

Annual Report

Novo Nordisk Pharmatech A/S

2023



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Novo Nordisk
Pharmatech A/S



Management review

Letter from management

In many ways, 2023 has been a transformational year where we made significant progress on our growth strategy. Being close to the waterfront, we experienced the effects of climate change firsthand. This, however, shows the importance of a continued focus on our sustainability strategy with an aim of achieving net-zero emissions by 2045. Despite these challenges Novo Nordisk Pharmatech still managed to grow revenue significantly and bring new products into our pipeline in a robust way.

Novo Nordisk Pharmatech's mission – Enabling better medicines, enabling better lives – has centred around our commitment to bring forward pharmaceutical materials that enable our customers to produce better medicines in a sustainable way to enable people to live better lives.

2023 revenue landed 47% higher than 2022.

The total full year 2023 revenue landed 47% higher than 2022, reflecting a good year across all our products. Largest growth was delivered on Silica Gels and enzymes used for bioprocessing at Novo Nordisk. We also managed to grow the sales of technical insulin and quaternary ammonium compounds (Quats). Technical insulin is now being used in bioprocessing by more pharmaceutical companies, including processes around manufacturing of biosimilar products. Benzalkonium Chloride is increasingly used for ophthalmic and nasal applications, but also widely across topicals and products in general, where a GMP manufactured antimicrobial is needed.

More Silica Gel than ever has been produced and delivered out of our manufacturing facilities, and two new Affinity Resins were validated, finalised, and shipped from our own facility. We have also completed our new multi-product purification facility securing manufacturing capacity for our expanded enzyme product portfolio. To support our future growth and production expansions we invested in a 47,000 square metre lot at Køge North. Throughout the year the plans have developed, and next steps are

being taken toward a new production facility which we aim to have up and running in 2027.

In Research & Development we have progressed and diversified our enzyme and resin pipeline. We have developed processes for several new enzymes for the biopharmaceutical and regenerative medicines markets where the first one has entered the validation phase in preparation for a product launch in 2024. We expect an exciting future within regenerative medicines and invest in research activities within stem cells and cell and gene therapy. In the coming years we expect to launch several new products.

123 new colleagues were hired as a part of our growth strategy to significantly increase our Silica and enzymes production and bring new products into our pipeline and to market. Thorough onboarding has introduced our new colleagues to our culture, quality and production mindset, and together with a focus on strong leadership and empowerment of our people, it is supporting our growth journey and an inclusive and diverse workplace.

We have continued to invest in IT infrastructure and systems, as well as cybersecurity measures. Measures include competence development, analysis and practical preparation of the implementation of the NIS2 EU legislation, which will come into effect in Danish national law in October 2024. Our enzyme production IT platform was successfully optimised, resulting in increased robustness and additional capacity required to meet our customer demands. Digitalisation initiatives continue to be launched and executed, with the aim of increasing robustness, reducing cost, and adding capacity across the value chain. An example of this is the launch of a Manufacturing Intelligence platform project. The platform will over time provide high quality data, which will be utilised to optimise our production.

We never compromise on quality and it is fundamental to the way we work. Our products have a direct or indirect impact on the quality of pharmaceutical products administered to millions of patients. Our quality performance remains at a very high level, as testified by the results of more than 20 quality



Ulla Grove
Krogsgaard Thomsen
CEO

audits hosted in 2023. We constantly seek to improve our quality management system through better processes, training and operating procedures. We strive to have a scalable system in place that supports fast progress of our pipeline and projects without compromising product quality.

Together with Klimaskovfonden we have engaged in a project of planting trees in Ishøj Municipality to support an increase in biodiversity and create coherent nature in the local area.

We are committed to providing a more complete picture of our Environmental, Social and Corporate governance (ESG) performance both from a regulatory and compliance perspective and as a responsible business practice. Both as a commitment to accountability and ethical behaviour and to help us identify areas for improvements and to drive performance over time. Further, reducing our environmental impact and driving a sustainable business is a focal point. Installation of a solar panel system at our site will produce four times the power needed for the new heat pumps that have replaced our gas stoves.

So, concluding 2023, Novo Nordisk Pharmatech showed solid progress in increasing capacity and stabilising our production footprint. We managed to produce three new products for our customers and the year ended with an increased revenue on all our products leading to the overall growth of 47%. Despite heavy investment in the expansion of the organisation to prepare for future growth, we managed to increase our operating profit by DKK 48 million, which is more than a doubling compared to 2022.

Finally, I would like to acknowledge all colleagues at Novo Nordisk Pharmatech for the hard work they have contributed with during the year, continuously striving towards our mission of **enabling better medicines, enabling better lives**.



Novo Nordisk
Pharmatech A/S

Enabling better medicines
Enabling better lives

Novo Nordisk Pharmatech at a glance



880 DKK million
in net sales

412 Employees
worldwide

90 DKK million in
operating profit

38 Countries Novo Nordisk
Pharmatech exports to

1 Distribution centre,
Indianapolis

2 Branch offices
(Boston & Singapore)

Financial review 2023

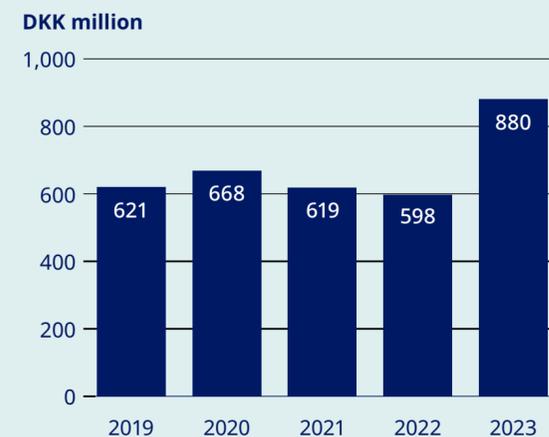
Sales development

Sales increased by 47% from DKK 598 million in 2022 to reach a record high DKK 880 million in 2023. The increase in sales is driven primarily by increased demand for Silica Gels and enzymes. Over the last couple of years, the decreased sales trend has primarily been driven by lower enzymes sales due to the rebuilding of the production facility to be a multipurpose facility which was finalised at the end of 2022.

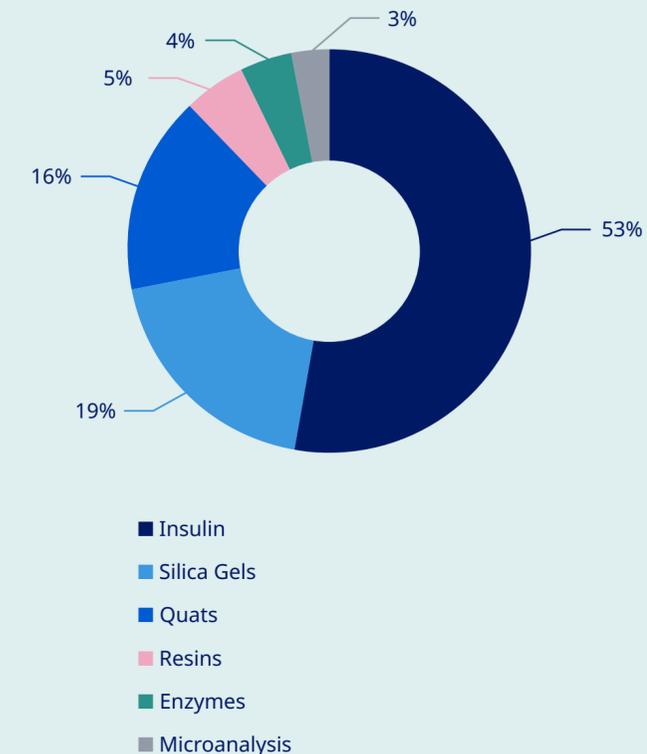
The main drivers of the development from 2022 to 2023 were:

- Sales of Silica Gels increased by 87% versus 2022 as the demand drastically increased and is expected to continue doing so in the coming years.
- Enzymes sales increased by 682% versus 2022 as rebuilding of the facilities was finalised in 2022, ensuring a full year of production in 2023 and introducing a new process enzyme to our portfolio.
- Sales of Quats increased by 10% versus 2022 due to increased demand for Cetrimide and BKC.
- Sales of microscopy analysis increased by 22% due to increased amount of analysis conducted during 2023.
- Sales of Technical Insulin also grew double digit, but mainly due to negative currency impact the reported growth was low single digit.

