costa**  
President, Juvenile Diabetes Association, Brazil

# BUILDING HEALTHCARE CAPACITY

There are not enough clinics and trained healthcare providers to cope with the diabetes pandemic. Too many people with diabetes go undiagnosed. Too many are developing complications that further burden the health system. Novo Nordisk Brazil works with local partners to develop screening programmes, train healthcare professionals and establish clinics and networks to strengthen the existing healthcare infrastructure.

## TRAINING HCPS THROUGH STENO STAR

Novo Nordisk-owned Steno Diabetes Center is a leading institution within diabetes care and prevention. Since 2012, Steno’s STAR programme has held an annual three-day course in São Paulo in partnership with the Brazilian Diabetes Society (SBD). The course includes workshops, discussions about the latest research, and lectures on developments in diabetes care. Around 90 Brazilian healthcare professionals participate every year.<sup>18</sup>



## EDUCATING DIABETES EDUCATORS

The World Diabetes Foundation (WDF) is an independent trust set up by Novo Nordisk in 2002 to improve diabetes care in developing countries. To date, WDF has invested over 100 million US dollars in more than 300 projects and programmes across some 100 low- and middle-income countries.

**Educating Educators in Diabetes without Borders** is a joint initiative between the WDF and the Brazilian Diabetes Society (SBD) targeting low-income areas in the North and Northeast Regions of Brazil. The project promotes the development and implementation of training programmes for healthcare professionals in order to strengthen diabetes care and support self-management. Around 80 healthcare professionals will be trained in each of the three states involved – Amazonas, Roraima and Paraíba. Training will also be extended to community health workers from basic healthcare units in regions identified by local SBD officials and health authorities.

[worlddiabetesfoundation.org](http://worlddiabetesfoundation.org)



## IMPROVING ACCESS TO CARE

Novo Nordisk Haemophilia Foundation (NNHF) is a non-profit organisation founded in 2005 to develop sustainable programmes that improve access to quality care for people with haemophilia and allied bleeding disorders in the developing world.

NNHF has three focus areas: capacity building, diagnosis and registry, and education and awareness. In collaboration with local partners and experts, the Foundation has supported 115 projects, 62 fellowships and 12 awards in 66 countries.

Since 2006, NNHF has supported Brazil’s haemophilia community through four projects and four fellowships. These have strengthened the patient association, enabling it to lobby for better care; have established MSK guidelines and an online registry; and have improved access to home treatment in the states of Espírito Santo and Pará.

[nnhf.org](http://nnhf.org)





# CREATING SHARED VALUE

Our values-base management system – the Novo Nordisk Way – ensures we create shared value for all stakeholders through our Triple Bottom Line business principle of financial, social and environmental responsibility.

**1°** Awarded 'Best Place to Work' prizes since 2004, and every year since 2013<sup>19</sup>

## LIFE-CHANGING CAREERS

Our capacity to improve the lives of millions of people depends on our ability to attract and retain the best employees. We currently employ 257 people in our regional and affiliate offices in São Paulo and 900 people in our Montes Claros production facility. Around 97% of our affiliate workforce is Brazilian.

When it comes to being a responsible employer, we walk the walk. We invest significantly in sales training initiatives such as PAD (Programme to Accelerate Development), and in management and coaching programmes. Half of our affiliate management team are women and we are a sector leader for gender equality.<sup>20</sup> Meanwhile, our NovoHealth programme ensures that all employees can make healthy lifestyle choices every day.

We work hard to be an attractive workplace and we are consistently recognised for our achievements.

**1°** Novo Nordisk ranked global #1 for local capability advancement<sup>21</sup>

## ADVANCING LOCAL CAPABILITIES

Improving access to diabetes care requires more than medicine. This is why we are also focused on strengthening local capabilities in research, development and production worldwide.

Novo Nordisk has invested over 280 million US dollars to expand and modernise insulin production in Brazil. Acquiring an existing facility in 2001, we have utilised and enhanced existing local expertise. We have also secured new manufacturing capabilities in line with stringent international quality standards and operating procedures.

Today, our Montes Claros site is the largest insulin production facility in Latin America and our largest facility outside Denmark.

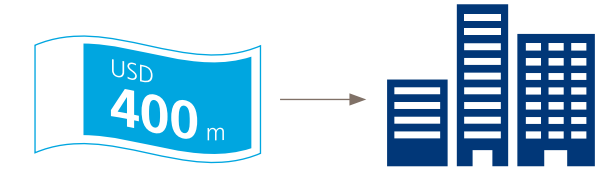


## STIMULATING ECONOMIC GROWTH

Novo Nordisk contributes to Brazil's economy by creating jobs, contributing tax, making use of local suppliers and by growing small business opportunities in the community.

