Mortgage debt and other secured loans *)	**504**	504
Unsecured loans and other long-term loans **)	**476**	457
Total long-term debt	**980**	961
The debt is payable within the following periods as from the balance sheet date:		
Between one and two years	**0**	0
Between two and three years	**476**	0
Between three and four years	**0**	457
Between four and five years	**42**	0
After five years	**462**	504
Total long-term debt	**980**	961
The debt is denominated in the following currencies:		
DKK	**2**	2
EUR	**502**	502
USD	**476**	457
Total long-term debt	**980**	961

Adjustment of the above loans to market value at year-end 2008 would result in a loss of DKK 2 million (a loss of DKK 2 million in 2007).

*) Terms to maturity between 2016 – 2022 and a weighted average interest rate of 4.09%.
**) Terms to maturity in 2011 and a weighted average interest rate of 1.63%.

23 Deferred income tax assets and liabilities

DKK million	**2008**	2007
At the beginning of the year	**(176)**	87
Deferred tax on profit for the year	**851**	(347)
Adjustment relating to previous years	**184**	(28)
Deferred tax on items recognised on equity	**(108)**	50
Addition regarding acquisition	**–**	7
Exchange rate adjustments	**(43)**	55
Total deferred tax (assets)/liabilities (net)	**708**	(176)

DKK million	**Assets**	**Liabilities**	**2008 Total**	Assets	Liabilities	2007 Total
Specification						
The deferred tax assets and liabilities are allocable to the various balance sheet items as follows:						
Property, plant and equipment	**(129)**	**1,502**	**1,373**	(451)	1,321	870
Intangible assets	**(628)**	**7**	**(621)**	(677)	1	(676)
Indirect production costs	**–**	**1,158**	**1,158**	–	1,103	1,103
Unrealised profit on intercompany sales	**(1,997)**	**–**	**(1,997)**	(1,643)	–	(1,643)
Allowances for doubtful trade receivables	**(72)**	**2**	**(70)**	(61)	1	(60)
Tax-loss carry-forward	**(52)**	**–**	**(52)**	(22)	–	(22)
Other	**(453)**	**1,370**	**917**	(1,188)	1,440	252
	(3,331)	**4,039**	**708**	(4,042)	3,866	(176)
Netting of deferred tax assets and deferred tax liabilities related to income taxes for which there is a legally enforceable right to offset	**1,635**	**(1,635)**	**–**	1,520	(1,520)	–
Total deferred tax (assets)/liabilities (net)	**(1,696)**	**2,404**	**708**	(2,522)	2,346	(176)

Tax-loss carry-forward
Deferred tax assets are recognised on tax-loss carry-forwards that represent income likely to be realised in the future. The deferred tax assets of a tax loss of DKK 276 million (DKK 224 million in 2007) have not been recognised in the Balance sheet. Hereof DKK 15 million expire within three years.

Back to Contents

24 Retirement benefit obligations

Most employees in the Group are covered by post-employment retirement plans in the form of primarily defined contribution plans or alternatively defined benefit plans. Group companies sponsor these plans either directly or by contributing to independently administered funds. The nature of such plans varies according to the legal regulations, fiscal requirements and economic conditions of the countries in which the employees are employed, and the benefits are generally based on the employees' remuneration and years of service. The obligations relate both to existing retirees' pensions and to pension entitlements of future retirees.

Other post-employment benefits consist mostly of post-retirement healthcare plans, principally in the United States.

Post-employment benefit plans are usually funded by payments from Group companies and by employees to funds independent of the Group. Where a plan is unfunded, a liability for the retirement obligation is recognised in the Group's Balance sheet. In accordance with the Accounting Policies the costs recognised for post-employment benefits are included in Cost of goods sold, Sales and distribution costs, Research and development costs or Administrative expenses.

The following shows a five-year summary reflecting the funding of retirement obligations and the impact of historical deviations between expected and actual return on plan assets and actuarial adjustments on plan liabilities:

DKK million	**2008**	2007	2006	2005	2004
Retirement obligations	**1,103**	885	938	875	609
Plan assets	**(649)**	(566)	(495)	(435)	(313)
Deficit/(surplus)	**454**	319	443	440	296
Unrecognised gains/(loss)	**(35)**	43	(113)	(124)	(46)
Retirement obligations recognised in the balance sheet	**419**	362	330	316	250
Actuarial (gains)/losses on plan assets	**56**	(3)	(3)	6	(2)
Actuarial (gains)/losses on plan liabilities	**24**	(151)	7	77	16

DKK million	**2008**	2007
Balance sheet obligations for		
Defined benefit pension plans	**907**	738
Post-employment medical benefits	**196**	147
Total retirement obligations	**1,103**	885

DKK million	**2008**	2007
Weighted average asset allocation of funded retirement obligations		
Equities	**22%**	27%
Bonds	**58%**	56%
Cash at bank	**15%**	12%
Property	**5%**	5%

Change/development in the retirement obligations of the year

At the beginning of the year	**885**	938

The amounts recognised in the Balance sheet are determined as

Present value of funded obligations	**870**	695

Sanofi Exhibit 2136.153
Mylan v. Sanofi
IPR2018-01676

Current service cost	**112**	91
Interest cost on pension obligation	**41**	32
Actuarial (gains)/losses	**24**	(151)
Past service costs	**1**	–
Benefits paid to employees	**(52)**	(23)
Addition regarding acquisition	**–**	31
Changed classification of pensions plans	**17**	–
Plan amendments	**–**	3
Other	**3**	–
Exchange rate adjustments	**72**	(36)
At the end of the year	**1,103**	885

Change/development in the fair value of plan assets of the year		
At the beginning of the year	**566**	495
Expected return on plan assets	**24**	18
Actuarial gains/(losses)	**(56)**	3
Employer contributions	**81**	68
Benefits paid to employees	**(24)**	(10)
Addition regarding acquisition	**–**	1
Changed classification of pensions plans	**11**	–
Other	**3**	–
Exchange rate adjustments	**44**	(9)
At the end of the year	**649**	566

Fair value of plan assets	**(649)**	(566)
	221	129
Present value of unfunded obligations	**233**	190
Unrecognised actuarial gains/(losses) (net) on pension benefit plans	**(68)**	2
Unrecognised actuarial gains/(losses) (net) on post-employment medical plans	**36**	44
Unrecognised past service costs	**(3)**	(3)
Net liability in the Balance sheet	**419**	362

Amounts recognised in the Balance sheet for post-employment defined benefit pension plans and medical plans are predominantly non-current and are reported as either long-term assets or long-term liabilities.

Change/development in the retirement obligations recognised in the balance sheet		
Net liability at the beginning of the year	**362**	330
Recognised in the income statement for the year	**128**	109
Employer contributions	**(81)**	(68)
Benefit paid to employees, net	**(28)**	(13)
Exchange rate adjustment	**28**	(27)
Plan amendments	**–**	3
Addition regarding acquisition	**–**	30
Changed classification of pensions plans	**6**	–
Other	**4**	(2)
At the end of the year	**419**	362

24 Retirement benefit obligations (continued)

DKK million	2008	2007
Income statement charge for		
Defined benefit pension plans	**92**	79
Post-employment medical benefits	**36**	30
Total income statement charge	**128**	109

The Group expects to contribute DKK 68 million to its defined benefit pension plans in 2009.

Amounts recognised in the income statement for the year		
Current service cost	**112**	91
Interest cost on pension obligation	**41**	32
Expected return on plan assets	**(24)**	(18)
Actuarial (gains)/losses recognised in the year	**(2)**	1
Past service cost	**1**	3
Total income statement charge	**128**	109
Actual return on plan assets	**(33)**	21

DKK million	2008	2007
The weighted average assumptions used for computation and valuation of defined benefit plans and post-employment medical benefits are as follows		
Discount rate	**5%**	4%
Projected return on plan assets	**4%**	4%
Projected future remuneration increases	**4%**	3%
Healthcare cost trend rate	**6%**	7%
Inflation rate	**2%**	2%

For all major defined benefit plans actuarial computations and valuations are performed annually.

25 Other provisions

DKK million	Provisions for returned products	Provisions for sales rebates	Other provisions	2008 Total	2007 Total
At the beginning of the year	593	1,744	1,303	**3,640**	3,367
Additional provisions *)	236	3,693	46	**3,975**	3,510
Adjustments to previous year's provisions	(95)	(209)	(25)	**(329)**	(316)
Used during the year	(151)	(3,019)	(385)	**(3,555)**	(2,731)
Exchange rate adjustments	11	72	(28)	**55**	(190)
At the end of the year	594	2,281	911	**3,786**	3,640
Specification of other provisions:					
Long-term *)	–	–	863	**863**	1,239
Current	594	2,281	48	**2,923**	2,401
Total other provisions	594	2,281	911	**3,786**	3,640

*) DKK 339 million in 2007 relates to discontinuation of AERx®.

Provisions for returned products:
Novo Nordisk issues credit notes for expired goods as a part of normal business. Consequently, a provision for future returns is made based on historical statistical product returns, which represents management's best estimate. The provision is expected to be used within the normal operating cycle.

Provisions for sales rebates:
In some countries the actual rebates depend on which customers purchase the products. Factors that complicate the rebate calculations are the identification of which products have been sold subject to a rebate, which customer or government price terms apply, and the estimated lag time between sale and payment of the rebate. Please refer to notes 3 and 5 for further information on rebates deducted from sales.

Other provisions:
Other provisions consist of various types of provisions including provisions for legal disputes, which represents management's best estimate. Please refer to note 36 for further information on commitments and contingencies.

Back to Contents

26 Short-term debt and financial derivatives

DKK million	2008	2007
Bank loans and overdrafts	**55**	206
Long-term debt, amounts falling due within one year	**–**	154
Derivative financial instruments (refer to note 35)	**1,279**	45
Total short-term debt	**1,334**	405

The debt is denominated in the following currencies:		
DKK	**21**	13
EUR	**40**	179
USD	**601**	108
JPY	**672**	11
Other currencies	**–**	94
Total short-term debt	**1,334**	405

At year-end, the Group had undrawn committed credit facilities amounting to DKK 7,451 million (DKK 7,457 million in 2007). The undrawn committed credit facilities consist of a EUR 400 million and a EUR 600 million facility committed by a number of Danish and international banks. The facilities mature in 2009 and 2012 respectively.

27 Other liabilities

DKK million	2008	2007
Employee costs payable	**2,272**	2,025
Taxes and duties payable	**135**	346
Accruals and deferred income	**78**	122
Amounts owed to affiliated companies	**79**	93
Other payables	**3,289**	2,373
Total other liabilities	**5,853**	4,959

28 Other adjustments for non-cash items

DKK million	2008	2007	2006
Share-based payment costs	**331**	130	113
Increase/(decrease) in provisions	**221**	490	889
(Gain)/loss from sale of property, plant and equipment	**95**	140	134
Change in allowances for doubtful trade receivables	**69**	119	65
Unrealised (gain)/loss on shares and bonds etc	**30**	54	(7)
Unrealised foreign exchange (gain)/loss	**24**	37	(143)
Share of (profit)/loss in associated companies	**195**	300	244
Recognised income of divestment of business activities in the associated company Harno Invest A/S	**(71)**	(1,518)	–
Unrealised capital gain on investments in associated companies	**–**	(15)	16
Other, including difference between average exchange rate and year-end exchange rate	**542**	(46)	(352)
Other adjustments for non-cash items	**1,436**	(309)	959

29 Cash flows from acquisition of subsidiaries and business units

DKK million	2008	2007	2006
Intangible assets	**–**	44	–
Property, plant and equipment	**–**	9	–
Other long-term assets	**–**	18	–
Current assets	**–**	149	–
Long-term liabilities	**–**	(37)	–
Current liabilities	**–**	(176)	–

Net assets acquired	–	7	–
Goodwill on acquisition	–	52	–
Consideration paid	–	(59)	–
Acquired cash and cash equivalents	–	–	–
Net cash flow	–	(59)	–

Please refer to note 2 for further information.