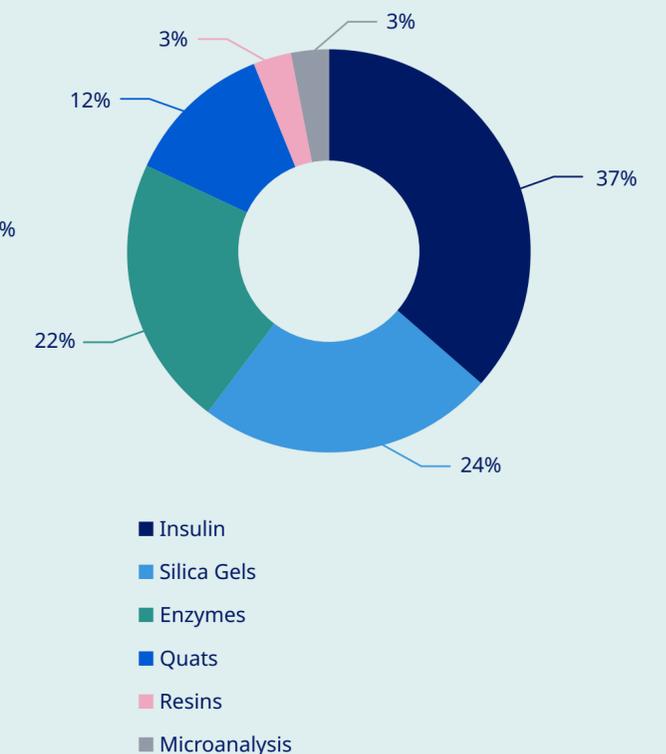
Sales development



Sales by product group 2022



Sales by product group 2023



Total cost increased in 2023 primarily driven by raw material costs for the growth in Silica Gel and enzymes production volumes and by a capacity cost increase linked to the organisational expansion to support current demand increase as well as the strategy to ensure future product launches.

The average number of employees was 336 in 2023, compared to 244 in 2022. The consistent growth in the number of employees over the last five years reflects a general scaling of the organisation to support current demand increase as well as expected future business growth.

Investment in property, plant and equipment for 2023 was DKK 219 million compared to DKK 106 million in 2022. Investment costs were primarily spent on the property acquisition and project costs related to a new production facility in Køge North. Investments were also made in our facilities and IT infrastructure to accommodate the increased number of full-time employees and secure IT compliance & production.

Net operating profit (EBIT) for 2023 was DKK 90 million, increasing from DKK 42 million in 2022. The increase in net operating profit is driven by the overall topline growth, which is partly countered by the increased organisational and facility expenditures to support the ongoing capacity expansion.

Cost

- Raw material costs
- Capacity costs
- Depreciations

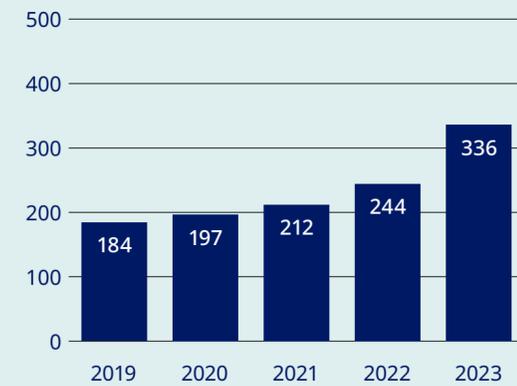
DKK million



FTEs

- FTEs

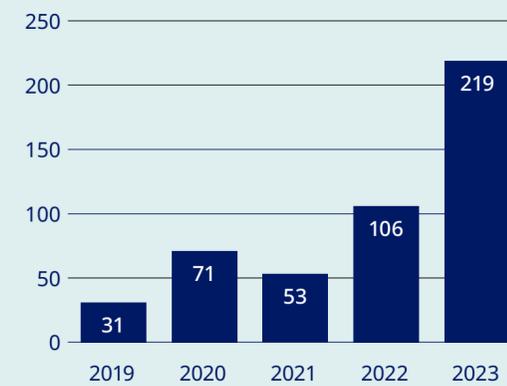
Average number of FTEs



Investments in property, plant and equipment

- Investment costs

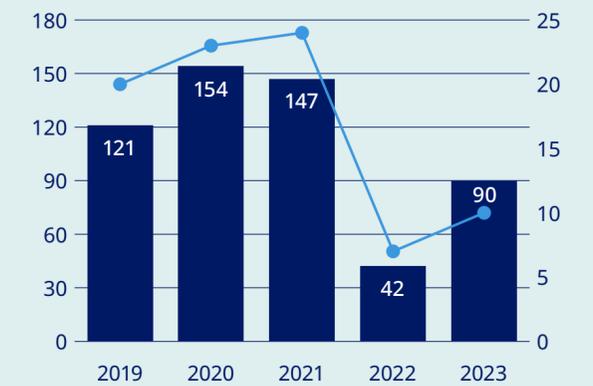
DKK million



EBIT

- EBIT (left)
- EBIT margin (right)

DKK million (left axis), % (right axis)



The decrease in net operation profit in 2022 was mainly driven by increased insulin raw material prices.

Financial highlights

Key figures (DKK 1,000)

	2023	2022	2021	2020	2019
Result					
Revenue	880,400	598,265	619,083	667,729	620,992
Gross profit/loss	51,177	22,300	150,859	145,866	149,294
Profit/loss before financial income and expenses	90,301	41,876	147,120	153,939	121,142
Net financials	8,232	7,235	-514	-7,770	2,292
Net profit/loss for the year	77,247	39,307	113,748	114,915	97,298
Balance					
Balance sheet total	1,266,562	966,914	639,924	745,525	809,391
Equity	766,912	689,619	520,247	606,434	691,519
Cash flow					
Investments in property, plant and equipment	218,933	105,684	53,477	71,171	30,782
Average number of employees					
	336	244	212	197	184
Ratios					
Gross margin ¹	5.8	3.7	24.4	21.8	24.0
Profit margin ²	10.3	7.0	23.8	23.1	19.5
Return on assets ³	7.1	4.3	23.0	20.6	15.0
Solvency ratio ⁴	60.6	71.3	81.3	81.3	85.4
Return on equity ⁵	10.6	6.5	20.2	17.7	14.9

Key figures are in accordance with The Danish Society of Financial Analysts' guidance from 2016.

1. Gross profit as a percentage of sales (Gross profit / Sales)

2. Profit before financial income and expenses as a percentage of sales (Profit before financial income and expenses / Sales)

3. Profit before financial income and expenses as a percentage of total assets (Profit/loss before financial income and expenses / Balance sheet total)