We also make a significant contribution through the products we export. Brazil has historically imported more healthcare treatments than it exports; consequently, opportunities to increase employment and encourage growth in the sector have been limited.

Despite this trend, Novo Nordisk products represented 25% of all Brazilian pharmaceutical exports in 2014.<sup>23</sup> This has directly benefitted the national economy by contributing revenue from export duties and stimulating the employment market.



NOVO NORDISK CONTRIBUTED  
**USD 400 MILLION**  
TO THE BRAZILIAN ECONOMY IN 2013<sup>22</sup>

## MEETING SUSTAINABILITY TARGETS

Like diabetes, climate change is a complex challenge. We must balance our duty to meet the growing demand for our treatments with a responsibility to minimise our impact on the environment.

At Novo Nordisk Brazil we have reduced our carbon footprint through optimisation of production and processes, as well by implementing resource savings in our production facility and workplaces. We have reduced our CO<sub>2</sub> emissions at our Montes Claros facility to almost zero and we are making good progress towards our targets for water and energy consumption.<sup>24</sup>

## MEASURING OUR PROGRESS

The shared value we create cannot always be captured on a balance sheet. In 2004, we became one of the first companies to integrate financial and sustainability parameters into our reporting. Today, our integrated annual report covers multiple dimensions of our performance – financial, social and environmental.

LILIAN REGINA RUAS DE OLIVEIRA  
Senior Professional QC Analyst, QC Materials & FlexPen®  
Brazil

# MONTES CLAROS: A LONG-TERM INVESTMENT FOR PEOPLE WITH DIABETES AND BRAZILIAN SOCIETY

In 2007, Site Montes Claros became our largest production facility outside Denmark and another milestone in our long history of innovation and sustainability.

As diabetes prevalence escalates globally, so does demand for our life-saving treatments. Since 2003, we have invested 280 million US dollars in the Montes Claros region and have built the largest insulin production facility in Latin America. Not only has this strengthened Brazil's insulin production capabilities, it has also benefitted the community and the environment.

Today, 'Site MOC' covers 53,000 m<sup>2</sup> and employs 900 people. Key activities at the facility include the formulation, filling, assembling and packaging of insulin pen devices, and the production of ALP enzyme, a raw material used in the production of insulin.

## WORLD-CLASS EXPERTISE

We also have production sites in Denmark, France, USA and China, and colleagues from around the world visit Montes Claros to learn about process optimisation and compliance.

## INNOVATIVE PRODUCTS – AND PRODUCTION

Novo Nordisk's business strategy is built on continual innovation in the development and launch of new treatments. While keeping our high-volume production running smoothly in order to deliver quality products to the individuals who rely on them daily, we have also secured capacity so that breakthrough treatments reach the people they may benefit faster.

## WORKING CLEAN® CREATES VALUE FOR ALL STAKEHOLDERS

The value we create on our Montes Claros shop floor comes from the products themselves and the way we manufacture them. Our production process is optimised to eliminate waste at every step so that more value gets passed on to the people who use and pay for our treatments.

We manage our operations guided by our cLEAN® philosophy. This means having leaders on the shop floor so they can identify and solve problems early. This strengthens our culture of continuous improvement as it enables us to develop better practices and share them systematically throughout our organisation.

## DRIVING CONTINUAL IMPROVEMENT

We invest around 10 million US dollars every year to maintain Site MOC's position as a leading production site for diabetes finished products. This investment targets technology upgrades, skill building and process optimisation.

USD  
**280**  
MILLION

INVESTED TO ESTABLISH  
MONTES CLAROS FACILITY

USD  
**~10**  
MILLION

INVESTED ANNUALLY IN  
SITE MOC UPGRADES

“The Montes Claros facility is a cornerstone in the company's global operations and reflects our commitment to the Brazilian market”

Lars Rebien Sørensen  
Chief Executive Officer, Novo Nordisk



**25%** OF BRAZIL'S 2014  
PHARMACEUTICAL EXPORTS  
CONTRIBUTED BY NOVO NORDISK<sup>23</sup>



JADSON RODRIGUES MENDES  
Production Operator  
Brazil





NOVOARTES WORKSHOP  
Montes Claros

## NOVOARTES: A SUSTAINABLE SOLUTION FOR SOCIAL INCLUSION

In 2007, Montes Claros employees developed a novel approach to two local problems: unemployment and waste from the city's industrial activities. NovoArtes is a workshop-based initiative that enables unemployed citizens, including our employees' family members, to explore their creativity and generate income by 'upcycling' waste into art.