30 Cash and cash equivalents

DKK million	**2008**	2007	2006
Cash at the end of the year	**8,781**	4,823	3,270
Short-term bank loans and overdrafts at the end of the year (refer to note 26)	**(55)**	(206)	(285)
Cash and cash equivalents at the end of the year	**8,726**	4,617	2,985

At the end of 2008, 2007 and 2006 there were no marketable securities with original maturity of less than three months.

Back to Contents

31 Financial risk

Novo Nordisk has centralised the management of the Group's financial risks. The overall objective and policies for the company's financial risk management are outlined in the Treasury Policy, which is approved by the Board of Directors. The Treasury Policy consists of the Foreign Exchange Policy, the Investment Policy, the Financing Policy and the Policy regarding Credit Risk on Financial Counterparts, and includes a description of allowed financial instruments and risk limits.

Novo Nordisk only hedges commercial exposures and consequently does not enter into derivative transactions for trading or speculative purposes. Novo Nordisk uses a fully integrated Treasury Management System to manage all financial positions. All positions are marked-to-market based on real-time quotes and risk is assessed using generally accepted standards.

Foreign exchange risk

Foreign exchange risk is the principal financial risk within Novo Nordisk and as such has a significant impact on the Income statement and the Balance sheet.

The major part of Novo Nordisk's sales is in EUR, USD, JPY, and GBP, while a predominant part of production, research, and development costs is carried in DKK. As a consequence, Novo Nordisk's foreign exchange risk is most significant in USD, JPY and GBP, leaving out EUR for which the exchange rate risk is regarded as low due to the Danish fixed-rate policy vis-à-vis the EUR. In addition, International Operations' share of sales is continuously increasing and the implied foreign exchange risk is becoming more important.

The overall objective of foreign exchange risk management is to limit the short-term negative impact on earnings and cash flow from exchange rate fluctuations, thereby increasing the predictability of the financial results.

Novo Nordisk hedges existing assets and liabilities in major currencies as well as future expected cash flows up to 24 months forward. Currency hedging is based upon expectations of future exchange rates and takes place using mainly foreign exchange forwards and foreign exchange options matching the due dates of the hedged items. Expected cash flows are continuously assessed using historical inflows, budgets and monthly sales forecasts. Hedge effectiveness is assessed on a regular basis.

In 2008, financial markets have been characterised by elevated uncertainty. As a result, volatility has been higher in all financial markets including the foreign exchange market. USD fluctuated significantly but ended 2008 with an appreciation of 4.1% versus DKK. In 2007 the USD depreciated by 10.4% versus DKK.

At the end of 2008 a 5% increase in all other currencies versus EUR and DKK would result in a decrease of the value of the net financial instruments of the Group of approximately DKK 661 million (DKK 714 million in 2007). A 5% decrease in all other currencies versus EUR and DKK would result in an increase of the value of the net financial instruments of the Group of approximately DKK 669 million (DKK 772 million in 2007).

The financial instruments included in the foreign exchange sensitivity analysis are the Group's cash, accounts receivable and payable, short- and long-term loans, short- and long-term financial investments, foreign exchange forwards, and foreign exchange options hedging transaction exposure. Furthermore, interest rate swaps and cross-currency swaps are included. Not included are anticipated currency transactions, investments, and fixed assets. Cross-currency swaps hedging translation exposure are excluded from the sensitivity analysis, as the effects of changing exchange rates hereon are recognised directly under shareholders' funds.

Novo Nordisk only hedges invested equity in major foreign affiliates to a very limited extent. Equity hedging takes place using long-term cross-currency swaps. At the end of 2008, hedged equity made up 12% of the Group's JPY equity. At the end of 2007, 12% of the Group's JPY equity was hedged.

Interest rate risk

The volatility of the financial markets also impacted interest rates. During 2008, DKK and EUR interest rates experienced high volatility and ended the year with a significant decline. The Danish two-year interest rate swap was 3.57% at the end of 2008, down from 4.23% at the end of 2007.

Changes in the interest rates have an effect on Novo Nordisk's financial instruments. At the end of 2008, an increase in the interest rate level of one percentage point would, everything else being equal, increase the fair value of Novo Nordisk's financial instruments by DKK 19 million (DKK 15 million in 2007).

The financial instruments included in the sensitivity analysis consist of marketable securities, deposits, short- and long-term loans, interest rate swaps and cross-currency swaps. Not included are foreign exchange forwards and foreign exchange options due to the limited effect that a parallel shift in interest rates in all currencies have on these instruments.

Liquidity risk

Novo Nordisk ensures availability of required liquidity through a combination of cash management, highly liquid investment portfolios and uncommitted as well as committed facilities.

Counterparty risk

Movements in the JPY and the GBP were likewise abnormally high. The JPY appreciated by 30.3%, whereas the GBP depreciated by 24.6%, both versus DKK. In 2007, the JPY depreciated by 5.5% whereas the GBP appreciated by 8.6%. Emerging market currencies impacting sales of International Operations overall weakened quite significantly because of the financial crisis and increased risk aversion.

At year-end 2008 Novo Nordisk has covered the foreign exchange exposures on the Balance sheet together with 15 months of expected future cash flow in USD. For both JPY and GBP the equivalent cover was 13 months of expected future cash flow. At the end of 2007, the USD cover was 16 months, and for JPY and GBP the cover was 15 months and 10 months, respectively.

A 5% change in the following currencies will have a full-year impact on operating profit of approximately:

DKK million	Estimated for **2009**	Estimated for 2008
USD	**530**	470
JPY	**150**	140
GBP	**80**	85
CNY	**80**	65
CAD	**40**	35

The use of derivative financial instruments and money market deposits gives rise to counterparty exposure. To manage the credit risk on financial counter-parties, Novo Nordisk only enters into derivative financial contracts with financial counterparties having a satisfactory long-term credit rating assigned by international credit rating agencies. Money market deposits are only entered into with financial counterparties having a satisfactory credit rating. The majority of all deposits are secured by Danish State guarantee until 2010. Furthermore, maximum credit lines defined for each counterpart limit the overall counterpart risk.

The credit risk on bonds is limited as investments are made in highly liquid bonds with solid credit ratings.

Credit risk on Trade and Other receivables is limited as Novo Nordisk has no significant concentration of credit risk, with exposure being spread over a large number of counterparties and customers.

Capital structure

Novo Nordisk's capital structure is characterised by a substantial equity ratio. This is in line with the general capital structure of the pharmaceutical industry and reflects the inherent long-term investment horizons in an industry with typically more than 10 years' development time for pharmaceutical products. Novo Nordisk's equity ratio, calculated as equity to total liabilities, was 65.2% by the end of the year (67.4% at the end of 2007).

Back to Contents

32 Related party transactions

Novo Nordisk A/S is controlled by Novo A/S (incorporated in Denmark), which owns 25.5% of the shares in Novo Nordisk A/S. The remaining shares are widely held. The ultimate parent of the Group is the Novo Nordisk Foundation (incorporated in Denmark). Both entities are considered related parties.

Other related parties are considered to be the Novozymes Group due to joint ownership, associated companies, the directors and officers of these entities and management of Novo Nordisk A/S. Following the demerger of NovoZymes in November 2000, Novo Nordisk A/S has access to certain assets of and may purchase certain services from Novo A/S and the Novozymes Group and vice versa. All agreements relating to such assets and services are based on the list prices used for sales to third parties where such list prices exist, or the price has been set at what is regarded as market price. The main part of these agree ments covers one year.

The Group has had the following material transactions with related parties:

DKK million	**2008 Purchase/ (sale)**	2007 Purchase/ (sale)
Novo Nordisk Foundation		
Donations to the Group	**(29)**	(30)
Novo A/S		
Services provided by the Group	**(6)**	(7)
Facilitation provided by Novo A/S	**–**	1
Purchase of Novo Nordisk B shares	**1,016**	2,090
Sale of treasury shares (related to share options)	**(9)**	(8)
Net balance	**1**	3
The Novozymes Group		
Services provided by the Group	**(284)**	(253)
Services provided by the Novozymes Group	**147**	159
Net balance	**33**	14
Associated companies		
Purchased intangible assets, fees and royalties etc paid to associated companies by Novo Nordisk	**40**	63
Received intangible assets, fees and royalties etc from associated companies to Novo Nordisk	**(12)**	–

There have not been any material transactions with any director or officer of Novo Nordisk, the Novozymes Group, Novo A/S, the Novo Nordisk Foundation or associated companies. For information on remuneration to the management of Novo Nordisk A/S, please refer to note 34.

Apart from the balances included in the Balance sheet under Other financial assets, Other receivables and Other liabilities, there are no material unsettled transactions with related parties at the end of the year.

33 Share-based payment schemes

DKK million	2008	2007	2006
Total share-based payment costs recognised in income statement			
Employee shares (DK based employees)	**156**	–	–
Employee shares (Outside DK)	**15**	9	9
Long-term share-based incentive programme (Senior management board)	**55**	43	46
Long-term share-based incentive programme (Management group below Senior management board) *)	**105**	78	58
Share-based payment expensed in the Income statement	**331**	130	113

*) Includes long-term share-based incentive programme for 2007 and 2008 and share option programme for 2003 to 2006.

Employee shares
In 2008 a general employee share program was implemented in Denmark. Approximately 12,000 employees have purchased 1.2 million shares at a price of DKK 150 per share.

Outside of Denmark the program is structured as share options with the same initial benefit per employee as in Denmark. Approximately 14,000 employees have been granted 694,500 shares.

Long-term share-based incentive programme
For a description of the programme please refer to pages 44– 45.

In 2008, the allocation to the joint pool for the Senior Management Board amounts to DKK 55 million, corresponding to 8 months' salary. This amount was expensed in 2008. The cash amount was converted into 171,492 Novo Nordisk B shares of DKK 1 using a share price of DKK 318, equal to the average trading price for Novo Nordisk B shares on the NASDAQ OMX Copenhagen from 31 January to 14 February 2008. Based on the split of participants at the establishment of the joint pool, approximately 35% of the pool will be allocated to the members of Executive Management and 65% to the members of the Senior Management Board.

Share options
Novo Nordisk had established share option schemes in 1998–2006 with the purpose of motivating and retaining a qualified management group and to ensure common goals for management and the shareholders. Each option gives the right to purchase one Novo Nordisk B share. All share options are hedged by treasury shares. No options were granted in 2007 and 2008 as the future long-term incentive programme from 2007 onwards will be share based.

The options are exercisable three years after the issue date and will expire after eight years. The exercise price for options granted based on performance targets for the financial years 2000 –2006 was equal to the market price of the Novo Nordisk B share at the time when the plan was established. The options can only be settled in shares.

Assumptions
The market value of the Novo Nordisk B share options has been calculated using the Black-Scholes option pricing model.

The assumptions used are shown in the table below:

	2008	2007	2006
Expected life of the option in years (average)	**6**	6	6
Expected volatility	**29%**	21%	17%
Expected dividend per share (in DKK)	**6.00**	4.50	3.50
Risk-free interest rate (based on Danish government bonds)	**3.00%**	4.25%	3.60%
Novo Nordisk B share price at the date of grant	**N/A**	N/A	195
Novo Nordisk B share price at the end of the year	**271.0**	335.0	235.5

Share options on Novozymes shares
Options granted prior to the demerger of Novozymes A/S in 2000 have been split into one Novo Nordisk option and one Novozymes option. At the end of the year, the Group's outstanding Novozymes options amount to 20,117 with an average exercise price of DKK 101 per share of DKK 10 and a market value of DKK 6 million. These options are hedged by the Group's holding of Novozymes A/S B shares.