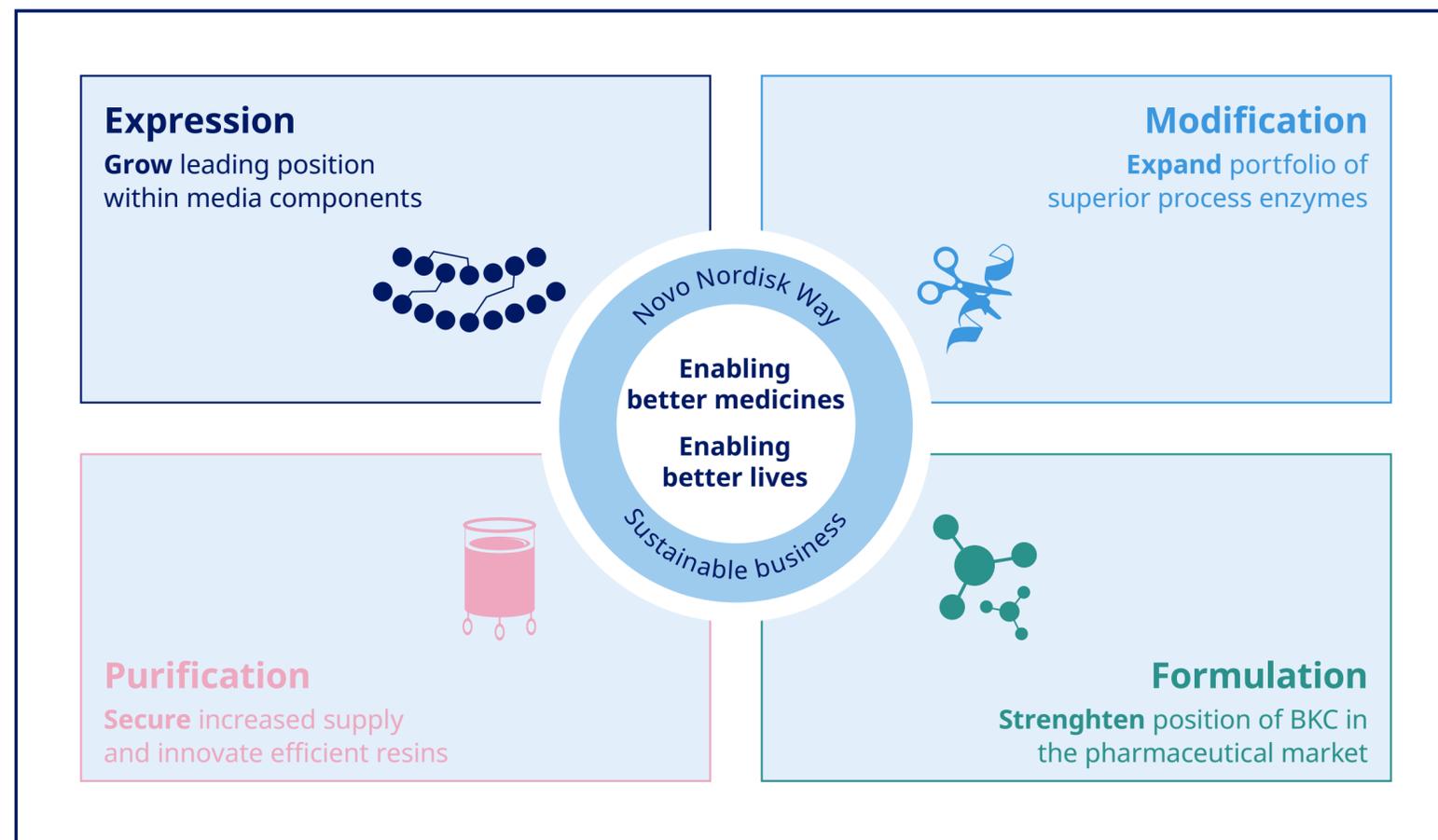
4. Equity on the balance sheet date as a percentage of total assets (Equity / Balance sheet total)

5. Net profit for the year as a percentage of the shareholders' equity (average) (Net profit / ((Equity + Equity last year) / 2))

Our growth strategy

At Novo Nordisk Pharmatech we are committed to bringing forward pharmaceutical materials that enable better medicines for our customers in a sustainable way. We are proud that our innovative research and products take part in aiding millions of people around the world to live better lives. We are committed to making a difference with products benefitting people suffering from serious chronic diseases. We provide products to aid pharmaceutical manufacturing within four technology platforms: Expression, Modification, Purification and Formulation. We aim to grow our leading position within media components and expand our portfolio of process enzymes. Further, we want to secure an increased supply and innovative efficient resins and finally, strengthen the position of Benzalkonium Chloride (BKC) in the pharmaceutical market.

Novo Nordisk Pharmatech is committed to bringing forward pharmaceutical materials that enable better medicines for our customers in a sustainable way.



Outlook 2024

In 2024, it is 75 years since our company was founded in Køge. It has undergone many changes since then and in the last few years the site has experienced significant growth including many new employees. To support our ongoing growth strategy, we will continue to invest in people and keep our focus on development and empowerment, to ensure an inclusive, positive and diverse working environment.

In the coming 5–10 years we will see a significant increase in the demand for pharmaceutical protein purification resins and process enzymes. To meet the demand from our customers, we will continue to optimise our current production lines to increase our capacity. Furthermore, we are preparing to break ground for a new production facility.

In 2024 we are preparing for launch of our new recombinant enzymes. The enzymes are for regenerative medicines and biopharmaceutical markets. Throughout 2024 the technical insulin market is again expected to grow mid to high-single digit reflecting the biopharmaceutical market development. For pharmaceutical applications, the quaternary ammonium compounds (Quats) market is expected to grow low to mid-single digit.

As a scientific partner Novo Nordisk Pharmatech will continue to be a committed front-runner in developing innovative media components, purification resins and enzymes.

It is important for us to continue to strengthen our partnerships with CMO's, media manufacturers and biomanufacturers of therapeutic proteins or regenerative medicines as we still see an increasing interest from customers who need animal-free and reliable ingredients which are supplied in a secure and consistent way. Quality is our top priority and we are always ensuring high batch-to-batch consistency across our products according to regulations, with cGMP being a key capability.

In 2024, Research & Development expect to finalise the development and validation of enzyme production processes and broaden our portfolio with two new and innovative products. In collaboration with our partners we expect – through innovative research and co-creation – to introduce several new projects addressing expression and cell culture media components, as well as new process enzymes both for the bioprocess and the regenerative medicines market. Our aim is to continue innovative research, discover and develop pharmaceutical materials for the benefit of our customers and to help people live better lives.

On our continued journey to reach zero environmental impact at Novo Nordisk Pharmatech we want to reduce CO₂ emissions from operations and transport by 70% compared to 2019 and have 100% of raw material suppliers committed to using renewable power by 2027. Therefore, we have initiated strong and adequate targets to improve these goals such as creating a commitment to renewable power from our raw material suppliers, optimising our distribution of products, increasing the focus on reducing the CO₂ impact from business flights and implementing a solvent regeneration unit.

Our environmental and social initiatives will still be at the top of our agenda. We will continue our journey by further reducing the negative impact from our operations and investing in even more renewable energy sources. Additionally, we will have a continued focus on being a sustainable employer by offering an inclusive and diverse working environment.

In alignment with our growth strategy, throughout 2024 Novo Nordisk Pharmatech will continue to develop our strong pipeline and bring innovative products to the market, also in collaboration with partners. We will ensure a continued robust and reliable delivery of our products by optimising and expanding our capacity in a sustainable way.

The forecasted demand increase across our product portfolio results in double digit sales increase in the range of 10–15% in 2024.

Sustainability (ESG)

Being a sustainable business is constantly evolving and Novo Nordisk Pharmatech is a part of that journey. We are dedicated to creating value for both our society and our business in the long run. We believe sustainability is important not only to help our planet but also to safeguard our future generations. Therefore, we look at our performance and set specific targets within the Environment, Social and Governance (ESG) areas. With reference to Danish Financial Statement act §99a section 7, the statutory statement of Novo Nordisk Pharmatech is covered by the consolidated statements of Novo Nordisk A/S novonordisk.com/investors/annual-report.html

Environment (E)

We acknowledge that CO₂ emissions continue to rise and pose one of the biggest environmental issues: the climate crisis. That is why we have committed to having net zero emissions across our entire value chain by 2045. To us, net zero means gaining carbon neutrality by reducing our emissions to as close to zero as possible and ensuring any remaining emissions are re-absorbed from the atmosphere.

But environmental impact is not only about CO₂. To us, environmental impact also includes other activities such as:

- Resource consumption
- Handling of hazardous and non-hazardous waste
- Protection of the environment and biodiversity



CO₂ emissions

We manage and keep record of our emissions according to scope 1, 2 and 3 from the Greenhouse Gas (GHG) protocol.

