

General Meeting, Novo Nordisk 23 March 2023

Thank you for the floor.

My name is Claus Berner Møller and I represent ATP.

I would like to begin by thanking for the report.

Last year I mentioned the amazing sales growth measured in constant exchange rate of 14% in 2021, but it was even higher in 2022 with a growth of 16% and I will not be surprised if we in 2023 will see an even faster growth. Fantastic!

This is a very special situation. The biggest hurdle is not to sell the GLP-1 products but to produce enough.

My question is therefore what are the key bottlenecks for a smooth production of all the GLP-1 products to a level without constraints?

Another big challenge and maybe the biggest is the patent expiry of semaglutide. Already now the CEO of Novo Nordisk has for several years tried to prepare the company.

Novo Nordisk has broadened its therapeutic focus, increased its number of collaborations, in licensing products and technologies and even bought companies.

I would like to have a status on these initiatives. Have they been successful? - and going forward do Novo Nordisk need to do more in licensing of phase II and III products or acquisition of companies with new products?

This year Novo Nordisk is introducing reporting of full Scope 3 emissions. I am pleased that Novo Nordisk has focus on better reporting on emissions and have a net-Zero emissions target in 2045.

Finally, I have a few comments to gender diversity. As of 2022, women fill 39% of senior leaderships, it was an increase of 3% points. It is a satisfying

development and the goal of at least 45% women in senior leadership positions by the end of 2025 looks achievable. I have followed the figure the last years and I am pleased that Novo Nordisk takes a leadership position in gender diversity.

In the end I just want to wish Novo Nordisk and their employees all the best for 2023.

Thank you.



Claus Berner Møller
Vice President
Danish Equities

Questions were commented on by the chairman of the board/managing director.

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