The shares allocated to the joint pool for 2005 (232,026 shares) were released to the individual participants on 29 January 2009 following the approval of the Annual Report 2008 by the Board of Directors.

The total number of shares in the joint pool relating to the years 2006, 2007 and 2008 now amounts to 599,284 shares split in the following way:

Year allocated to pool	Number of shares	Vesting
2006	261,500	2010
2007	166,292	2011
2008	171,492	2012
	599,284	

For the management group below the Senior Management Board, a similar share-based incentive programme was introduced in 2007. The allocation to the joint pool for this group consisting of approximately 500 employees was DKK 135 million in 2007, corresponding to 527,665 shares. The cost of this allocation will be amortised equally over the period 2007–2010.

For 2008, this group consisted of about 550 employees. The allocation to the joint pool was DKK 181 million corresponding to 570,390 shares. The cost of this allocation will be amortised equally over the period 2008 –2011. Including cancelled allocations of 7,690 shares from 2007 this pool now consists of 1,090,365 shares.

33 Share-based payment schemes (continued)

Outstanding share options in Novo Nordisk	Share options	Average exercise price per option DKK	Market value per option DKK	Market value DKK million
Outstanding at the end of 2005	9,951,772	119	64	634
Granted in respect of 2006 (issued on 31 January 2007)	2,229,084	175	45	99
Exercised in 2006:				
of 1997 Ordinary share option plan	(27,000)	95	64	(2)
of 1998 Ordinary share option plan	(161,500)	63	64	(10)
of 1999 Ordinary share option plan	(270,400)	99	64	(17)
of 2000 Ordinary share option plan	(280,416)	99	64	(18)
of Launch share option plan	(845,880)	99	64	(54)
of 2001 Ordinary share option plan	(283,600)	166	64	(18)
of 2002 Launch share option plan	(36,000)	161	64	(2)
of 2005 Employee share options *)	(350)	0	64	0
Cancelled in 2006	(179,306)	119	64	(11)
Value adjustment ***)				519
Outstanding at the end of 2006	10,096,404	134	111	1,120
Exercised in 2007:				
of 1998 Ordinary share option plan	(73,000)	63	111	(8)
of 1999 Ordinary share option plan	(287,434)	99	111	(32)
of 2000 Ordinary share option plan	(306,800)	99	111	(34)
of 2001 Ordinary share option plan	(356,280)	166	111	(40)
of Launch share option plan	(138,680)	99	111	(15)
of 2001 Launch share option plan	(21,528)	166	111	(2)
of 2002 Launch share option plan	(16,048)	161	111	(2)
of 2003 Ordinary share option plan	(979,010)	98	111	(109)
of 2005 Employee share options *)	(840)	0	111	0
Expired in 2007	(17,000)	134	111	(2)
Cancelled in 2007	(261,036)	134	111	(29)
Value adjustment ***)				688
Outstanding at the end of 2007	7,638,748	140	201	1,535
Employee share options granted 2008 **)	694,500	0	289	201
Exercised in 2008:				
of 1999 Ordinary share option plan	(140,500)	99	201	(28)
of 2000 Ordinary share option plan	(159,525)	99	201	(32)
of 2001 Ordinary share option plan	(92,700)	166	201	(18)

of 2003 Ordinary share option plan	(225,225)	97.5	201	(45)
of 2004 Launch share option plan	(566,516)	133.5	201	(114)
of 2005 Employee share options *)	(156,380)	0	201	(31)
Expired in 2008	(58,070)	140	201	(12)
Cancelled in 2008	(16,000)	140	201	(3)
Value adjustment ***)				(505)
Outstanding at the end of 2008	6,918,332	133	137	948

*) Granted to employees in some countries outside of Denmark with a benefit equal to the employee share benefit obtained by employees under the employee share programme in the rest of the world.
**) Granted to employees outside of DK under the employee share programme, with a benefit equal to the benefit obtained by the Danish based employees under the employee share programme.

***) The market value has been calculated using the Black-Scholes model with the parameters existing at year-end of the respective year.

33 Share-based payment schemes (continued)

Exercisable and outstanding share options in Novo Nordisk	Issued share options	Exercised share options	Expired	Cancelled	Outstanding/ exercisable share options	Exercise price DKK	Exercise period
1999 Ordinary share option plan	1,375,000	(1,206,000)	(16,000)	(153,000)	–	99	24/3 2003 – 23/3 2008
2000 Ordinary share option plan	1,526,000	(1,216,155)	–	(46,504)	263,341	99	22/2 2004 – 21/2 2009
2001 Ordinary share option plan	1,369,960	(732,580)	–	(86,788)	550,592	166	8/2 2005 – 7/2 2010
2003 Ordinary share option plan	2,185,000	(1,204,235)	–	(82,666)	898,099	98	6/2 2007 – 5/2 2012
2004 Ordinary share option plan	1,618,832	(566,516)	–	(111,000)	941,316	134	31/1 2008 – 30/1 2013
2005 Employee share options *)	227,080	(157,570)	(18,270)	(51,240)	–	–	1/11 2008 – 31/12 2008
Exercisable at the end of 2008	8,301,872	(5,083,056)	(34,270)	(531,198)	2,653,348		
2005 Ordinary share option plan	1,640,468	–	–	(141,568)	1,498,900	153	31/1 2009 – 30/1 2014
2006 Ordinary share option plan	2,229,084	–	–	(157,500)	2,071,584	175	31/1 2010 – 30/1 2015
2008 Employee share option **)	694,500	–	–	–	694,500	–	1/11 2011
Outstanding at the end of 2008 ***)	12,865,924	(5,083,056)	(34,270)	(830,266)	6,918,332		

*) Granted to employees in some countries outside of Denmark with a benefit of the 2005 employee share programme equal to the employee share benefit obtained by employees under the employee share programme in the rest of the world.
**) Granted to employees outside of DK, with a benefit of the 2008 employee share programme equal to the benefit obtained by the Danish based employees under the employee share programme.

***) All stock options will vest if there is a change of control of Novo Nordisk A/S, cf note 36 Commitments and contingencies.

Average market price of Novo Nordisk B shares per trading period in 2008	Average market price DKK	Exercised share options
31 January – 14 February	318	709,551
30 April – 14 May	325	269,660
7 August – 21 August	306	107,270
30 October – 13 November	308	254,365
Total exercised options		1,340,846

34 Management's remuneration, share options and shareholding

For information on the Board of Directors, the members of Executive Management and other members of the Senior Management Board, please refer to pages 46 – 48 of this Annual Report.

Fee to the Board of Directors and the Audit Committee
In 2008 the base fee for members of the Board of Directors was DKK 400,000 (DKK 400,000 in 2007).

DKK million	Board of Directors	Audit Committee	**2008 Total**	Board of Directors	Audit Committee	2007 Total
Sten Scheibye (Chairman of the Board)	1.0	–	**1.0**	1.0	–	1.0
Göran A Ando (Vice chairman of the Board and R&D facilitator) *)	0.6	–	**0.6**	0.6	–	0.6
Kurt Anker Nielsen (Chairman of the Audit Committee)	0.4	0.5	**0.9**	0.4	0.5	0.9
Jørgen Wedel (Audit committee member)	0.4	0.2	**0.6**	0.4	0.2	0.6
Other Board of Directors/Audit Committee member	2.8	0.1	**2.9**	2.8	0.2	3.0
Total	5.2	0.8	**6.0**	5.2	0.9	6.1

*) In his capacity as R&D facilitator, Göran A Ando received a fee of DKK 0.3 million in 2008 (DKK 0.3 million in 2007).

Back to Contents

34 Management‘s remuneration, share options and shareholdings (continued)

Executive Management and other members of Senior Management Board

DKK million	Fixed salary	Cash bonus *)	Pensions	Car allowance etc	Share-based payment	**Total remuneration**
2008						
Executive Management:						
Lars Rebien Sørensen	6.3	2.1	2.1	0.3	–	**10.8**
Jesper Brandgaard	3.9	1.4	1.3	0.3	–	**6.9**
Lise Kingo	3.5	1.2	1.2	0.3	–	**6.2**
Kåre Schultz **)	4.9	1.8	1.5	0.9	–	**9.1**
Mads Krogsgaard Thomsen	3.9	1.4	1.3	0.3	–	**6.9**
Executive Management in total	22.5	7.9	7.4	2.1	–	**39.9**
Other members of Senior Management Board in total ***)	55.3	17.1	17.3	8.1	–	**97.8**
Joint pool ****)					54.5	**54.5**
2007						
Executive Management:						
Lars Rebien Sørensen	6.0	2.0	2.0	0.3	–	10.3
Jesper Brandgaard	3.5	1.2	1.2	0.3	–	6.2
Lise Kingo	3.2	1.1	1.1	0.3	–	5.7
Kåre Schultz **)	5.3	1.7	1.3	1.3	–	9.6
Mads Krogsgaard Thomsen	3.5	1.2	1.2	0.3	–	6.2
Executive Management in total	21.5	7.2	6.8	2.5	–	38.0
Other members of Senior Management Board in total ***)	48.6	17.6	14.9	7.4	–	88.5
Joint pool ****)					42.7	42.7

*) Cash bonus disclosed for 2008 is the expected bonus payment in 2009 relating to performance in 2008.
**) The total remuneration in 2007 and 2008 is reflecting costs in relation to Kåre Schultz' expatriation to Switzerland. Out of the total remuneration approximately 8.9% related to cost compensation and associated tax effects of being expatriated.
***) The total remuneration for 2008 includes remuneration to 26 senior vice presidents of which two resigned during the year. The total remuneration for 2007 includes remuneration to 25 senior vice presidents of which five resigned during the year.
****) The joint pool is locked up for three years before it is transferred to the participants employed at the end of the three-year period. The value is the cash amount of the share bonus granted in the year using the grant date market value of Novo Nordisk B shares. Based on the split of participants at the establishment of

the joint pool, approximately 35% of the pool will be allocated to the members of Executive Management and 65% to other members of Senior Management Board (2007: 35% and 65% respectively). In the lock-up period the joint pool may potentially be reduced as a result of lower than planned value creation in subsequent years.

The shares allocated to the joint pool for 2005 (232,026 shares) were released to the individual participants following the approval by the Board of Directors on 28 January 2009. Based on the share price at the end of 2008, the value of the released shares is as follows:

Value of shares released in 2009	Number of shares	Market value *) DKK million
Executive Management:		
Lars Rebien Sørensen	23,208	6.3
Jesper Brandgaard	15,468	4.2
Lise Kingo	15,468	4.2
Kåre Schultz	15,468	4.2
Mads Krogsgaard Thomsen	15,468	4.2
Executive Management in total	85,080	23.1
Other members of Senior Management Board in total **)	100,542	27.2

*) The market value of the shares released in 2009 is based on Novo Nordisk B share price at the end of 2008 of DKK 271.

**) In addition 46,404 shares (market value: DKK 12.6 million) were released to retired members of management.

The remuneration package for members of the Senior Management Board employed in foreign subsidiaries differs from the general package in respect of other benefit and bonus schemes included in the package in order to ensure an attractive package compared to local conditions. In addition, Executive Management and other members of Senior Management Board receive ordinary allowances in connection with business travelling, conferences and education etc, which are based on reimbursement of actual costs.

In the event of termination – whether by Novo Nordisk or by the individual – due to a merger, acquisition or takeover of Novo Nordisk, members of Executive Management are entitled to a severance payment of 36 months' fixed base salary plus pension contribution. This equals amounts between DKK 14.0 million and DKK 23.8 million.