Scope 1 includes direct GHG emissions¹ owned or controlled by the company. For us this includes emissions from combustion of diesel for our emergency generators, emissions from company owned vehicles, emissions from chemicals in our process equipment and combustion of gas for heat and steam production. Since 2018, our heat and steam are generated from renewable biogas as an initiative to choose a more sustainable gas type.

Novo Nordisk Pharmatech had scope 1 emissions of 51 tonnes in 2023. This is a notable increase compared to 2019, which is mainly caused by a breakdown of a cooling machine with a leakage of refrigerant with a high GWP² factor. This is a step in the wrong direction and in 2024 we will work further on reducing our scope 1 emissions by starting up an Energy central project, which aims to establish a natural cooling system, phasing out cooling machines with refrigerants with a high GWP factor.

Scope 2 includes indirect emissions from purchased electricity. Since 2015, Novo Nordisk Pharmatech has only purchased renewable generated electricity via wind power certifications, thus we do not report any emissions within this scope.

Scope 3 includes other indirect emissions related to the value chain. These emissions can come from both upstream and downstream activities. At Novo Nordisk Pharmatech we currently include the following emissions in our scope 3: emissions from direct supply including transportation, emissions from handling of hazardous and non-hazardous waste from operations, emissions from business flights and emissions from transportation of products.

Our total emissions in 2023 have increased by 1,464 t CO₂ equalling a 70% increase compared to our baseline from 2019. This occurs due to an increase in production volumes and to mitigate this, we continue our progress toward disconnecting our emissions from our growth.

The majority of our emissions comes from scope 3 and even though we continue our focus on getting our scope 1 emissions to zero, focusing solely on our own activities is not enough. Therefore we plan on reducing emissions from direct supply and hazardous waste handling the coming years.

1. According to Annex A in the Kyoto Protocol GHG emissions include CO₂, CH₄, N₂O, HFCs, PFCs and SF₆.
2. Global Warming Potential.

	Unit	2023	Baseline 2019
Scope 1			
Diesel consumption	t CO ₂ e	1	1
Gas (100% renewable biogas) ¹	t CO ₂ e	45	46
Refrigerants & substances with GWP impact	t CO ₂ e	5	0
Company car (100% electric)	t CO ₂ e	0	-
Total	t CO₂e	51	47
Scope 2			
Electricity (100% renewable wind)	t CO ₂ e	0	0
Total	t CO₂e	0	0
Scope 3			
Direct supply (incl. transportation)	t CO ₂ e	1,770	1,019
Hazardous waste handling	t CO ₂ e	1,540	797
Non-hazardous waste handling	t CO ₂ e	22	16
Transportation of products (only Insulins and Quats) ²	t CO ₂ e	111	98
Business flights	t CO ₂ e	79	132
Total	t CO₂e	3,522	2,062
Total emissions (scope 1, 2 and 3)	t CO₂e	3,573	2,109

1. Gas is a new scope 1 category added in 2023. Emission data is also added in baseline.

2. Transportation of products is a new scope 3 category added in 2023. Emission data is also added in baseline.

Plastic drums ready to be reused.



“ We are increasing our focus on having sustainable supply chains, and we have an obligation to minimise our waste. Initiatives like the reuse of packaging materials increase our complexity but it is a strategic priority that we will continue to work with. ”

Jesper Ravn, Senior Manager of Supply Chain & Procurement

All direct supply based on 100% renewable power

At Novo Nordisk Pharmatech direct supply accounts for the biggest portion of our total CO₂ emissions. In 2024, we will continue lowering our emissions from supply by collaborating with our raw material suppliers to commit to using renewable energy. Our target is that all direct supply is based on 100% renewable power by 2030. Our aim for 2024 is to have half of our raw material suppliers contractually committed to producing with renewable power.

Regeneration and reuse of raw materials in our production

At Novo Nordisk Pharmatech emissions related to handling of our hazardous waste represent the second biggest contributor to total CO₂ emissions. Therefore, we initiated a regeneration project in 2022. This project continued into 2023 as a part of our new production facility in Køge North, enabling us to take one step closer to reducing not only our CO₂ emissions from direct supply, but also the emissions from handling of hazardous waste.

Energy consumption and monitoring

In 2023, Novo Nordisk Pharmatech has focused on phasing out fossil energy and increasing our own renewable energy production, resulting in

a replacement of all gas furnaces for heating with heat pumps. Furthermore, a solar panel system was installed on the roof of our administrative building and is expected to produce four times the power needed for the new heat pumps.

Water consumption

Water consumption is another environmental impact which Novo Nordisk Pharmatech seeks to reduce. Over the last three years our water consumption has increased due to higher production rate, increased requirements for cleaning of equipment and more employees.

Increased circularity of packaging waste

To support our operations, we receive many raw materials at our warehouse, which results in a lot of packaging material. The packaging material often consists of high quantities of plastics and via a collaboration with our waste handling company, we found a recycling partner who could reuse our plastic boxes and plastic drums. This resulted in direct reuse of our plastic drums and boxes.

“The launch of the mentorship programme is a testament to Novo Nordisk Pharmatech’s commitment to foster a positive learning culture within the company and strengthening communication and relationships across all levels of the organisation. I believe that this programme is a valuable tool in developing and retaining our talented colleagues, which is integral to achieving our company’s long-term strategic goals.”

Thomas Jul Olsen, Development Scientist

Social (S)

Our social responsibility has continued with a focus on Novo Nordisk Pharmatech being a sustainable employer offering an inclusive and diverse working environment. 2023 has been a year marked by significant employee growth, placing our employees at the forefront of our focus. We work to ensure that our employees are supporting our growth strategy by attracting, developing, and retaining highly skilled individuals. Additionally, our social responsibility extends beyond our own employees, as we have been collaborating with our local Municipality and contributing to meaningful initiatives.

Own work force

We provide a safe workplace that promotes both mental and physical health, and overall well-being. Our company culture plays a strong role in ensuring a diverse and inclusive working environment and this extends to sharing stories throughout Novo Nordisk Pharmatech, showcasing how our culture fosters robust collaboration across departments. This is what determines our ability to attract and develop some of the best talent from all over the world. Throughout 2023, we have focused on boosting our local visibility eg

a learning festival in Køge and collaboration with Køge Municipality to build strong connections locally, and invest in young talent, our future workforce.

We have a strategic commitment to a zero-accident mindset, and address well-being proactively and continuously monitor employee-reported stress and pain symptoms to improve well-being of our employees.

In 2023, we experienced an increase in accidents without absence due to a change in how potential risk of chemical-exposure is now being registered.

Additionally, we experienced an increase of near miss and dangerous situations due to our focus on reporting and follow up on safety observations registered by our employees.

In 2024, our focus will be on continuously mitigating our production risks and optimising employee safety. This will be done by, among other initiatives, strengthening our chemical and biological safety management, implementing a new EHS management of change process and collaborating with the Køge local authority to address transportation concerns regarding commuting to and from our site.

	2023	2022
Accidents		
Accidents with absence	2	2
Accidents without absence	18	8
Total	20	10
Safety observations		
Near miss	119	65
Dangerous situation	99	88
Total	218	153



Employees from Novo Nordisk Pharmatech joined the Copenhagen Pride Parade in August 2023.

“ Besides supporting diversity and inclusion, we also got to enjoy the solidarity with many happy and great people around us, standing together to celebrate people’s right to be and love exactly who they want to. ”

John Halfdan Boiesen, Manufacturing Director

Development and retention of our employees

To develop and retain our employees, we have conducted multiple initiatives during 2023 eg interviews with our existing employees about their job satisfaction, engagement, and factors that contribute to their decision to stay working here. The goal is to understand what is working well, address concerns, and ultimately retain valuable talent. In 2023, we launched our Mentorship Programme, aiming to foster more meaningful discussions around development. This initiative not only provides additional growth opportunities for both mentors and mentees but also enhances collaboration and knowledge-sharing across the organisation.