To date, 600 people have benefitted from the workshops and more than 5 tonnes of waste has been upcycled.<sup>25</sup>

## NOVOECO: RESTORING OUR ENVIRONMENT

Montes Claros is situated in the Cerrado, identified by The World Wide Fund for Nature as the biologically richest savannah in the world. Much of the area has been degraded due to human activities over the last 300 years. But now an employee-driven initiative at our Montes Claros facility is bringing the local area back to life.

Since 2009, around 2,000 seedlings from native flora species have been planted and wildlife is returning. This has helped reduce our CO<sub>2</sub> footprint through 'trapping', a process where trees use CO<sub>2</sub> from the atmosphere for growth and release oxygen in return. More than eight tonnes of CO<sub>2</sub> has been trapped so far. Biologists are also using the area to study the efficacy of different methods of degraded area recovery.<sup>26</sup>



BRUNA ARAGÃO CHAVES  
Financial Administrative Assistant  
Brazil

EVANDRO VIEIRA SANTOS  
Financial Administrative Assistant  
Brazil

## SUPPORTING A SUSTAINABLE COMMUNITY IN MONTES CLAROS

It is our duty to make life-saving medicines available to the growing number of people who need them. At the same time, we never lose sight of our responsibility to also create shared value for our company and the communities we operate in. Our investments in and around our Montes Claros facility reflect our financial, social and environmental commitments.

## LOCAL AWARENESS ACTIVITIES

As a global leader in diabetes, we have a responsibility to fight the pandemic from our doorstep. Every World Diabetes Day we organise an event in downtown Montes Claros to raise public awareness about diabetes and offer free screenings and advice on prevention.

 **1,200** COMMUNITY PARTICIPANTS ANNUALLY<sup>25</sup>

## SUPPORTING OUR COMMUNITY

Established in 2013, our annual community meeting supports all residents affected by diabetes. Around 100 volunteers, including employees, patients, psychologists, nutritionists, physiotherapists and eye specialists, share advice about living well with the condition.