34 Management's remuneration, share options and shareholdings (continued)

Lars Rebien Sørensen serves as a member of the Board of Directors of ZymoGenetics, Inc. and does not retain the compensation. Lars Rebien Sørensen furthermore serves as a member of the Supervisory Board of Bertelsmann AG and retains the remuneration of EUR 55,000 in 2008 (EUR 59,000 in 2007) and as a member of the Supervisory Board of DONG Energy and retains the remuneration of DKK 168,750 in 2008 (DKK 113,000 in 2007). Jesper Brandgaard serves as Chairman of the Board of SimCorp A/S and retains the remuneration of DKK 442,500 in 2008 (DKK 203,000 in 2007). Lise Kingo served as a member of the Board of Directors of GN Store Nord A/S until March 2008 and retained the remuneration of DKK 100,000 (DKK 350,000 in 2007). Kåre Schultz serves as a member of the Board of Directors of Lego A/S and retains the remuneration of DKK 250,000 (DKK 171,000 in 2007). Mads Krogsgaard Thomsen serves as a member of the Board of Directors of Cellartis AB and DTU and retains the remuneration of SEK 50,000 (SEK 25,000 in 2007) from Cellartis AB and DKK 60,000 (DKK 60,000 in 2007) from DTU.

Management's share options

Share options in Novo Nordisk	At the beginning of the year	Exercised during the year	Additions during the year	At the end of the year	Market value *) DKK million
Executive Management:					
Lars Rebien Sørensen	91,000	1,000	–	90,000	13.3
Jesper Brandgaard	46,500	1,000	–	45,500	6.7
Lise Kingo	20,000	1,000	–	19,000	3.2
Kåre Schultz	34,500	34,500	–	–	–
Mads Krogsgaard Thomsen	46,500	1,000	–	45,500	6.7
Executive Management in total	238,500	38,500	–	200,000	29.9
Other members of Senior Management Board in total **)	323,900	63,750	16,800	276,950	42.0
Total	562,400	102,250	16,800	476,950	71.9

*) Calculation of market values at year-end has been based on the Black-Scholes option pricing model applying the assumptions shown in note 33.

**) Additions during the year cover the holdings of share options by the Senior Management Board members appointed in 2008.

Management's holding of Novo Nordisk shares

The internal rules for board members', executives' and certain employees' trading in Novo Nordisk securities only permit trading in the 15-calendar-day period following each quarterly announcement.

Shares in Novo Nordisk	At the beginning of the year	Addition during the year	Sold/released during the year	At the end of the year	Market value *) DKK million
Board of Directors:					
Sten Scheibye	800	–	–	800	0.2
Göran A Ando	1,200	–	–	1,200	0.3
Anne Marie Kverneland	3,320	100	320	3,100	0.8

Henrik Gürtler	–	–	–	–	–
Johnny Henriksen	660	100	–	760	0.2
Jørgen Wedel	8,000	3,000	–	11,000	3.0
Kurt Anker Nielsen	62,904	42,000	6,000	98,904	26.8
Kurt Briner	–	–	–	–	–
Pamela J Kirby	–	–	–	–	–
Stig Strøbæk	320	100	–	420	0.1
Søren Thuesen Pedersen	120	465	–	585	0.2
Board of Directors in total	77,324	45,765	6,320	116,769	31.6
Executive Management:					
Lars Rebien Sørensen	820	27,234	27,134	920	0.2
Jesper Brandgaard	320	18,526	18,426	420	0.1
Lise Kingo	120	18,526	18,426	220	0.1
Kåre Schultz	320	52,026	14,500	37,846	10.3
Mads Krogsgaard Thomsen	320	18,526	18,426	420	0.1
Executive Management in total	1,900	134,838	96,912	39,826	10.8
The Senior Management Board in total	23,036	160,824	154,410	29,450	8.0
Joint pool for Executive Management and other members of Senior Management Board **)	912,659	171,492	347,827***)	736,324	199.5
Total	1,014,919	512,919	605,469	922,369	250.0

*) Calculation of the market value is based on the quoted share prices of DKK 271 at the end of the year.
**) The annual allocation to the joint pool is locked up for three years before it is transferred to the participants employed at the end of each three-year period. Based on the split of participants at the establishment of the joint pool, between 35– 40% of the pool will be allocated to the members of Executive Management and between 60 – 65% to other members of the Senior Management Board. In the lock-up period, the joint pool may potentially be reduced as a result of lower than planned value creation in subsequent years.

***) Includes 94,986 shares currently assigned for five retired members of the management.

Back to Contents

35 Derivative financial instruments

Novo Nordisk uses a number of financial instruments to hedge currency exposure and, in line with the Group's treasury policies, Novo Nordisk only hedges commercial exposures and consequently does not enter into derivative transactions for trading or speculative purposes. Novo Nordisk's currency hedging activities are categorised into hedging of forecasted transactions (cash flow hedges), hedging of assets and liabilities (fair value hedges) and hedging of net investments.

Hedging of forecasted transactions
The table below shows the fair value of cash flow hedging activities for 2008 and 2007 specified by hedging instrument and the major currencies. The fair value of the financial instruments qualifying for hedge accounting under IAS 39 'Financial instruments' is recognised directly under equity until the hedged items are recognised in the Income statement. At year-end a loss of DKK 864 million is deferred via equity (a gain of DKK 691 million in 2007). The fair values of the financial instruments not qualifying for hedge accounting under IAS 39 are recognised directly in the Income statement.

Financial instruments hedging forecasted transactions qualifying for hedge accounting under IAS 39

	2008			2007		
DKK million	Contract amount at year-end	Positive fair values at year-end	Negative fair values at year-end	Contract amount at year-end	Positive fair values at year-end	Negative fair values at year-end
Forward contracts, net sales:						
USD	10,326	–	550	10,043	534	–
JPY	3,464	–	511	2,765	88	–
GBP	1,027	163	–	840	34	–
Other	354	31	–	357	–	7
Total forward contracts	15,171	194	1,061	14,005	656	7
Cross currency and interest rate swaps:						
EUR / EUR *)	251	5	–	251	17	–
EUR / USD *)	504	–	2	504	25	–
Total cross currency and interest rate swaps	755	5	2	755	42	–
Total hedging of forecasted transactions qualifying for hedge accounting under IAS 39	15,926	199	1,063	14,760	698	7

Financial instruments hedging forecasted transactions qualifying for hedge accounting under IAS 39, but for which hedge accounting is not applied

Cross currency and interest rate swaps:						
DKK / DKK	310	–	15	310	–	7
EUR / EUR *)	–	–	8	–	–	8

EUR / USD *)	–	–	32	–	–	51
JPY/ DKK	314	40	–	314	101	–
Total hedging of forecasted transactions qualifying for hedge accounting under IAS 39, but for which hedge accounting is not applied	624	40	55	624	101	66

*) The contract value is disclosed only in the upper table.

Financial instruments hedging forecasted transactions, but not qualifying for hedge accounting under IAS 39

Currency options:						
EUR / USD (purchased USD put)	1,080	17	–	2,498	44	–
EUR /JPY (purchased JPY put)	–	–	–	224	3	–
Total hedging of forecasted transactions not qualifying for hedge accounting under IAS 39	1,080	17	–	2,722	47	–
Total hedging of forecasted transactions	17,630	256	1,118	18,106	846	73

35 Derivative financial instruments (continued)

	2008	2007
The financial contracts existing at the end of the year (cash flow hedges) are expected to be recognised in the Income statement within the following number of months:		
USD	15 months	16 months
JPY	13 months	15 months
GBP	13 months	10 months
The cash flows covered by the above financial contracts are expected to occur within the following number of months:		
USD	16 months	17 months
JPY	18 months	16 months
GBP	13 months	13 months

The maturity of the swaps existing at the end of 2008 is December 2011 and December 2012 (December 2011 and December 2012 at the end of 2007).

Hedging of assets and liabilities
The table below shows the fair value of fair value hedging activities for 2008 and 2007 specified by hedging instrument and the major currencies. All changes in fair values are recognised in the Income statement amounting to a loss of DKK 34 million in 2008 (a gain of DKK 221 million in 2007). As the hedges are highly effective the net gain or loss on the hedged items is similar to the net loss or gain on the hedging instruments.

	2008			2007		
DKK million	Contract amount at year-end	Positive fair values at year-end	Negative fair values at year-end	Contract amount at year-end	Positive fair values at year-end	Negative fair values at year-end
Forward contracts, net sales:						
USD	1,235	2	–	1,937	145	–
JPY	669	–	143	679	55	–
GBP	326	51	–	389	22	–
Other	448	56	–	276	4	5
Total forward contracts	2,678	109	143	3,281	226	5
Total hedging of assets and liabilities	2,678	109	143	3,281	226	5

The financial contracts existing at the end of the year hedge the currency exposure on assets and liabilities in the Group's major currencies other than DKK and EUR, that is assets and liabilities in USD, JPY and GBP.

Back to Contents

35 Derivative financial instruments (continued)

Hedging of net investments in foreign subsidiaries
The table below shows the fair value of hedging activities relating to net investments in foreign subsidiaries for 2008 and 2007 specified by hedging instrument and the major currencies. All changes in fair values relating to currency are recognised directly under equity, amounting to a loss of DKK 18 million in 2008 (an income of DKK 9 million in 2007). All changes relating to interest rates are recognised in the Income statement, amounting to DKK 1 million in 2008 (DKK 1 million in 2007).

DKK million	**2008** Contract amount at year-end	**2008** Positive fair values at year-end	**2008** Negative fair values at year-end	2007 Contract amount at year-end	2007 Positive fair values at year-end	2007 Negative fair values at year-end
Cross currency swaps:						
JPY/ DKK	100	–	18	100	9	–
Total hedging of net investments in foreign subsidiaries	100	–	18	100	9	–

The maturity of the swap existing at the end of 2008 is October 2009 (October 2009 at the end of 2007).

The financial contracts existing at the end of the year hedge the following share of the major net investments:

DKK million	**2008** Net investment	% covered	2007 Net investment	% covered
USD	2,423	0%	2,017	0%
JPY	1,013	12%	746	12%
GBP	153	0%	204	0%
EUR *)	4,301	0%	10,238	0%
Other	3,782	0%	3,746	0%
Total	11,672		16,951	

*) Including subsidiaries with EUR as functional currency regardless of the local currency in the subsidiary.

Total hedging activities
The table below summarises the fair values of all the hedging activities of Novo Nordisk.

DKK million	**2008** Contract amount at year-end	**2008** Positive fair values at year-end	**2008** Negative fair values at year-end	2007 Contract amount at year-end	2007 Positive fair values at year-end	2007 Negative fair values at year-end
Currency-related instruments:						

Forward contracts	17,849	303	1,204	17,286	882	12
Currency options	1,080	17	–	2,722	47	–
Cross currency swaps	918	40	52	918	143	59
Total currency-related instruments	19,847	360	1,256	20,926	1,072	71
Interest-related instruments:						
Interest rate swaps	561	5	23	561	9	7
Total interest-related instruments	561	5	23	561	9	7
	20,408	365	1,279	21,487	1,081	78
Financial instruments with both positive and negative fair values recognised net in the balance	–	–	–	–	(33)	(33)
Total derivative financial instruments included in marketable securities and in short-term debt	20,408	365	1,279	21,487	1,048	45
The fair values at year-end are recognised in:						
Income statement		166	198		374	71
Equity:						
– Cash flow hedges		199	1,063		698	7
– Equity swaps (included in exchange rate adjustment of investments in subsidiaries)		–	18		9	–
Total fair values		365	1,279		1,081	78

Back to Contents

36 Commitments and contingencies

DKK million	**2008**	2007
Commitments		

Operating lease commitments
The operating lease commitments below are related to non-cancellable operating leases primarily related to premises, company cars and office equipment. Approximately 55% of the commitments are related to leases outside Denmark. The lease costs for 2008 and 2007 were DKK 951 million and DKK 886 million respectively.