In Novo Nordisk Pharmatech, the number of employees has increased in all our departments. In 2023, we have hired 123 employees, an increase from the 70 new hires in 2022. This means that by the end of 2023, Novo Nordisk Pharmatech consists of 412 employees in total. Our employee turnover rate decreased from 8.1% in 2022 to 4.1% in 2023, which means that we have reached our goal of a 6% turnover rate. We are highly committed to being a sustainable employer and will continue to focus on initiatives to retain our employees in 2024.

	2023	2022	2021	2020
Development in total number of employees				
Existing employees	289	219	201	198
New employees	123	70	18	3
Total	412	289	219	201

	2023	2022	2021	2020
Employee turnover (%)				
Turnover rate	4.1	8.1	9.5	6.2

Diversity & Inclusion

Being a sustainable employer offering an inclusive and diverse working environment where all employees feel a sense of belonging is at the core of our values. In Novo Nordisk Pharmatech all management teams, from entry level upwards, are encouraged to focus on enhanced diversity, with the aim of ensuring a robust pipeline of talent for management positions. Our following aspirational targets and corresponding actions are essential in enabling a diverse line of thought and providing all employees with equitable opportunities to realise their potential.

In 2023, we have focused on bringing our values of diversity, equity and inclusion to life. As part of these efforts, our Novo Nordisk Pharmatech team collectively participated in the Pride event in Copenhagen, fostering an inclusive atmosphere among our employees.

Donations and other contributions

Throughout 2023, Novo Nordisk Pharmatech has collaborated with local institutions with the purpose of improving local health and well-being. Similarly, to 2022, we donated to Danish People’s Aid, a trust that helps vulnerable families in Køge Municipality and the amount donated was DKK 15,000. Additionally, we have donated DKK 5,000 to ‘Den Lille Forfatter’, which is an initiative to help dyslexic people and donated DKK 10,000 to ‘Friluftsliv i Køge’ where the aim is to spread awareness of outdoor opportunities in and around Køge Municipality.



Microanalysis Centre, Køge.

Financial Statement Act 99b

Our commitment to accelerate progress is visible through our aspirational targets:

- Achieve a minimum of 45% women and a minimum of 45% men in upper management by the end of 2026.
- Create an inclusive culture where all employees have a sense of belonging and equitable opportunities to realise their potential.
- Mitigate bias and ensure diversity in our recruitment process.

We state 45% in our aspiration to leave up to 10% flexibility for women and men and also allow for non-binary gender, recognising that some employees may not wish to be categorised. While gender is one dimension of diversity, we fully recognise that diversity is any dimension that differentiates people and enables a diverse line of thought – for example ethnicity, race, age, nationality, disability status or sexual orientation.

To mitigate bias, we are continuously reviewing our processes and policies throughout the employee life cycle. At the end of 2023, 53% of all new leaders were women, which shows that we are focusing on building a strong pipeline of diverse and inclusive leaders via succession management and talent programmes.

The gender split across the other management level is balanced and ended in 2023 with 44% women and 56% men. We have increased the share of women in Novo Nordisk Pharmatech across all management levels in 2023.

By the end of 2023, the Board consists of three male shareholder-elected Board members and one female shareholder-elected Board member. This means that the gender diversity in the Board of Directors meets the Danish gender diversity requirements.

Status and targets for the share of the underrepresented gender in Novo Nordisk Pharmatech (2023)	Total/share of the underrepresented gender in %	Target for the share of the underrepresented gender/target date
Board of Directors	4/25%	Not required
Other management*	34/44%	Not required

* The other management of Novo Nordisk Pharmatech includes the chief executive officer, directors with leadership responsibility, as well as managers with personnel responsibility, who report directly to the directors.

Inclusion Index

We expect all our leaders to embrace their role as inclusive leaders by being committed to building diverse teams of complementary strengths, valuing diverse skills, experiences and perspectives and creating a psychologically safe space in which all employees feel free to speak. To measure the state of inclusion at Novo Nordisk Pharmatech, we have our Global Inclusion Index as part of our annual employee engagement survey. Out of 242 employees who completed the survey in 2023, 83% rated the inclusion statements favourably, compared to 79% in 2022.

Governance (G)

At Novo Nordisk Pharmatech, we categorise governance into three dimensions. The first dimension is Corporate Governance which covers our ownership structure and governance. Governing Processes, the second dimension, refers to how we run our business. The last dimension, Sustainability Standards is about how we oversee and prioritise our sustainability and ESG agenda.

Ownership structure

Novo Nordisk Pharmatech A/S is 100% owned by Novo Nordisk A/S, which is a part of Novo Holdings A/S, a Danish company wholly owned by the Novo Nordisk Foundation.

As a part of this foundation ownership Novo Nordisk Pharmatech A/S supports the objective of the Novo Nordisk Foundation of creating value for society. For more information about the ownership structure of Novo Nordisk please refer to the consolidated statements of Novo Nordisk A/S 2023.

Governance structure

Novo Nordisk Pharmatech A/S has a two-tier management structure consisting of the Board of Directors and Executive Management.

The Board of Directors is responsible for and oversees the overall strategic direction, performance and strategy implementation.

The Executive Management manages day-to-day operations, development and implementation of strategies and policies and reporting to the Board of Directors and Novo Nordisk's shareholders.

The Board of Directors and Executive Management are separate bodies, and no one serves as a member of both.



Board of Directors and CEO



Jean Fabian Jeldorf
Senior Vice President, Supply Chain
and Business Development
Novo Nordisk A/S



Julie Aunbirk
Vice President, Process
& Facility Design
NNE A/S



Tue Micheelsen
President of North America (NA) and
Head of Consumer Health, Human
Health Biosolutions
Novonesis A/S



Jacob Sten Petersen
Senior Vice President, Dicerna
Transformational Research
Novo Nordisk A/S



Zohra Mansour
Senior QA professional
Novo Nordisk Pharmatech A/S
Employee representative



Joachim Juel Hagemester
Process Supporter
Novo Nordisk Pharmatech A/S
Employee representative



Ulla Grove Krogsgaard Thomsen
CEO
Novo Nordisk Pharmatech A/S

Business ethics

Novo Nordisk Pharmatech adheres to ethical business practices by acting with integrity and in compliance with the Novo Nordisk Way, our Business Ethics Code of Conduct and international and local standards for responsible business conduct. Business ethics covers among others, anti-fraud, anti-bribery, anti off-label promotion, protection of personal data, paying a living wage as well as respect for human rights, including adhering to the Modern Slavery Act.

With reference to Danish Financial Statement act §99d section 3, further information on the Novo Nordisk Way is covered by the consolidated statements of Novo Nordisk A/S at novonordisk.com/investors/annual-report.html

Product quality

At Novo Nordisk Pharmatech we live up to our mission by providing superior products of high quality, which give our customers the security they need to develop and manufacture products that make a difference for patients.

We achieve this by being in regulatory compliance and by having a well-established quality management system in compliance with DS/EN ISO 9001, covering all our activities and including production, quality assurance/quality control, sales and marketing, research and development, shipping information and customer services.

We ensure high quality of our products by our efficient quality assurance systems and quality control and are regularly audited by major and minor pharmaceutical companies, international accredited auditors and inspected by the Danish Medicine Agency.

Risk management and crisis response

Managing risks is central to Novo Nordisk Pharmatech, as it is critical for us to protect our employees, our surroundings, our assets and our business. It is the responsibility of the management board to review the overall risk exposure of the company. For this purpose, a risk assessment process is in place, where risks are assessed based on the likelihood of events, as well as the potential impact.

The top risks at Novo Nordisk Pharmatech are identified as:

1. Corruption and bribery
2. Health and safety
3. Environmental
4. Commercial risks
5. IT security
6. Supply chain

For more information on our top risks, please visit novonordiskpharmatech.com

Crisis management is an established part of our risk management process to prepare, respond and recover from potential crises. In the autumn of 2023, our crisis response was activated when our site was hit by a storm surge. The storm surge was a reminder of the more extreme weather we can expect because of climate change and highlighted the need for an effective crisis response procedure.

