

UNITED STATES PATENT AND TRADEMARK OFFICE

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BEFORE THE PATENT TRIAL AND APPEAL BOARD

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MYLAN PHARMACEUTICALS, INC.,  
Petitioner

v.

NOVO NORDISK A/S,  
Patent Owner

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Case IPR2023-00724  
Patent 10,335,462

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**DECLARATION OF VANESSA LISBOA COSTAIN**

I, Vanessa Lisboa Costain, declare as follows:

1. My name is Vanessa Lisboa Costain. I am above the age of 18 and reside in Yardley, Pennsylvania. I have personal knowledge of the facts set forth in this Declaration. All statements herein made of my own knowledge are true and all statements made on information and belief are believed to be true.

2. My current employer is Novo Nordisk Inc. (“Novo Nordisk”). My current job title is Value Communications GLP-1 Franchise Lead for Market Access and Public Affairs. Previously, from 2016 to the middle of 2023 I was a member of the Ozempic® brand team and held progressively senior leadership roles with respect to the marketing of Ozempic®. As part of my job responsibilities, I am aware and familiar with Novo Nordisk’s efforts to market and commercialize Ozempic® as well as Novo Nordisk’s efforts to ensure patient access to Ozempic® in working with third party payors. I have worked at Novo Nordisk since April 2007.

3. In the course of my employment and work at Novo Nordisk I am familiar with the following documents pertaining to marketing and market access that are made and kept in the regular and ordinary course of Novo Nordisk’s business, at or near the date appearing on each document, and by persons with knowledge of the facts and opinions stated therein:

- Exhibit 2302 is a true and correct copy of the specifications for the 2020 Ozempic® People Cover Wrap, dated February 27, 2020.

- Exhibit 2303 is a true and correct copy of the specifications for the “Music Man Digital Exam Room Poster”, dated March 3, 2020.
- Exhibit 2304 is a true and correct copy of the internal specifications for the Ozempic® website with savings card details, dated July 30, 2021.
- Exhibit 2305 is a true and correct copy of the internal specifications for the Ozempic® website with savings card details, dated September 13, 2021.
- Exhibit 2306 is a true and correct copy of a presentation titled Brand Strategy, dated January 30, 2018.
- Exhibit 2307 is a true and correct copy of a presentation titled Ozempic® Brand Presentation, dated January 12, 2018.
- Exhibit 2308 is a true and correct copy of a document titled Product Development Plan, Ozempic® NN9535, dated July 6, 2018.
- Exhibit 2309 is a true and correct copy of a presentation titled Semaglutide NNI Evidence Generation Plan – 2018-2021/25 dated September 18, 2017.
- Exhibit 2310 is a true and correct copy of a presentation titled SC Semaglutide QW, US RWE Plan, dated September 22, 2018.
- Exhibit 2311 is a true and correct copy of a presentation titled Market Access – Track 6, dated June 13, 2017.

- Exhibit 2312 is a true and correct copy of an Excel spreadsheet titled Novo Nordisk/Non-Insulin Market Weekly Performance Report dated September 5, 2018.
- Exhibit 2313 is a true and correct copy of a presentation titled Market Overview/GLP-1 Strategy, dated November 5, 2019.
- Exhibit 2314 is a true and correct copy of a presentation titled Semaglutide Ad Board Market Overview, dated May 16, 2017.
- Exhibit 2315 is a true and correct copy of a presentation titled Ozempic® US Launch Tracker, dated November 5, 2019.
- Exhibit 2316 is a true and correct copy of a presentation title Integrated Insights Ecosystem, Wave 1 Quarterly Insights Report, dated May 6, 2020.
- Exhibit 2317 is a true and correct copy of a presentation title Integrated Insights Ecosystem, 2021 Q1 Quarterly Insights Report, dated June 2, 2021.
- Exhibit 2318 is a true and correct copy of an Excel spreadsheet titled GfK RepInsight®, dated March 28, 2018.
- Exhibit 2320 is a true and correct copy of a presentation titled GLP-1 ATU 3Q18, West Area Analysis, dated September 12, 2018.

- Exhibit 2321 is a true and correct copy of a presentation titled GLP-1ATU 3Q18, dated September 10, 2018.
- Exhibit 2322 is a true and correct copy of a presentation titled Integrated Insights Ecosystem, Wave 4 Quarterly Insights Report, dated February 17, 2021.
- Exhibit 2323 is a true and correct copy of a presentation titled Ozempic® US Launch Tracker, dated February 26, 2019.
- Exhibit 2324 is a true and correct copy of a presentation titled Brand Strategy 2018 GLP-1 Franchise, dated May 2017.
- Exhibit 2325 is a true and correct copy of a presentation titled Quarterly Insights Report – Q4’ 2021, Diabetes Integrated Insights Ecosystem, dated February 23, 2022.
- Exhibit 2326 is a true and correct copy of a presentation titled Quarterly Insights Report – Q3’ 2021, Diabetes Integrated Insights Ecosystem, dated November 16, 2021.
- Exhibit 2327 is a true and correct copy of a presentation titled Integrated Insights Ecosystem, Wave 4 Quarterly Insights Report, dated February 17, 2021.

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