Lease commitments expiring within the following periods as from the balance sheet date:		
Within one year	**869**	728
Between one and two years	**788**	609
Between two and three years	**412**	445
Between three and four years	**298**	355
Between four and five years	**280**	312
After five years	**870**	719
Total	**3,517**	3,168

Purchase obligations	**2,093**	2,018

The purchase obligations primarily relate to contractual obligations to investments in property, plant and equipment as well as purchase agreements regarding medical equipment and consumer goods. Novo Nordisk expects to fund these commitments with existing cash and cash flows from operations.

Obligations relating to research and development projects	**764**	2,471

Contingencies

See note 3 for the principles for making accounting estimates and judgments about pending and potential future litigation outcomes.

Pending litigation against Novo Nordisk
As of January 26, 2009 Novo Nordisk Inc., along with a majority of the hormone therapy product manufacturers in the US, is a defendant in product liability lawsuits related to hormone therapy products. These lawsuits currently involve a total of 50 individuals (as compared to 45 individuals in January 2008) who allege to have used a Novo Nordisk hormone therapy product. These products (Activella® and Vagifem®) have been sold and marketed in the US since 2000. Until July 2003, the products were sold and marketed exclusively in the US by Pharmacia & Upjohn Company (now Pfizer Inc.). According to information received from Pfizer, 51 individuals (as compared to 27 individuals in January 2008) currently allege, in relation to similar lawsuits against Pfizer Inc, that they also have used a Novo Nordisk hormone therapy product. Novo Nordisk does not have any court trials scheduled for 2009 and does not presently expect to have a trial scheduled before Q3 2009. Novo Nordisk does not expect the pending claims to have a material impact on Novo Nordisk's financial position.

In November 2006, Novo Nordisk A/S and its Italian affiliate Novo Nordisk Farmaceutici s.p.a were sued by A. Menarini Industrie Farmaceutiche Riunite s.r.l. and Laboratori Guidotti s.p.a. ('Menarini') in the Civil Court in Rome. Menarini alleges that Novo Nordisk breached an alleged contract with Menarini for the sale and distribution of insulin and insulin analogues in the Italian market or, in the alternative, has incurred a pre-contractual or extra contractual liability arising from negotiations between the parties. Novo Nordisk disputes the claims made by Menarini. A hearing in the matter is scheduled to take place on September 29, 2009. Novo Nordisk cannot predict how long the litigation will take or when it will be able to provide additional information. At this point in time, Novo Nordisk does not expect the pending claim to have a material impact on Novo Nordisk's financial position.

Novo Nordisk Inc is currently a defendant in four separate cases

Novo Nordisk has engaged in research and development projects with a number of external corporations. The major part of the obligations comprisefees on the liraglutide programme.

Other guarantees	**412**	347

Other guarantees primarily relate to guarantees issued by Novo Nordisk in relation to rented property.

Security for debt	**1,401**	2,166

Land, buildings and equipment etc at carrying amount.

World Diabetes Foundation
At the Annual General Meeting of Novo Nordisk A/S in 2002 the shareholders agreed on a donation to the World Diabetes Foundation, obligating Novo Nordisk A/S for a period of 10 years from 2001 to make annual donations to the Foundation of 0.25% of the net insulin sales of the Group in the preceding financial year.

At the Annual General Meeting in 2008 a new donation in supplement to the existing obligation was agreed by the shareholders. According to the new donation, Novo Nordisk is obliged to make annual donations to the foundation of 0.01% in the period 2008 –2010 and 0.125% in the period 2011–2017 of the net insulin sales of the Group in the preceding financial year.

However, annual donations from 2008 –2010 shall not exceed the lower of DKK 70 million or 15% of the taxable income of Novo Nordisk A/S in the financial year in question and from the period 2011 to 2017 the lower of DKK 80 million or 15% of the taxable income of Novo Nordisk A/S in the financial year in question.

The donation of DKK 68 million in 2008 is recognised in the Income statement.

filed in the US alleging that Novo Nordisk and a number of other pharmaceutical companies provided a false Average Wholesale Price for certain drugs covered by Medicaid. These cases have been brought by the State of Alabama, and the counties of Oswego, Erie, and Schenectady, New York. Novo Nordisk was dismissed from a similar action brought by the State of Mississippi. Further, in 2005, Novo Nordisk was dismissed in 38 similar cases brought by counties in the State of New York. Novo Nordisk does not expect the pending claims to have a material impact on Novo Nordisk's financial position.

Pending claims against Novo Nordisk and investigations involving Novo Nordisk
In December 2005, the office of the US Attorney for the Eastern District of New York served Novo Nordisk with a subpoena calling for the production of documents relating to the company's US marketing and promotional practices. The company believes that the investigation is limited to its insulin products. The subpoena indicates that the documents are necessary for the investigation of potential criminal offences relating to healthcare benefit programmes. Novo Nordisk is cooperating with the US Attorney in this investigation. At this point in time, Novo Nordisk cannot determine or predict the outcome of the investigation. In addition, Novo Nordisk cannot predict how long the investigation will take or when the company will be able to provide additional information.

In February 2006, Novo Nordisk received a subpoena from the US Securities and Exchange Commission (SEC) calling for Novo Nordisk to produce documents relating to the United Nations Oil-for-Food Programme. Other companies have disclosed that they have received similar subpoenas. Novo Nordisk has been discussing the matter with the SEC and the US Department of Justice, and has fully cooperated with the US authorities. Further, since 21 September 2006, the Danish Prosecutor has investigated the possibility of disgorging profits earned under the Programme. Novo Nordisk can neither determine or predict the outcome of these investigations, nor predict how long they will take.

At this point in time, Novo Nordisk does not expect the pending claim to have a material impact on Novo Nordisk's financial position.

36 Commitments and contingencies (continued)

Other litigation proceedings
In addition to the above, the Novo Nordisk Group is engaged in certain litigation proceedings. In the opinion of management, settlement or continuation of these proceedings are not expected to have a material effect on the financial position.

Liability for the debts and obligations of Novozymes following the demerger of Novozymes in 2000
Novo Nordisk A/S and Novozymes A/S are subject to joint and several liability for any obligation which existed at the time of the announcement of the demerger in 2000. At the end of the year the remaining part of the joint and several liability in Novozymes A/S amounted to DKK 557 million (DKK 557 million in 2007).

Debts and obligations pertaining to the period before 1 January 2000, which are recognised after 1 January 2000 and which cannot be clearly attributed to either Novo Nordisk A/S or Novozymes A/S, will be distributed proportionally between the two companies according to an agreement established in connection with the demerger in November 2000.

Disclosure regarding Change of Control
The EU Take-Over Directive, as partially implemented by the Danish Financial Statements Act contains certain rules relating to listed companies on disclosure of information that may be of interest to the market and potential takeover bidders, in particular in relation to disclosure of change of control provisions.

For information on the ownership structure of Novo Nordisk, please see 'Shares and capital structure' on pages 49 – 50. For information on change of control clauses in share option programmes please see pages 78 – 80 with note 33 'Share-based payment schemes', and in relation to employment contracts of Executive Management of Novo Nordisk, please see note 34 'Management's remuneration, share options and shareholdings' on pages 80 – 82.

In addition, Novo Nordisk discloses that the company has significant agreements to which the company is a party and which take effect, alter or terminate upon a change of control of the company following implementation of a takeover bid. If effected, a takeover could – at the discretion of each relevant counterparty – lead to the termination of one or more of such agreements and a total loss of approximately 5% of Novo Nordisk's turn over, corresponding to approximately 4% of Novo Nordisk's gross profit.

Financial definitions

ADRs
American Depositary Receipts.

Basic earnings per share (EPS)
Net profit divided by the average number of shares outstanding.

Cash to earnings
Free cash flow as a percentage of net profit.

Diluted earnings per share
Net profit divided by the sum of average number of shares outstanding including the dilutive effect of share options 'in the money' in accordance with IAS 33. The dilutive effect of share options 'in the money' is calculated as the difference between the following:

1) the number of shares that could have been acquired at fair value with proceeds from the exercise of the share options, and

2) the number of shares that would have been issued assuming the exercise of the share options.
The difference (the dilutive effect) is added to the denominator as an issue of shares for no consideration.

Effective tax rate
Income taxes as a percentage of profit before income taxes.

Equity ratio
Equity at year-end as a percentage of the sum of total liabilities and equity at year-end.

Free cash flow
The sum of Cash flow from operating activities and Cash flow from investing activities excluding Net changes in marketable securities.

Gross margin
Gross profit as a percentage of sales.

Net profit margin
Net profit as a percentage of sales.

Number of shares outstanding
The number of shares outstanding is the total number of shares excluding the holding of treasury shares.

Operating profit
Earnings before tax, financial items and share of profit/loss in associated companies.

Operating profit margin
Operating profit as a percentage of sales.

Payout ratio
Total dividends for the year as a percentage of net profit.

ROIC (return on invested capital)
Operating profit after tax (using the effective tax rate) as a percentage of average inventories, receivables, property, plant and equipment as well as intangible assets less non-interest-bearing liabilities including provisions (the sum of the above assets and liabilities at the beginning of the year and at year-end divided by two).

Back to Contents

This is the fifth year that Novo Nordisk reports on the company's financial and non-financial performance in one, inclusive document, the *Annual Report.* Novo Nordisk continues the process to drive integration of the financial and non-financial perspectives to business and seeks to reflect this in the approach to reporting. In the absence of global standards for inclusive reporting, this approach takes its point of departure in current standards for mandatory, financial reporting and current guidelines for voluntary, non-financial reporting. The aim is to drive business performance and enhance shareholder value by exploring the interactions between financial and non-financial objectives. This entails alignment of key priorities, target setting and definition of key performance indicators, in consultations that involve internal and external stakeholders.

The annual report is prepared in respect of current best practice and the principles of materiality, completeness and responsiveness. Stakeholder engage ment informs the process, which also incorporates independent expert reviews of the company's annual reporting. The selection of information included in the annual reporting reflects evolving priorities in response to business and societal challenges.

In 2008, Novo Nordisk embarked on a process on structuring the control environment of non-financial reporting. The aspiration of this work is to achieve full alignment with the control environment of the financial reporting.

Defining materiality
Ongoing stakeholder engagement and trendspotting help identify new issues which are or could become material to Novo Nordisk. The Novo Nordisk learning curve is a tool that aligns the process of defining materiality with integration into business practices. Emerging issues that are identified as relevant and potentially material are included at the bottom of the learning curve. Following a review of its implications for Novo Nordisk's long-term business, a strategy is framed for those issues that are deemed material and subsequently data, indicators and targets are identified. Once management of the issue has been embedded in the organisation, so that it is fully integrated into business processes, the strategy will be revisited as appropriate. Moreover, issues that are included on the learning curve are monitored as part of the integrated risk management process.

It is Novo Nordisk's responsibility to ensure that those areas are addressed in which the company has significant impact or where it has a responsibility and ability to act. Novo Nordisk has sought inspiration in AccountAbility's materiality test to define what is material to Novo Nordisk, what should be included in the annual report and on which grounds topics should be excluded. Applying the materiality test as a tool, sustainability-related issues are prioritised to be reported either in the printed annual report (most material; business critical), online (material, often to specific stakeholder interests) or not reported (not material). The same process applies for the

Assurance provider's recommendations
An important element of the assurance process is the disclosure of recommendations from the assurance provider. In years when there have been recommendations, Novo Nordisk has disclosed these in the online report.

In 2007 and 2008, the assurance provider had no significant recommendations for Novo Nordisk.

Global standards
Novo Nordisk's non-financial reporting follows the accountability standard, the AA1000 Framework. It states that reporting must provide a complete, accurate, relevant and balanced picture of the organisation's approach to and impact on society. In addition, Novo Nordisk's assurance process is designed according to the AA1000AS (2003). In October 2008, AccountAbility launched a new version of the AA1000AS (2008). Novo Nordisk will in 2009 decide the timeline for implementing the new assurance standard.