We succeeded in preparing for the storm surge with our Safety-First mindset and experienced no work-related accidents, had no impact on our surrounding environment and only experienced a short period of production stop. We have an open and transparent dialogue with the authorities and are collaborating with Køge Municipality to establish a dyke to protect our employees, surroundings and assets.

Sustainability frameworks

We report on our ESG performance in accordance with relevant disclosure frameworks, such as the Carbon Disclosure Project (CDP). For more information on all disclosure frameworks we follow, please refer to the consolidated statements of Novo Nordisk A/S 2023.

This year we have chosen an integrated reporting approach, where we no longer have a separate ESG Report, but have our ESG performance as

an integrated part in our Annual Report. An integrated method we will continue working on by gradually incorporating material climate-related risk-assessments into our governance, strategy and execution on climate and environmentally related initiatives. The first step is finalising our Double Materiality Assessment in 2024 and strengthening our ESG data management.

Sustainability performance

Environmental and social considerations are an integral part of our everyday work. To secure a high standard and continuously improve we are DS/EN ISO 14001 and DS/EN ISO 45001 certified and have implemented an Environmental Policy and a Health & Safety Policy.

In 2023, both policies were updated to secure better alignment with our current business and strategy. Both policies are available at novonordiskpharmatech.com/environment-health-and-safety

Another step to strengthen our sustainability performance in 2023 was updating our sustainability assessment for projects. The result was a new simplified assessment, which was integrated as a part of our project structure, meaning all projects must assess the impact on different sustainability factors on a continuous basis throughout the project execution.

To reinforce our commitment to sustainability, in 2022 Novo Nordisk Pharmatech received an EcoVadis rating with a Platinum level score, meaning we were rated among the top 1% of pharmaceutical companies assessed. The EcoVadis sustainability assessment is an evaluation of how well a company has integrated the principles of sustainability into their business and management system. In early 2024, we will be reassessed by EcoVadis. Where the EcoVadis Sustainability Assessment Report is of interest, contact us or request access directly from the EcoVadis platform.

ESG highlights

Key indicators

	Unit	2023	2022	2021	2020	2019
Environment						
CO ₂ e, scope 1	Tonnes	51	47	50	61	47
CO ₂ e, scope 2	Tonnes	0	0	0	0	0
CO ₂ e, scope 3	Tonnes	3,522	1,828	1,395	1,921	2,062
Energy consumption	GJ	23,073	22,074	22,943	22,881	22,017
Renewable energy share	%	100	100	100	100	100
Drinking water consumption	m ³	6,866	6,006	5,431	4,565	4,859
Hazardous waste	Tonnes	826	616	369	544	624
Non-hazardous waste	Tonnes	66	58	57	49	45
Social						
Employees	HC	412	289	219	201	183
New employees	HC	123	70	18	3	-
Absence due to illness	%	3.2	3.3	-	-	-
Accidents with absence	Number	2	2	2	2	1
Gender ratio all employees (female/male)	%	49/51	49/51	49/51	49/51	51/49
Turnover rate	%	4.1	8.1	9.5	6.2	-
Governance						
Gender ratio Board of Directors (female/male)	%	25/75	0/100	0/100	25/75	25/75
Gender ratio upper management* (female/male)	%	33/67	38/62	40/60	17/83	17/83
Gender ratio all leaders (female/male)	%	51/49	49/51	44/56	41/59	22/78

* The upper management of Novo Nordisk Pharmatech includes the chief executive officer as well as the directors, with leadership responsibility.



Novo Nordisk
Pharmatech A/S



Finance

Q2

Company information

Activity	Supply of ingredients and active pharmaceutical ingredients for the biopharmaceutical and pharmaceutical industries.
Board of Directors	Jean Fabian Jeldorf Julie Aunbirk Tue Micheelsen Jacob Sten Petersen Zohra Mansour Joachim Juel Hagemeister
Executive Director	Ulla Grove Krogsgaard Thomsen
Location	Køge
CVR number	13 24 61 49
Address	Københavnsvej 216, 4600 Køge, Denmark
Financial calendar	1 January–31 December
Auditor	Deloitte Weidekampsgade 6 P. O. Box 1600 2300 Copenhagen S
Share capital	DKK 10,001,000

Shareholder

Novo Nordisk Pharmatech A/S is 100% owned by:

Novo Nordisk A/S
Novo Allé
2880 Bagsværd
Denmark

Consolidated financial statements

The financial statement of the company is part of the consolidated financial statements of Novo Nordisk A/S and finally in the consolidated financial statements of Novo Nordisk Foundation.

The consolidated financial statements of Novo Nordisk A/S may be obtained at the following web address:

novonordisk.com

The consolidated financial statements of Novo Nordisk foundation may be obtained at the following address:

Novo Nordisk Fonden
Tuborg Havnevej 19
2900 Hellerup
Denmark

Management's statement

The Executive Management and Board of Directors have today approved the Annual Report of Novo Nordisk Pharmatech A/S for the financial year 1 January–31 December 2023.

The Annual Report is prepared in accordance with the Danish Financial Statements Act.

In our opinion, the financial statements give a true and fair view of the company's financial position at 31 December 2023 and of the results of the company's operations for the financial year 1 January–31 December 2023.

In our opinion, Management's review includes a true and fair account of the matters addressed in the Review.

We recommend that the Annual Report be adopted at the Annual General Meeting.

Køge, 11 March 2024.

Executive Management

Ulla Grove Krogsgaard Thomsen
CEO

Board of Directors

Jean Fabian Jeldorf
Chairman

Julie Aunbirk

Tue Micheelsen

Jacob Sten Petersen

Zohra Mansour

Joachim Juel Hagemeister

Independent auditor's report

To the shareholders of Novo Nordisk Pharmatech A/S

Opinion

We have audited the financial statements of Novo Nordisk Pharmatech A/S for the financial year 1 January–31 December 2023, which comprise the income statement, balance sheet, statement of changes in equity, and notes, including a summary of significant accounting policies. The financial statements are prepared in accordance with the Danish Financial Statements Act.

In our opinion, the financial statements give a true and fair view of the Entity's financial position at 31 December 2023 and of the results of its operations for the financial year 1 January–31 December 2023 in accordance with the Danish Financial Statements Act.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs) and additional requirements applicable in Denmark. Our responsibilities under those standards and requirements are further described in the 'Auditor's responsibilities for the audit of the financial statements' section of this auditor's report. We are independent of the Entity in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (IESBA Code) and the additional ethical requirements applicable in Denmark, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Management's responsibilities for the financial statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the Danish Financial Statements Act, and for such internal control as Management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, Management is responsible for assessing the Entity's ability to continue as a going concern, for disclosing, as applicable, matters related to going concern, and for using the going concern basis of accounting in preparing the financial statements unless Management either intends to liquidate the Entity or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit conducted in accordance with ISAs and the additional requirements applicable in Denmark, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management.
- Conclude on the appropriateness of Management's use of the going concern basis of accounting in preparing the financial statements, and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If we conclude that

a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures in the notes, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Statement on the management commentary

Management is responsible for the management commentary.

Our opinion on the financial statements does not cover the management commentary, and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the management commentary and, in doing so, consider whether the management commentary is materially inconsistent with the financial

statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether the management commentary provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, we conclude that the management commentary is in accordance with the financial statements and has been prepared in accordance with the requirements of the Danish Financial Statements Act. We did not identify any material misstatement of the management commentary.

Køge, 11 March 2024

Deloitte

Statsautoriseret Revisionspartnerselskab

CVR number 33963556

Lars Hansen

State Authorised Public Accountant

Identification No (MNE) mne24828

Accounting policies

Basis of preparation

The financial statements included in this Annual Report have been prepared in accordance with the provisions of the Danish Financial Statement Act applying to large enterprises of reporting class C.

Cash flow statement is not included under reference to Danish Financial Statement Act §86, section 4 as Novo Nordisk Pharmatech A/S is included in the consolidated financial statements of Novo Nordisk A/S.