 **800** PATIENTS SUPPORTED SO FAR<sup>25</sup>

## NEW RETINOPATHY CLINIC

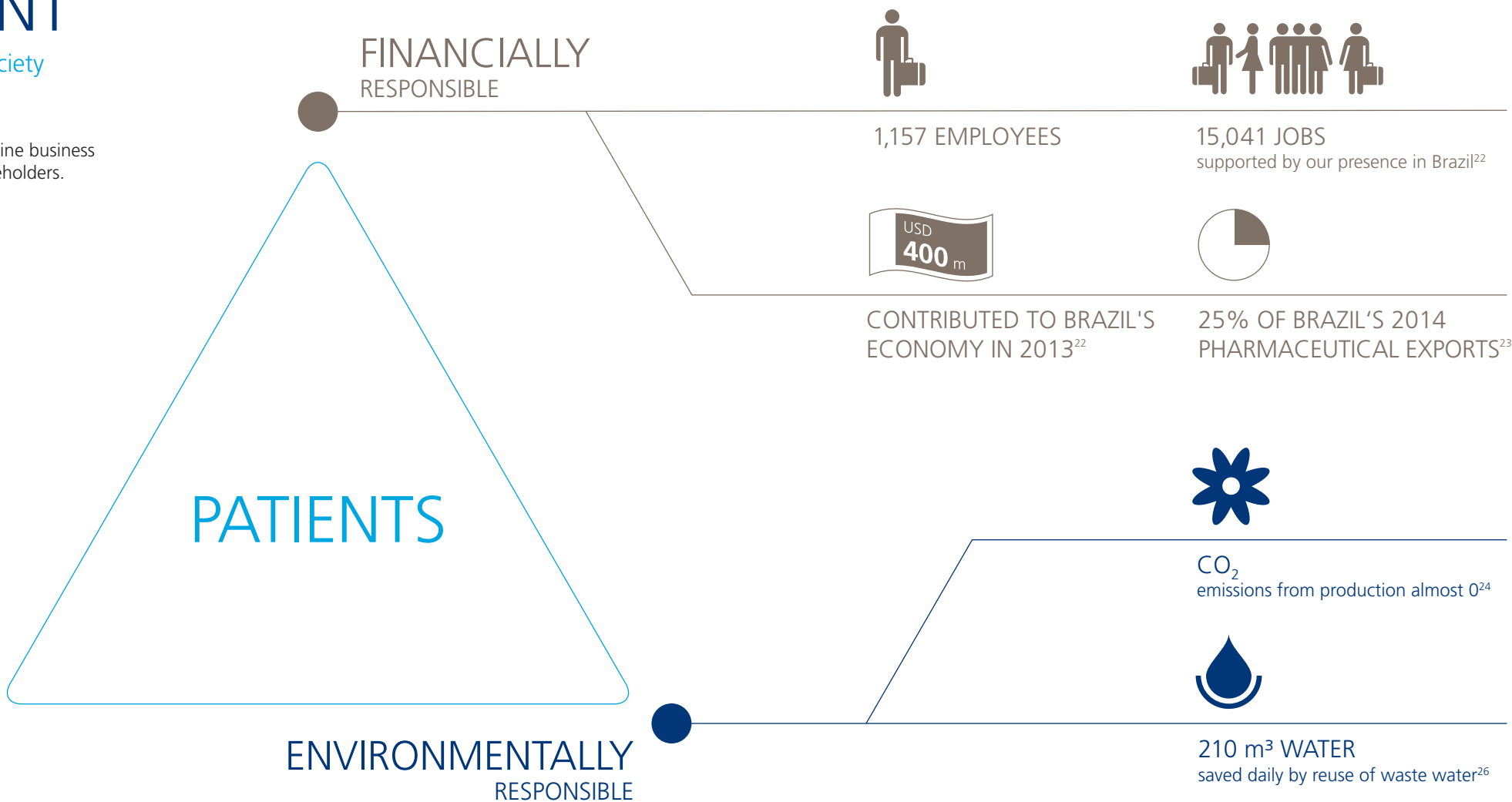
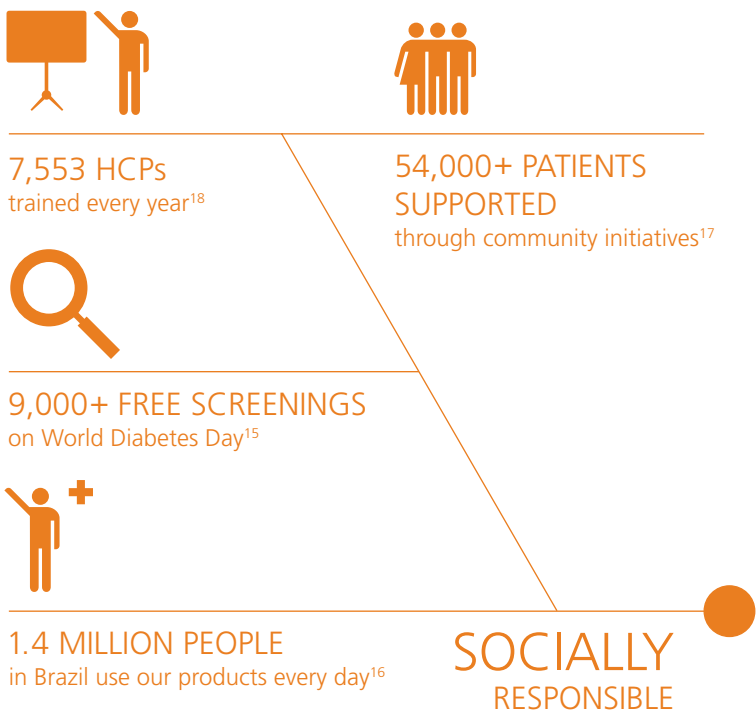
Diabetic retinopathy is a common diabetes complication and a leading cause of blindness. In partnership with the WDF, the municipal health department, and a regional patient association, a retinopathy clinic for national health patients has been opened in central Montes Claros.

 **ACCESS TO DIAGNOSIS INCREASED 10-FOLD**<sup>25</sup>

# OUR VALUE FOOTPRINT

We believe that a healthy economy, environment and society are fundamental to long-term business success.

This is why we manage our business in accordance with the Triple Bottom Line business principle and pursue business solutions that maximise value for all our stakeholders.