In 2007, Novo Nordisk upgraded its reporting against the Global Reporting Initiative's (GRI's) Sustainability Reporting Guidelines from the 2002 version to the G3. Reporting on management approaches and performance against the list of indicators covering economic, environment, labour practices, human rights, society and product responsibility can be found at annualreport2008.novonordisk.com.

Novo Nordisk reports on the GRI G3 because it is the only internationally recognised set of indicators. By reporting on the indicators, it is possible for stakeholders to compare Novo Nordisk's performance to other organisations' performance.

As a signatory to the UN Global Compact, a platform to promote good corporate principles and learning in the areas of human rights, labour, environment and anticorruption, Novo Nordisk reports on actions during 2008 to implement its 10 principles in the Communication on Progress (CoP).

With the new legislation in Denmark, effective as of 1 January 2009, Novo Nordisk will be required to account for the company's activities on social responsibility, reporting on business strategies and activities on human rights, labour standards, environment and anticorruption. Companies that subscribe to the UN Global Compact and annually submit their CoP will be in compliance with the new legislation, provided that the annual report includes a reference to where the CoP has been made publicly available. Novo Nordisk's CoP 2008 can be found at annualreport2008.novonordisk.com or at UN Global Compact's website at unglobalcompact.org/COP.

assurance provider's recommendations.

The outcomes of formal reviews, research, stakeholder engagement and inter nal materiality discussions are presented as a proposal for the annual reporting to Executive Management and the Board of Directors, and subsequently approved. In addition, Novo Nordisk's external assurance provider is requested to assure whether the non-financial performance included in the annual report covers the material aspects. The conclusion is available in the Independent Assurance Report on Non-financial Reporting 2008. Read more about how Novo Nordisk defines materiality at annualreport2008.novonordisk.com.

Back to Contents

Non-financial indicators and targets

Novo Nordisk is committed to continuous improvement in the company's environmental, social and economic performance. Setting ambitious objectives and targets and reporting on progress in meeting these targets are core elements of the Novo Nordisk Way of Management. Against this governance framework, targets are set to provide direction and impetus for moving forward. The table shows the extent to which targets were met in 2008 in terms of non-financial performance. This set of top-level Triple Bottom Line targets and indicators links into Novo Nordisk's Balanced Scorecard, which also focuses on sustainable development. In addition to the non-financial performance targets, process targets are identified.

Strategy area	Indicator	Target	Note	**2008**	2007	2006
Environment						
Emissions to air	CO_2 emissions	10% reduction by 2014 compared to 2004	1	**2%**	12%	9%
EIR Water	EIR $_{Water}$ Diabetes care	10% reduction by 2010 compared to 2005	2	**(32%)**	(10%)	(4%)
	EIR $_{Water}$ Biopharmaceuticals	10% reduction by 2010 compared to 2005	2	**(50%)**	(45%)	(36%)
EIR Energy	EIR $_{Energy}$ Diabetes care	10% reduction by 2010 compared to 2005	2	**(24%)**	(2%)	5%
	EIR $_{Energy}$ Biopharmaceuticals	10% reduction by 2010 compared to 2005	2	**(34%)**	(28%)	(17%)
Compliance	Breaches of regulatory limit values	50% reduction by 2010 compared to 2005	3	**(84%)**	(87%)	(29%)
	Accidental releases	50% reduction by 2010 compared to 2005	3	**(13%)**	1%	30%
Social						
Living our values	Importance of social and environmental issues for the future of the company	Maintain a level of 3.5 or above up to 2014	7	**4.5**	4.4	4.3
	Managers' behaviour consistent with Novo Nordisk's values	Maintain a level of 3.5 or above up to 2014	7	**4.3**	4.2	4.1
	Fulfilment of action points from facilitations of the NNWoM	Maintain a level of 80% or above up to 2014	7	**99%**	99%	99%
People	Engaging culture	Maintain a level of 4.0	8	**4.2**	4.1	4.0

	(employee engagement)	or above up to 2014				
	Opportunity to use and develop employee competences/skills	Maintain a level of 3.5 or above up to 2014	8	**4.1**	4.0	3.9
	People from diverse backgrounds have equal opportunities	Maintain a level of 3.5 or above up to 2014	8	**4.1**	4.0	3.9
Health & safety	Frequency of occupational injuries	Continuous decrease	9	**5.4**	5.9	6.2
	Fatalities	0	9	**0**	0	0
Access to health	LDCs where Novo Nordisk operates	Best possible pricing scheme in all LDCs	10	**36**	38	35
	LDCs where Novo Nordisk sells insulin at or below the policy price	Best possible pricing scheme in all LDCs	10	**32**	36	34
Business ethics	Employees in sales and marketing trained in business ethics	90% by 2008	11	**99%**	95%	NA
Company reputation	Improve (or maintain) company reputation with external key stakeholders	Improve (or maintain) brand score	12	**72.4**	74.0	73.8
Quality	Number of warning letters and re-inspections	0	13	**0**	0	0

The consolidated non-financial statements on pp 93–99 present and discuss performance during 2008.

Back to Contents

Accounting policies for non-financial data

In 2008, there were no significant changes to the accounting policies for non-financial data. The following changes have been made to the basis for the non-financial data compared to 2007:

- The production site in Algeria has initiated production of approved products for the market. The environmental impact has therefore been included in the corporate numbers. The production site was ISO14001 certified in 2008.

- The accounting policy for the indicator 'Fulfilment of action points planned arising from facilitations of the Novo Nordisk Way of Management' has been specified. The specification has not resulted in changes to the scope of performance reported.

- Three new accounting policies have been added for the indicators 'Business ethics', 'Company reputation' and 'Quality'. All three indicators were reported on page 90 in Novo Nordisk's *Annual Report 2007*. There have been no changes to the scope of performance reported.

To Novo Nordisk, the AA1000AS (2003) is an essential component in creating a generally applicable approach to assessing and strengthening the credibility of the company's public reporting of non-financial data. Novo Nordisk's assurance process has been designed to ensure that the qualitative and quantitative data that document sustainability performance plus the systems that underpin the data and performance are assured. The principles outlined by the AA1000AS (2003) have been applied as described below.

1. Completeness
As a pharmaceutical company with global reach, Novo Nordisk is engaged in a range of activities to support sustainable development. All of these are founded on the company's corporate governance framework, the Novo Nordisk Way of Management. The annual report aims to capture the organisation's 'footprint' in terms of environmental, social and economic impacts on society. Hence, performance is accounted for in relation to targets, major achievements and key issues. The report does not provide full coverage of all the company's non-financial activities, as it focuses on the material issues. A full coverage of the company's non-financial activities can be found at annualreport2008.novonordisk.com. See scope of the report below.

Environmental data
The environmental data covers those activities which, based on an overall environmental assessment, could have a significant impact on the environment.

Emissions to air
- Emissions of CO_2 from energy (total) are based on standard factors for fueland for energy on a three-year average of available emission factors from the external suppliers of energy. Hence, emission factors for 2008 are the three-year average of 2005 to 2007. The emissions are calculated according to the GHG protocol.

- Organic solvents cover the sum of emissions of different types of organic solvent such as acetone, ethanol etc, and exclude emissions of ozone-depleting substances. Data is based on measurement and calculations.

Eco Intensity Ratios (EIRs) for water and energy
- Environmental performance relative to production size is monitored by the production-related KPI Eco Intensity Ratio – in short EIR – defined as:

  'EIR = Resource consumption per produced or released unit'
  By using the performance indicator 'EIR', the total performance, measured for water and energy, of a production facility or a business area can be calculated by adding the EIR ratios in standard units from each process step or intermediary product in the process flow from, for example, fermentation to packaging of the finished product. The consolidation of the EIR does not account for spills, changes in stock and production of intermedia products for external clients.

Compliance
- Compliance data consists of breaches of regulatory limits and accidental releases. Data is based on information from departments and test results. All breaches and accidental releases are reported to the authorities.

Resources
- Water consumption includes consumption of drinking water, industrial water and steam. Data is based on meter readings and checked against invoices.

- Energy consumption (direct and indirect supply) includes both

2. Materiality
Key issues are identified through ongoing stakeholder engagement and addressed by programmes or action plans with clear and measurable targets. Stretch targets are set to guide the long-term efforts in strategic areas, such as global access to health. The issues presented in the annual report are deemed to have a significant impact on the company's future business performance and may support stakeholders in their decision-making and are therefore regarded as Novo Nordisk's material issues.

3. Responsiveness
The report reaches out to a wide range of stakeholders, each with their specific needs and interests. To most stakeholders, however, the annual report is just one single element of interaction and communication with the company. The annual report reflects how the company has addressed stakeholder concerns and interests in dealing with the dilemmas and issues. Stakeholder dialogue is an invaluable part of Novo Nordisk's efforts as a responsible business, and readers are encouraged to give their feedback.

SCOPE
Accounting policies for the non-financial data in the annual report are based on data for Novo Nordisk A/S, including NNIT A/S, NNE Pharmaplan A/S and subsidiaries. Environmental data covers the significant environmental impact of the organisation's activities at the production sites, which produce approved products for the market – 14 in total. One production site was added in 2008 – see above. Social data covers all employees. Economic data covers the Novo Nordisk Group. Engagements in joint ventures and contract licensees are not included in the report scope. However, data for animal testing includes testing taking place at contract research organisations.

DATA
To ensure consistency of data, all data has been defined and described in company guidelines. Internal control procedures have been established to ensure that data is reported according to the definitions.

direct supply of energy (internally produced energy), for example natural gas, fuel oil and other types, and indirect supply of external energy (externally produced energy), for example electricity, steam and district heat. The consumption of fuel and externally produced energy is based on meter readings and invoices.

- Raw materials and packaging materials comprise materials for production and related processes and packaging of products. Consumption of raw materials and packaging is converted to tons. Data is based on registrations in Novo Nordisk's stock system.

Wastewater
- Quantities of components such as COD, nitrogen and phosphorus are calculated based on test results or standard factors.

Waste
- Total waste is the sum of non-hazardous and hazardous waste. The disposal of waste is registered based on weight receipts.

- The recycling percentage is calculated as the proportion of waste recycled of the total waste. Waste for recycling can be both non-hazardous and hazardous. The remaining part of the hazardous waste is waste for special treatment.

Back to Contents

Accounting policies for non-financial data (continued)

Social data

The social data covers all employees included in Novo Nordisk's headcount.

Living our values

- Average of respondents' answers as to whether 'social and environmental issues are important for the future of the company' and whether 'my manager's behaviour is consistent with the Novo Nordisk values' is based on employee feedback on the questions in the employee survey database eVoice. The average is a simple average calculated in the database of answers given by the employees.

- The percentage of fulfilment of action points arising from facilitations of the Novo Nordisk Way of Management is calculated as the number of actions closed during the calendar year divided by the number of actions that should have been closed within the year according to agreed deadlines.

People

- All basic employee statistics are based on registrations in the company's SAP Human Resource system. The number of employees is calculated as the actual number of employees at year-end.

- Rate of absence: For employees in Denmark excluding FeF Chemicals, absence data is registered in the SAP Human Resource system. For employees outside Denmark, data for rate of absence is based on local registrations. Types of absence include absence due to the employee's own illness, pregnancy-related sick leave, and occupational injuries and illnesses per total available working days in the year adjusted for national holidays.

- Rate of employee turnover: The rate of employee turnover is calculated as the number of employees who left Novo Nordisk during the year compared to the average number of employees in the year.

- Average of respondents' answers to 10 selected questions related to employees' engagement in Novo Nordisk in the employee survey database eVoice. The average is a simple average calculated in the database of answers given by the employees.