Recognition and measurement

Revenues are recognised in the income statement as earned. Furthermore, value adjustments of financial assets and liabilities, measured at fair value or amortised cost, are recognised.

Moreover, all expenses incurred to achieve the earnings for the year are recognised in the income statement, including depreciation, amortisation, impairment losses and provisions, as well as reversals due to changed accounting estimates of amounts that have previously been recognised in the income statement.

Assets are recognised when it is probable that future economic benefits associated with the item will flow to Novo Nordisk Pharmatech and the cost of the item can be measured reliably.

Liabilities are recognised when it is probable that future economic benefits associated with the item will flow from Novo Nordisk Pharmatech and the liability can be measured reliably.

Initially assets and liabilities are recognised at cost price and subsequently measured as described below.

Certain financial assets and liabilities are measured at amortised cost using the effective interest method. Amortised cost is the original cost price with deduction of payments and adjusted for the accumulated depreciation of the difference between cost price and the nominal value. Hereby any adjustment to market rate is allocated over the lifetime.

At measurement, any loss or risk expected before balance sheet date is included and confirmed at the balance sheet date.

Leases

All lease contracts are operational lease commitments. Payments on operational lease commitments are measured in the income statement as per the leasing period.

Foreign currencies

Transactions in foreign currencies have been measured at the rate of the transaction date. Gains and losses arising from the transaction date

to the payment date are measured in the income statement as a financial income or expense.

Receivables, debt and other monetary items in foreign currencies which have not been settled on the balance date are measured at the currency rate of the balance date. The differences from the rate of the balance date and the rate of the transaction date are measured in the income statement as a financial income or expense.

Corporate tax and deferred tax

The company takes part in group taxation with the owner Novo Nordisk A/S and other Danish group enterprises. The tax of the group taxation with the owner and the group enterprises is allocated to the companies in accordance with the taxable income. The Danish companies in the group taxation are part of the on account taxation.

Tax on the year's net profit consists of actual tax and deferred tax and is measured in the income statement directly in accordance with the profit of the year and to the equity in accordance with transactions on the equity.

Actual tax payments and tax receivables are measured in the balance as a receivable if prepaid tax exceeds actual tax and as a liability if prepaid tax is less than the actual tax.

Deferred tax arises from temporary differences between the accounting and taxable value of assets and liabilities using the liability method. Deferred tax is not recognised on temporary differences from non-tax deductible depreciation on goodwill and other items where temporary differences, except for company takeovers, have arisen at the time of acquisition without impact on profit or taxable income. In the situations where the taxable value can be measured after alternative tax rules, deferred tax is measured in accordance with the planned use of the assets and amortisation of the liability respectively.

Deferred tax assets including the taxable value of carried taxable losses are measured at the value which the assets are expected to be realised by either offsetting in future taxable profit or by offsetting deferred tax liabilities within the same legal entity and the same jurisdiction.

Changes in deferred tax following changes in tax rates are measured in the income statement.



Income statement

Net sales

Sale of goods and services is recognised in the income statement if delivery and risk have been transferred to the buyer before the balance sheet date. The revenue is measured excluding vat and after rebate associated with the sale.

Revenue from goods sold is recognised when all the following conditions are met:

- Novo Nordisk Pharmatech has transferred the significant risks and rewards of ownership of the goods to the buyer.
- Novo Nordisk Pharmatech retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold.
- The amount of revenue can be measured reliably.
- It is probable that the economic benefits associated with the transaction will flow to the entity.

Cost of goods sold

Cost of goods sold includes raw material cost and indirect production costs, including staff expenses and non-staff expenses. Along with sales, costs capitalised to inventory are recognised when the goods are delivered, and the risks have been transferred.

Sales & Distribution costs

Sales & Distribution costs include all costs related to distributing, marketing and selling of Novo Nordisk Pharmatech products.

Research & Development costs

Research & Development costs include all internal and external costs related to development of new and existing products for both internal and external sales.

Administration

Administration cost incurred during the year for management and administration are recognised in administration cost.

This includes expenses incurred for the administrative staff, Management, offices as well as office expenses and similar expenses and amortisation and impairment of tangible assets.

Other operating income and expenses

Other operating income and expenses comprise items secondary to the primary activities of the company including gain/loss on intangible assets and property, plant and equipment.

It also comprises all costs related to intercompany mark-ups and transferring of costs between Novo Nordisk Pharmatech A/S and Novo Nordisk A/S. These costs are calculated in accordance with transfer pricing regulations and the Arm's Length Principle.

Financial income and expenses

Financial income and expenses include interest, realised and unrealised currency adjustments as well as interests associated with the prepayment of taxes.

Balance sheet

Property, plant and equipment

Property, plant and equipment are measured at cost price with deduction of accumulated impairments and depreciation.

Cost comprises the acquisition price and other directly attributable costs until the date on which the asset is available for use. For self-constructed assets, cost comprises the direct costs of materials, sub suppliers and salaries, etc. The total cost of an asset is broken down into components that are depreciated separately if the expected useful lives of the individual components are not the same. Land is not depreciated.

Depreciation is provided under the straight-line method over the estimated useful lives of the assets as follows:

Buildings: 50 years

Plant and machinery: 8–16 years

Other equipment: 3–10 years

Impairment of fixed assets

The carrying amount of intangible assets and property, plant and equipment are reviewed on an annual basis to determine whether there is any indication of impairment other than that expressed by amortisation and depreciation.

If so, an impairment test is carried out to determine whether the recoverable amount is lower than the carrying amount and the asset is written down to its lower recoverable amount. This impairment test is performed on an annual basis for development projects in progress irrespective of any indication of impairment.

The recoverable amount of the asset is calculated as the higher of net selling price and value in use. Where a recoverable amount cannot be determined for the individual asset, the assets are assessed in the smallest group of assets for which a reliable recoverable amount can be determined based on a total assessment.

Investment in subsidiaries

Investments in subsidiaries are recognised under the equity method, which is at the respective share of the net asset values in subsidiaries. Net profit of subsidiaries less unrealised intercompany profits is recorded in the income statement. The after-tax profit of each subsidiary is recognised within share of profit/loss in subsidiaries.

Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined using the first in, first out method. Cost comprises direct production costs such as raw materials, consumables and labour as well as indirect production costs (IPC). Production costs for work in progress and finished goods include IPC such as employee costs, depreciation, maintenance etc.

If the expected sales price less completion costs to execute sales (net realisable value) is lower than the carrying amount, a write-down is recognised for the amount by which the carrying amount exceeds its net realisable value.

Receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less allowances for doubtful trade receivables.

Prepayments

Prepayments are payments made concerning subsequent financial years.

Debt

Debt to banks, suppliers etc is measured at amortised cost price or lower net realisable value which in most situations corresponds to the nominal value.