## REFERENCES

- 1 International Diabetes Federation. *IDF Diabetes Atlas, 7th edn*. Brussels, Belgium. 2015.
- 2 The World Health Organization. Brazil WHO: statistical profile. Available at who.int (accessed 15 April 2015).
- 3 apps.who.int/nha/database (accessed 18 November 2015).
- 4 imf.org/external/pubs/ft/weo/2014/01 (accessed 18 November 2015).
- 5 World Health Organization. *Fact Sheet No 236, Diabetes: The Cost of Diabetes*. Available from: who.int (accessed 8 April 2015).
- 6 Hart JT. Rule of Halves: implications of increasing diagnosis and reducing dropout for future workload and prescribing costs in primary care. *Br J Gen Pract* 1992; March; 42(356):116-119.
- 7 Domingo Malerbi. Multicenter Study of the Prevalence of Diabetes Mellitus and Impaired Glucose Tolerance in the Urban Brazilian Population Aged 30-69 yr. *Diabetes Care Journal* 1992.
- 8 Rafael S Scheffel. Prevalence of complications micro/macrovacular and risk factors in patients with DM2 on the ambulatory setting. *Rev Assoc Med Bras* 2004.
- 9 Gomes et al. Regional differences in clinical care among patients with type 1 diabetes in Brazil: Brazilian Type 1 Diabetes Study Group. *Diabetology & Metabolic Syndrome* 2012; 4:44.
- 10 A Mendes, J Fittipaldi, R Neves, A Chacra, E Moreira. Prevalence and correlates of inadequate glycaemic control: results from a nationwide survey in 6,671 adults with diabetes in Brazil. *Acta Diabetol* 2010; 47:137-145.
- 11 oecd.org/els/health-systems/Briefing-Note-BRAZIL-2014.pdf (accessed 15 April 2015).
- 12 World Federation of Hemophilia. *Report on the Annual Global Survey 2013* 2014.
- 13 Ipsos. *Diabetes Awareness Survey 2012: Brazil, Argentina, Mexico, Chile, Colombia and Peru* 2012.
- 14 World Health Organization. Preventing chronic diseases: a vital investment, 2005. Available from: who.int (accessed 15 April 2015).
- 15 Novo Nordisk World Diabetes Day Report 2013, 2014.
- 16 Estimate based on volumes and average daily dose assumption.
- 17 Internal patient education monitoring system.
- 18 Internal HCP education monitoring system.
- 19 greatplacetowork.com.br
- 20 Towers Watson Data Services. Pesquisa Indicadores de Recursos Humanos 2014. *Pharma Industry Club Survey* 2015.
- 21 accesstomedicineindex.org
- 22 Copenhagen Economics. The economic impact of Novo Nordisk in Brazil, 2013. Based on a calculation of indirect GDP contribution and employment created in domestic sectors as a result of Novo Nordisk's purchases of goods and services. In addition, it takes into account the induced GDP contribution and employment created when wages and salaries paid by Novo Nordisk are spent in the economy by employees and surplus from Novo Nordisk is reinvested and spent in the economy.
- 23 Export data sourced from Aliceweb (aliceweb2.mdic.gov.br) and Novo Nordisk's 2014 tax submission. Our definition of 'pharmaceutical exports' excludes exports under tariff codes 3001, 3002, 3005, 3006 covering organs and their secretions, human or animal blood and items such as bandages and gauzes.
- 24 Novo Nordisk internal TBL reporting.
- 25 Novo Nordisk in Brazil to Change Diabetes. *Brazilian Review Apr-Jul 2015*:64-65.
- 26 novonordisk.com/about-novo-nordisk/default/stories/leadership/reviving-the-brazilian-cerrado.html (accessed 15 April 2015).

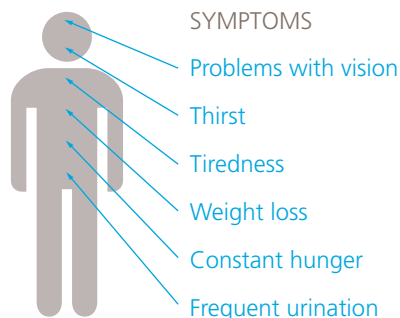


# DIABETES FACTS

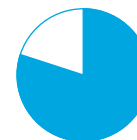
Diabetes is a chronic condition where the body cannot produce or use insulin. Insulin helps sugar in the blood enter cells and produce energy. Without it, blood sugar levels rise and can damage the body. There are two main types of diabetes:

**TYPE 1** Little or no insulin produced. Develops mostly in young people

**TYPE 2** Not enough insulin produced, or cells stop responding to it



90% of people with diabetes have type 2<sup>1</sup>



80% of type 2 diabetes can be prevented by a healthy diet and regular exercise<sup>14</sup>

Novo Nordisk is a global healthcare company with more than 90 years of innovation and leadership in diabetes care. This heritage has given us experience and capabilities that also enable us to help people defeat other serious chronic conditions: haemophilia, growth disorders and obesity.

Headquartered in Denmark, Novo Nordisk employs approximately 40,300 people in 75 countries and markets its products in more than 180 countries. Novo Nordisk's B shares are listed on Nasdaq Copenhagen (Novo-B). Its ADRs are listed on the New York Stock Exchange (NVO).

For more information, visit [novonordisk.com](https://novonordisk.com) or [novonordisk.com.br](https://novonordisk.com.br)

**changing  
diabetes®**