- Average of respondents' answers as to whether 'their work

- The estimated number of people with diabetes trained or treated includes people with diabetes targeted with training, awareness or treatment. The estimated number is based on registrations by subsidiaries and corporate functions in Novo Nordisk in the Best Practice Database of the activities conducted within various National Changing Diabetes® programmes. The indicator covers all types of activities, hence it encompasses people with diabetes directly treated and trained in LDCs, in developing and developed countries. The number covers the total number Novo Nordisk has engaged with since the National Changing Diabetes® programmes were initiated in 2002.

Business ethics

- Employees in sales and marketing trained in business ethics covers employees who have participated in national or regional level training sessions for Novo Nordisk's business ethics policy and procedures.

Company reputation

- Company reputation is measured by a mean brand score in four core markets (China, Germany, UK, US) by an independent external consultancy firm. The mean brand score is based on company ratings collected through individual interviews, conducted with primary and secondary care professionals (target groups). The mean brand score is benchmarked against main competitors.

Quality

- The number covers warning letters issued by the FDA in connection with GMP, GCP or GLP inspections and the number of re-inspections issued to Novo Nordisk by any health authority globally. Warning letters and re-inspections are recorded by Global Quality. Warning letters from the FDA regarding promotional materials are not included.

Training costs

- Training costs are all costs recorded in a specific account in the financial accounts. The amount covers internal and external training posted in the financial accounts.

Patent families

- Patent families are the 'number of active patent families to date' and the 'new patent families (first filing)'.

gives them an opportunity to use and develop their competences and skills' and whether 'people from diverse backgrounds have equal opportunities' is based on employee feedback on the questions in the employee survey database eVoice. The average is a simple average calculated in the database of answers given by the employees.

Health & safety

- The frequency of occupational injuries is the number of injuries reported for all employees per million working hours. An occupational injury is any work-related injury causing at least one day of absence in addition to the day of the injury.

- The number of fatalities is based on registrations centrally and locally in subsidiaries.

Access to health

- Novo Nordisk has formulated a pricing policy for the Least Developed Countries (LDCs). The purpose of the policy is to offer insulin to the world's LDCs at or below a price of 20% of the average prices for insulin in the Western world. The Western world is defined as Europe (EU, Switzerland, Norway), the United States, Canada and Japan.

- The term 'operates in' does not denote actual physical presence by Novo Nordisk. It is defined as direct or indirect sales by Novo Nordisk via government tender or private market sales to wholesalers, distributors, NGOs etc.

- The estimated number of healthcare professionals trained or educated includes healthcare professionals directly trained, educated, interacted with or reached through awareness campaigns. The estimated number is based on registrations by subsidiaries and corporate functions in Novo Nordisk in the Best Practice Database of the activities conducted within various National Changing Diabetes® programmes. The number covers the total number Novo Nordisk has engaged with since the National Changing Diabetes® programmes were initiated in 2002.

Animals

- Animals purchased for testing are the number of animals purchased for all testing undertaken for Novo Nordisk either in-house or at Contract Research Organisations (CROs). The number of animals purchased is based on internal registration of purchased animals and yearly reports from CROs.

Economic data

The economic indicators are based on data from the consolidated financial statements. See financial definitions.

R&D

- R&D costs, investments and sales are based on Novo Nordisk's consolidated financial statements.

Remuneration

- The cash value distribution is based on Novo Nordisk's consolidated financial statements.

Corporate tax

- All types of tax reported are based on registrations of taxes paid in Denmark, except corporate tax as a share of sales.

Employment

- Direct and indirect effects on the number of jobs, job income and income tax are calculated using financial registrations and general statistics from public sources such as Statistics Denmark, Updated Economic Multipliers for the US Economy 2003 (Economic Policy Institute) and China Statistical Yearbook. The indicators are an estimate of the effects created by Novo Nordisk in Denmark and globally.

Exports

- Novo Nordisk exports as a share of Danish exports are based on 'Finans-ministeriets Økonomiske Redegørelse'.

All data is documented and evidence has been submitted to the assurance provider.

Back to Contents

Environment

1 Emissions to air

Novo Nordisk's total energy consumption decreased by 9% in 2008, which translates into a similar 9% decrease in the energy-related emissions of CO_2 from 236,000 tons in 2007 to 215,000 tons in 2008. The decrease in CO_2 was primarily due to decreased emissions from the production site in Kalundborg in Denmark as a result of changes in production, process optimisations as well as realisation of energy-saving projects. The annual CO_2 emission is now close to the 2004 (210,000 tons) baseline year, only 2% above, and Novo Nordisk is con fident that the ambitious 10% absolute reduction target will be met in 2014. As planned, this will happen through a continued effort in the cLEAN® programme and secondly, the highly prioritised energy-saving programme. This energy-saving programme has until now resulted in an estimated 20,000 ton reduction in CO_2 emissions. Thirdly, green electricity from the offshore wind farm at Horns Rev II in Denmark will give substantial reductions, starting in the end of 2009.

Emissions to air of organic solvents increased from 81 tons in 2007 to 93 tons in 2008, an increase of 15%, which was primarily due to increase in emissions of acetone and isopropanol. The organic solvents consist of ethanol (68%), isopropanol (16%) and acetone (16%).

	Unit	**2008**	2007	2006
CO_2	1,000 tons	**215**	236	229
Organic solvents	Tons	**93**	81	102

2 Eco Intensity Ratios (EIR)

EIR is reported for the two business areas Diabetes care and Biopharmaceuticals. The long-term EIR target for 2006 –2010 is a 2% reduction in water and energy consumption relative to production on average per year, which corresponds to a reduction of 10% for all four EIR indicators. To get the best foundation for the EIR, the target is based on a bottom-up process where production has given its best estimates for water and energy consumption and related these to the forecasted production. The EIR targets are implemented in the Balanced Score card for Novo Nordisk. In 2008, the EIR_{Water} and EIR_{Energy} improved for both Diabetes care and Bio pharma ceuticals. The EIR for water was improved by 25% for Diabetes care and by 10% for Biopharmaceuticals. Likewise, the EIR for energy improved by 22% and 8% for Diabetes care and Biopharma ceuticals respectively.

	Unit	**2008**	2007	2006
EIR_{Water}				
Diabetes care	m^3/MU	**5.5**	7.3	7.8
Biopharmaceuticals	m^3/g API	**3.7**	4.1	4.8
EIR_{Energy}				
Diabetes care	GJ/MU	**4.0**	5.1	5.5
Biopharmaceuticals	GJ/g API	**7.3**	7.9	9.2

3 Compliance

Ensuring compliance with legal environmental requirements is a high priority for Novo Nordisk. Preventive measures are beginning to show results as expected. However, the number of breaches

There were no accidental releases of GMOs in 2008.

All incidents have been reported to the authorities. Novo Nordisk of regulatory limit values increased from 22 in 2007 to 28 in 2008, an increase of 27%. The main reason being that 21 out of the 28 breaches were related to pH and temperature of wastewater. Compared to last year this is an increase of 31% due to changes in the wastewater treatment. Focus will be increased on pH and temperature in wastewater in 2009.

In the same period, the number of accidental releases decreased by 13% to a total of 91, of which 66 were releases of cooling agents such as HCFCs, HFCs and ammonia. This decreasing number reflects parti cular efforts focused on cooling equipment, which were initiated in 2007 and intensified in 2008. This focus has resulted in improved knowledge of what causes the releases, and hence which preventive actions to implement.

has, together with the authorities, assessed that breaches of regulatory limit values and accidental releases have had no or only a minor impact on the external environment. The 2010 target of a 50% reduction in the number of breaches of regulatory limit values is progressing according to plan with an 84% reduction so far. The long-term target of avoiding breaches of regulatory limit values and accidental releases altogether has, however, not yet been met. Preventive measures are long-term efforts, consisting of training of key employees, risk assessment of production sites and technical solutions to mitigate these risks. In 2009 and the following years, there will be continued focus on compliance and preventive measures, which can further reduce the number of breaches and help curb the curve of accidental releases.

	Unit	**2008**	2007	2006
Breaches of regulatory limit values	Number	**28**	22	123
– related to pH and temperature of wastewater	Number	**21**	16	119
Accidental releases	Number	**91**	105	135
– releases of cooling agents	Number	**66**	82	82

Back to Contents

Environment (continued)

4 Resources

The consumption of water and energy both decreased from 2007 to 2008. Energy decreased by 9% and water consumption by 17%. The decrease is partly due to changes in production at the production facility in Kalundborg, Denmark, the cLEAN® programme as well as realisation of energy- and water-saving projects. The performance is as expected.

The consumption of materials decreased by 13%. This decrease is as expected and was mainly due to production optimisation at site Kalundborg in Denmark.

	Unit	**2008**	2007	2006
Water consumption	1,000 m^3	**2,684**	3,231	2,995
Energy consumption	1,000 GJ	**2,533**	2,784	2,712
Raw materials and packaging materials	1,000 tons	**132**	152	142

5 Wastewater

The total volume of wastewater decreased by 8% from 2007 to 2008 as expected. In the same period, the discharged quantity of COD increased from 813 tons to 891 tons, corresponding to a 10% increase primarily due to an extraordinary discharge of ethanol and glucose from a pilot plant in Bagsværd in Denmark. The quantity of nitrogen decreased from 107 tons to 95 tons, corresponding to a 11% decrease as expected. The discharged quantity of phosphorus increased from 14 tons to 15 tons, corresponding to an increase of 7% primarily due to changes in production at site Chartres in France.

	Unit	**2008**	2007	2006
COD	Tons	**891**	813	1,000
Nitrogen	Tons	**95**	107	107
Phosphorus	Tons	**15**	14	19

6 Waste

In 2008, there was an increase in the total waste of 16% compared to 2007. This was due to a 2% increase in the quantity of hazardous waste and a 23% increase in the quantity of non-hazardous waste. The recycling percentage increased to 51%, from 38% in 2007.

The 2% increase in hazardous waste was mainly due to an increase in contaminated soil and organic compounds. The relative amounts of ethanol waste and medicine waste were reduced.

The increase in non-hazardous waste can be explained by an increase in quantity of gland residue and quantity of wastewater. The wastewater is sent for special treatment at a hazardous waste treatment facility for precautionary reasons. There was a decrease in non-hazardous waste for incineration and landfill.

	Unit	**2008**	2007	2006
Total waste	Tons	**20,346**	17,576	24,165
– Non-hazardous waste	Tons	**14,240**	11,604	10,594
Recycled	%	**57**	48	39

Incinerated *)	%	**20**	26	33
Landfill	%	**6**	13	10
Special treatment	%	**17**	13	18
– Hazardous waste	Tons	**6,106**	5,972	13,571
Recycled ethanol **)	%	**38**	18	17
Incinerated ethanol ***)	%	**19**	40	48
Recycling percentage	%	**51**	38	35

*) 99.6% with energy recovery (in previous years this figure was 98%).

**) Ethanol recycled in for example biogas or wastewater treatment plants.

***) Incinerated at combined heat and power plants or at plants for special treatment of hazardous waste with energy recovery.

Back to Contents

Social

7 Living our values

Novo Nordisk's performance improved or remained at a high level for all parameters in the area of 'living our values'. In the annual climate survey, eVoice, the average of respondents' answers as to whether 'social and environmental issues are important for the future of the company' improved by 0.1 to 4.5 (on a scale from 1–5, with 5 being the highest). Also in eVoice, the average of respondents' answers as to whether 'my manager's behaviour is consistent with Novo Nordisk's values' increased by 0.1 to 4.3. Both are above the target of >_3.5.

There was 99% fulfilment of action points arising from facilitations, thus exceeding the target of 80% fulfilment. At the end of the year all but two action points that should have been closed, were closed. Closure of these is actively pursued. In total, 210 action points should have been closed in 2008. This is 15% below 2007. Based on the facilitations conducted in 2007/2008 it is the opinion of the facilitators that Novo Nordisk is in com pliance with the Novo Nordisk Way of Management.