Income statement

1 January – 31 December 2023

Profit

(DKK 1,000)

	2023	2022	Note
Net profit for the year			
Net sales	880,400	598,265	1
Cost of goods sold	-829,223	-575,965	2
Gross profit/loss	51,177	22,300	
Sales and distribution	-29,281	-23,190	2
Research and development	-58,987	-38,983	2
Administration	-15,282	-11,365	2, 3
Other operating income	142,674	93,114	
Operating profit/loss	90,301	41,876	
Share of profit/loss in subsidiaries	158	144	
Financial items	8,232	7,235	4, 5
Profit/loss before tax	98,691	49,255	
Tax on profit/loss for the year	-21,444	-9,948	6
Net profit/loss for the year	77,247	39,307	
EBIT margin	10.3%	7.0%	

Balance sheet

31 December 2023

Assets

(DKK 1,000)

	2023	2022	Note
Fixed assets			
Property, plant and equipment			7
Land and buildings	255,599	174,464	
Plant and machinery	177,662	159,893	
Other fixtures and fittings, tools and equipment	34,431	27,677	
Property, plant and equipment in progress	164,448	99,862	
Property, plant and equipment	632,140	461,896	
Fixed assets	632,140	461,896	
Investment in subsidiaries	1,505	1,302	
Total long-term assets	633,645	463,198	
Current assets			
Inventories	364,146	352,737	8
Receivables			
Trade receivables	64,464	71,734	
Receivables from group enterprises	202,648	56,985	
Corporation tax	0	21,379	
Other receivables	676	66	
Prepayments	983	815	9
Receivables	268,771	150,979	
Current assets	632,917	503,716	
Assets	1,266,562	966,914	

Liabilities and equity

(DKK 1,000)

	2023	2022	Note
Equity			10
Share capital	10,001	10,001	
Retained earnings	756,735	679,488	
Effect of exchange rate adjustment	176	130	
Proposed dividend	0	0	
Equity	766,912	689,619	
Provisions			
Provision for deferred tax	41,204	43,064	
Provisions	41,204	43,064	
Short-term debt			
Trade payables	48,892	39,137	
Payables to group enterprises	326,608	160,761	
Corporation tax	5,554	0	
Other payables	77,393	34,333	
Short-term debt	458,447	234,231	
Liabilities and equity	1,266,562	966,914	
Contingent liabilities			11
Related parties and ownership			12

Changes to equity

(DKK 1,000)

	Share capital	Share premium	Retained earnings	Effect of exchange rate adjustment	Proposed dividend for the year	Total
Equity 1 January 2023	10,001	0	679,488	130	0	689,619
Paid dividend					0	0
Value adjustment				45.79		46
Net profit for the year			77,247		0	77,247
Paid in share capital and share premium						0
Transfer of share premium to retained earnings		0	0			0
Equity 31 December 2023	10,001	0	756,735	176	0	766,912

Notes to the financial statement

(DKK 1,000)

Notes 1-5

	2023	2022
1. Segment information		
Exports	425,404	412,701
Group	454,996	185,564
Total	880,400	598,265

The geographical split follows the split of the business, as the segment Group covers Denmark and the segment Exports primarily covers the revenue to the rest of the world.

	2023	2022
2. Staff expenses		
Wages and salaries	248,123	164,707
Share based payment cost	23,691	0
Pensions	23,574	15,587
Other social security expenses	1,662	1,359
Total	297,050	181,653

Cost of goods sold	232,001	138,595
Sales & Distribution	13,107	8,778
Research & Development	39,966	24,616
Administration	11,976	9,664
Total	297,050	181,653

Average number of employees	336	244
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In 2023, all employees in the Novo Nordisk Group, including NNPR, were offered 74 restricted stock units. A stock unit gives the right to receive one Novo Nordisk share free of charge in 2026 subject to continued employment.

Remuneration to the Executive Board has not been disclosed in accordance with section 98 B section 2 of the Danish Financial Statements Act.

3. Remuneration to auditor

No information is provided with reference to the Danish Financial Statement Act §96 section 3.

	2023	2022
4. Financial income		
Interest received from group enterprises	1,679	816
Other financial income	11,308	14,990
Total	12,987	15,806

5. Financial expenses

Interest paid to group enterprises	-1,462	-362
Other financial expenses	-3,293	-8,209
Total	-4,755	-8,571

Notes to the financial statement

(DKK 1,000)

Note 6

	Corporation tax	Deferred tax	Total tax for the year
6. Tax on profit/loss for the year			
1 January 2023	-21,379	43,064	
Adjustments concerning prior years	108	243	351
Current tax for the year	23,196	-2,103	21,093
Settlement re: 2022 tax	21,282		
Prepaid tax for the year	-17,653		
31 December 2023	5,554	41,204	21,444

	2023	2022
Specification of deferred tax		
Trade receivables	-65	-73
Property, plant and equipment	15,356	12,519
Land and buildings	12,284	12,892
Prepayments	203	171
Employee shares	-1,770	0
Indirect production cost	15,196	17,555
Deferred tax	41,204	43,064

Notes to the financial statement

(DKK 1,000)

Note 7

	Land and buildings	Plant and machinery	Other fixtures and fittings tools and equipment	Property, plant and equipment in progress	Total
7. Property, plant and equipment					
Cost at 1 January 2023	237,755	388,444	46,401	99,862	772,462
Additions for the year	67,080	6,313	7,032	138,508	218,933
Disposals for the year	-1,474	-12,368	-93	0	-13,935
Transfers for the year	25,008	37,216	11,698	-73,922	0
Cost at 31 December 2023	328,369	419,605	65,038	164,448	977,460
Impairment losses and depreciations at 1 January 2023	63,291	228,551	18,724	0	310,566
Depreciations and impairments for the year	9,957	25,760	11,976	0	47,693
Reversal of impairment and depreciations of sold assets	-478	-12,368	-93	0	-12,939
Impairment losses and depreciations at 31 December 2023	72,770	241,943	30,607	0	345,320
Carrying amount at 31 December 2023	255,599	177,662	34,431	164,448	632,140

	2023	2022
Specification of depreciations		
Cost of goods sold	46,167	33,346
Sales & Distribution	0	0
Research & Development	1,526	1,394
Administration	0	0
Total	47,693	34,740

Notes to the financial statement

(DKK 1,000)

Notes 8–13

	2023	2022
8. Inventories		
Raw materials and consumables	166,826	173,041
Work in progress	4,316	1,676
Goods in transit	1,229	13
Finished goods and goods for resale	191,775	178,007
Total	364,146	352,737

9. Prepayments

Prepayments consist of payments made for subsequent years and concern insurance premiums, servicing of microscopes and IT licences.

	2023	2022
10. Equity		
The share capital consists of shares at DKK 1,000 or multiples hereof.		
Distribution of profit		
Retained earnings	77,247	39,307
Dividend	-	-
Distribution of profit	77,247	39,307

	2023	2022
11. Contingent liabilities		
Lease and purchase obligations		
Leasing and purchase obligations concerning cars, equipment, projects and raw materials.		
Within 1 year	119,257	18,335
Between 2 and 5 years	447,353	391,371
Total	566,610	409,706

Novo Nordisk Pharmatech A/S, Novo Nordisk A/S and its Danish subsidiaries are jointly taxed with the Danish companies in the Novo A/S Group. The joint taxation also covers withholding taxes in the form of dividend tax, royalty tax and interest tax. The Danish companies are jointly and individually liable for the joint taxation since 2014. Any subsequent adjustments to income taxes and withholding taxes may lead to a larger liability. The tax for the individual companies is allocated in full on the basis of the expected taxable income.

12. Related parties

Controlling interest

Novo Nordisk Foundation	Parent foundation
Novo Holdings A/S	Intermediate parent company
Novo Nordisk A/S	Immediate parent company

In accordance with section 112 of the Danish Financial Statements Act, consolidated financial statements have not been prepared. The consolidated financial statements of the parent company, Novo Nordisk A/S, and the ultimate parent company, Novo Nordisk Foundation, can be ordered from Novo Nordisk A/S (CVR number 24 25 67 90), Novo Allé, 2880 Bagsværd, Denmark, and from the Novo Nordisk Foundation (CVR number 10 58 29 89), Tuborg Havnevej 19, 2900 Hellerup, Denmark.

Other related parties

Ulla Grove Krogsgaard Thomsen, CEO

Board of Directors

Jean Fabian Jeldorf	Julie Aunbirk
Tue Micheelsen	Jacob Sten Petersen
Zohra Mansour	Joachim Juel Hagemester

Transactions

All group internal transactions are on market terms.

13. Significant event subsequent to balance sheet date

In line with the Company's plans for further growth and production expansions, the Company obtained a cash capital contribution from its parent company of DKK 500 million on 8 February 2024.

Novo Nordisk Pharmatech is a leading global supplier of high-quality ingredients for the biopharmaceutical and pharmaceutical industries. The company has attracted an extensive roster of leading pharmaceutical companies through unsurpassed product quality, manufacturing and quality control, regulatory documentation, precision delivery and a comprehensive risk mitigation strategy.

For more information, please visit novonordiskpharmatech.com

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