	Unit	**2008**	2007	2006
Importance of social and environmental issues for the future of the company *)	Scale 1–5	**4.5**	4.4	4.3
Managers' behaviour consistent with Novo Nordisk's values *)	Scale 1–5	**4.3**	4.2	4.1
Fulfilment of action points planned arising from facilitations of the NNWoM	%	**99**	99	99

*) On a scale from 1–5, with 5 being the highest.

8 People

By the end of 2008, Novo Nordisk employed 27,068 persons, an increase of 4% compared to 2007. The continued increase in the number of employees follows Novo Nordisk's strategy for expansion. This number equals a full-time equivalent (FTE) of 26,575. It reflects increased activities in all business areas, particularly in sales & marketing. The ratio between men and women has changed slightly; at the end of 2008, 50.4% of the employees were men, as compared with 50.6% at the end of 2007. The rate of absence was slightly lower than in 2007 with a performance of 2.2. Employee turn over increased to 12.1% from 11.6%. One of Novo Nordisk's key risks, as described on pp 24 –25, is an inability to attract and retain the right talent.

The average answers of 10 equally weighted questions in the annual survey, eVoice, are used to calculate the level of 'engaging culture'. In 2008, the consolidated score was 4.2, up 0.1 from 2007. The target is to remain at a level of 4.0 or above on a scale from 1–5, with 5 being the highest. The average of respondents' answers as to whether 'my work gives me an opportunity to use and develop my competences/skills' increased from 4.0 to 4.1, and the average of respondents' answers as to whether 'people from diverse backgrounds have equal opportunities' increased from 4.0 to 4.1; both were above the target of ≥ 3.5.

	Unit	**2008**	2007	2006
Employees (total)	Number	**27,068**	26,008	23,613
– Female	%	**49.6**	49.4	49.2
– Male	%	**50.4**	50.6	50.8
Rate of absence	%	**2.2**	2.7	3.0
Rate of employee turnover	%	**12.1**	11.6	10.0
Engaging culture (employee engagement) *)	Scale 1–5	**4.2**	4.1	4.0
Opportunity to use and develop competences/skills *)	Scale 1–5	**4.1**	4.0	3.9
People from diverse backgrounds have equal opportunities *)	Scale 1–5	**4.1**	4.0	3.9

*) On a scale from 1–5, with 5 being the highest.

9 Health & safety

Performance on the health & safety indicator 'frequency of occupational injuries' was satisfactory, as the frequency decreased from 5.9 to 5.4 in 2008, meeting the target of a continuous decrease. There were no fatalities in 2008. There is a continued focus on ensuring high health & safety standards for employees in Novo Nordisk. In 2008, adoption of a health & safety management system certifiable according to OHSAS 18001 continued for Novo Nordisk in Denmark and Product Supply globally. All units in Product Supply were certified according to the OHSAS18001 in 2008.

	Unit	**2008**	2007	2006
Frequency of occupational injuries	No/million work hrs	**5.4**	5.9	6.2
Fatalities	Number	**0**	0	0

Back to Contents

Social (continued)

10 Access to health

For 2008, Novo Nordisk offered its best possible pricing scheme, as part of the global health initiatives, to all 50 Least Developed Countries (LDCs) as defined by the United Nations. During 2008 Novo Nordisk sold insulin to either govern ments or to the private market in 32 of the LDCs at or below a price of 20% of the average prices for insulin in the Western world, compared to 36 in 2007. In 14 countries Novo Nordisk is not selling insulin at all, for various reasons. The four LDCs in which Novo Nordisk did not sell insulin at the policy price were Afghanistan, Cambodia, Nepal and Samoa. The public authorities in all countries have been offered the opportunity to buy insulin at the policy price. The insulin sold in Afghanistan, Cambodia and Nepal in 2008 was to the private market. In several cases, the government has not responded to the offer, there are no private wholesalers or other partners with whom to work, or wars or political unrest sometimes make it impossible to do business. While Novo Nordisk prefers to sell insulin at the preferential price through government tenders, the company is willing to sell to private distributors and agents. The target is to offer the best possible pricing scheme to the governments of all LDCs. Unfortunately, there is no way to guarantee that the price at which Novo Nordisk sells the insulin will be reflected in the final price on the pharmacist's shelf. Wholesalers and pharmacies may mark up the drug before selling it to the consumer.

A measure of the company's contribution to global health is the number of healthcare professionals directly trained, educated, interacted with or reached through awareness campaigns, and the number of people with diabetes targeted with training, awareness or treatment. The aim is to continue activities to educate healthcare professionals and to train and treat people with diabetes. Since 2002, 380,000 healthcare professionals have been trained or educated and 1,854,000 people with diabetes have been trained or treated.

	Unit	**2008**	2007	2006
LDCs where Novo Nordisk operates	Number	**36**	38	35
LDCs where Novo Nordisk sells insulin at or below the policy price	Number	**32**	36	34
Healthcare professionals trained or educated	1,000	**380**	336	297
People with diabetes trained or treated	1,000	**1,854**	1,260	1,060

11 Business ethics

In 2008, 99% of relevant employees in sales and marketing were trained in local binding business ethics rules. In total, 30% of Novo Nordisk's employees were trained. All employees were trained in the updated version of the standard operating procedure for business ethics. The number of employees trained was, as expected, above the target of 90%.

	Unit	**2008**	2007	2006
Employees in sales and marketing trained in business ethics	%	**99**	95	NA

12 Company reputation

The goal of Novo Nordisk is to improve (or maintain) the company reputation as measured by the mean brand score or at least be the leader in seven out of eight target groups. In 2008, this goal was achieved despite a slight decrease of the mean brand score of 1.6 from 74.0 to 72.4, because the company is leading in seven out of eight target groups. This confirms the leadership position in diabetes in the four core markets (China, Germany, UK and US).

	Unit	**2008**	2007	2006

Improve (or maintain) company reputation with external key stakeholders	Scale 0 –100	**72.4**	74.0	73.8

13 Quality

In 2008, no warning letters were issued to Novo Nordisk by the FDA in connection with GMP, GCP or GLP inspections. Nor were any re-inspections issued to Novo Nordisk. The target of no warning letters and no re-inspections has therefore been met. In total, 95 inspections were conducted in 2008. This performance is as expected.

	Unit	**2008**	2007	2006
Warning letters and re-inspections	Number	**0**	0	0

Back to Contents

Social (continued)

14 Training costs

In 2008, the annual spending on training, measured as average spent per employee, increased by 0.5%, which is almost the same level as in 2007, reflecting the company's strategic prioritisation of talent and leadership development, and of lifelong learning offered to all employees. The average spent per employee does not reflect the complete investments in training in Novo Nordisk, since on-the-job training, internal seminars and other activities are not included. The increase in training cost per employee is not nearly as high as from 2006 to 2007, when the increase was 16%. The reason for the significant increase of 16% was due to extensive hiring in 2007 (10%). The level of new employees joining Novo Nordisk in 2008 and thus requiring additional training was not as high in 2008 (4%), explaining why the amount spent is almost unchanged.

	Unit	**2008**	2007	2006
Annual training costs per employee	DKK	**13,192**	13,130	11,293

15 Patent families

The number of Novo Nordisk patent families developed as expected in 2008. The number of active patent families to date decreased by 11%. The number of new patent families (first filing) decreased from 116 in 2007 to 71 in 2008 – a decrease of 39%. Both decreases were due to the refocus in the R&D area in 2008, when the closure of R&D activities in oral anti diabetic agents, pulmonary insulin and cancer resulted in fewer active patent families and fewer applications for new patents.

	Unit	**2008**	2007	2006
Active patent families to date	Number	**890**	1,003	913
New patent families (first filing)	Number	**71**	116	149

16 Animals

Novo Nordisk sets goals to reduce, refine and replace experiments on animals and to improve animal welfare. In line with a higher activity level in the discovery phase in 2008, there was a slight increase of 5% in the number of purchased animals, from a total of 54,675 in 2007 to 57,253 in 2008, of which 95% were mice and rats. Overall the numbers of purchased animals have been at the same level since 2005. 75% of the animals have been used at Novo Nordisk facilities in Denmark and 25% have been used at external collaborators.

	Unit	**2008**	2007	2006
Animals purchased	Number	**57,253**	54,675	56,533

Back to Contents

Economics

17 Economics

The development in the economic indicators was as expected.

Expenditure on R&D is an important capacity builder for society and a source of innovation creating future profitability for Novo Nordisk. The ratio of R&D costs to tangible investments (4.3:1) reflects the continued increasing importance of R&D for Novo Nordisk. In the period 2004 –2008 this ratio varied from 1.4:1 to 4.3:1. The stabilisation in the share of R&D as a share of sales on 16.5% reflects the fact that R&D expenditure rose by 4.4% and sales rose by 9%. The wage share of R&D (40.4%) is an indication of the company's impact as a capacity builder in the community.

Most production facilities, 48% of the full-time employees and 79% of tangible assets are in Denmark. The level and location of the absolute investment is a measure of the company's economic capacity in the near future and reflects its aim to supply the market with products and to continue its globalisation. In 2008, Novo Nordisk invested DKK 1.7 billion primarily in Denmark (66%), but also in production facilities globally (in the US, Brazil, China and France), down from DKK 2.3 billion in 2007.

Remuneration constituted 49% of the cash added value, mainly in the developed world, and particularly in Denmark where 57% of wages are paid and 48% of Novo Nordisk's workforce is located. However, the share of full-time positions in International Operations increased 19% in 2007 to 21% in 2008. Sales per employee is DKK 1.7 million up from DKK 1.6 million in 2007, and the cash added value per employee is DKK 1.1 million, up from DKK 1 million in 2007, indicating a high and increasing pro ductivity of Novo Nordisk's employees.

In 2008, Novo Nordisk created 1,059 new positions globally and had 26,575 full-time positions; measured as full-time equivalents (FTE). These jobs translate into 61,925 indirect global jobs in the supply chain from production needs and employees' private consumption. The majority relate to production (44,025) but the effect of private consumption by Novo Nordisk employees is also significant (17,900).

Measured by sales in 2008, Novo Nordisk is the ninth largest company in Denmark, as in 2007. In terms of R&D costs Novo Nordisk is the largest Danish company and ranks as number 28 on a European scale (in 2007 numbers), up from number 30. Among European pharmaceutical companies Novo Nordisk ranks as number 6 by sales and R&D costs, down from number 5 in 2006.

In 2008, total corporate taxes constituted 6.7% of sales. In Denmark, 13% of corporate taxes are paid as local taxes and 87% as state taxes. In 2008, Novo Nordisk accounted for an estimated 2.9% of Danish corporate taxes. Novo Nordisk employees accounted for an estimated 0.6% of total Danish income taxes and an estimated 0.6% of employment in Denmark. In total, Novo Nordisk's income taxes in Denmark for the year amounted to DKK 1,031 million.

Novo Nordisk's sales in 2008 accounted for 2.6% measured as a share of Danish GDP, up from 2.4% in 2007, and 2.7% of Danish exports compared to 3.4% in 2007.

	Unit	**2008**	2007	2006
R&D expenditure to tangible investments *)	Ratio	**4.3:1**	3.2:1	2.3:1
R&D as share of sales *)	%	**16.5**	17.2	16.3
Remuneration as share of cash received	%	**31**	32	33
Employment impact worldwide (direct and indirect)	Number of jobs	**88,500**	81,600	82,700
Total corporate tax as share of sales	%	**6.7**	5.9	7.0
Novo Nordisk exports as share of Danish exports (estimated)	%	**2.7**	3.4	4.0

*) R&D costs adjusted for costs related to discontinuation of all pulmonary diabetes projects.

To ensure transparency, more details on reported data and additional non-financial reporting are available online at annualreport2008.novonordisk.com.