



novo nordisk®

Creating a Network for Obesity

Considerations

Societal stigma of obesity means PwO don't seek help

High drop out rate for people with obesity during treatment

Popularity and effectiveness of digital health solutions in Obestria

Question

How can Novo Nordisk maintain leadership in the Obesity Medications Market, by revamping the People with Obesity Treatment Experience within the next 3 years?

Strategy

Novo Network

<p>Engage</p> <p>Reduce stigma and raise awareness of obesity through <i>NovoMovo</i> mobile clinics to engage potential patients</p>	<p>Connect</p> <p>Provide obesity training to HCPs, <i>Right Step</i>, and empower patients through <i>NovoBand</i>®</p>	<p>Re-engage</p> <p>Create Novo Champions that share their treatment experience and demystify the process</p>
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Impact

\$14.3B DKK

Revenue Generated by 2026

7.3M

Obestrians reached by 2026

35k

Doctors trained by 2026

Novo Nordisk has made significant impact on healthcare...

- 1 More than **36 million** using their diabetes care products
- 2 Leaping strides in obesity medication, with oral medication leading up to **15% weight loss**
- 3 Working hard to increase **supply** and **accessibility of life-saving drugs** to everyone

...and is at the forefront of obesity awareness and support for PwO

TRUTH ABOUT WEIGHT®

Provides information about Obesity. Can create a *TrueWeight* Report to discuss with HCP.



Social campaign #StopWeightBias that Novo Nordisk supports.

"We are working to change how the world perceive people with obesity and to make obesity a global healthcare priority"

Camilla Sylvest

But to maintain dominance, they must play strategically in the Obestrian market

Patient pull expected to make up 50-60% of obesity prescriptions
→ Novo Nordisk must be acknowledged as a trusted provider of obesity medication

Highly technologised population → Novo Nordisk needs to provide a digital solution that PwO are comfortable and stimulated by

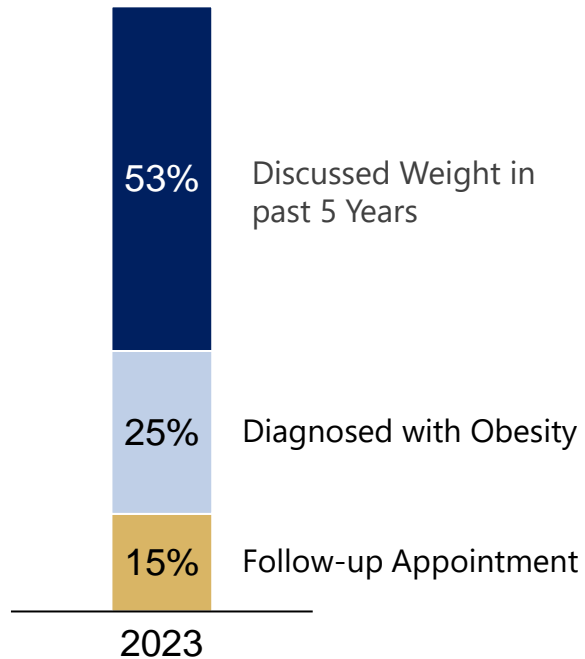
Unicameral progressive government → government partnerships are highly feasible

Social media coverage of obesity is high → Novo Nordisk needs to leverage these channels

Reimbursement is feasible within 2-3 years → increasing accessibility means more demand. Novo Nordisk but capture the market before this change allows for competitors to move

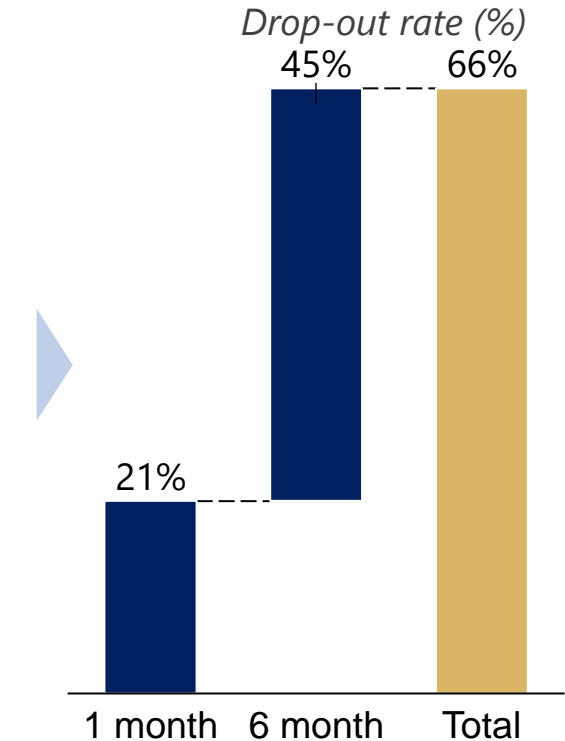
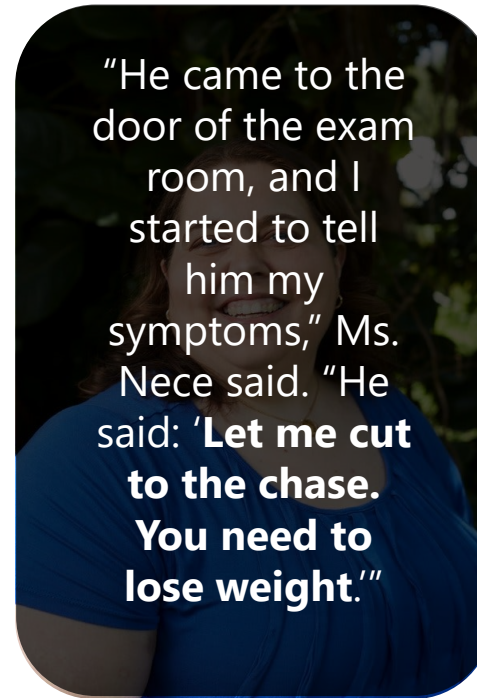
There is low opt-in rate for patients with potential obesity...

Proportion of PwO who took actions(%)



- Low Opt-in rates are mainly because:
- Feeling of shame and being judged – **Novo Nordisk has supported campaigns but needs to more up in peoples' faces**
 - Fear of diagnosis – **not actionable**

...coupled with a high drop-out rate during treatment



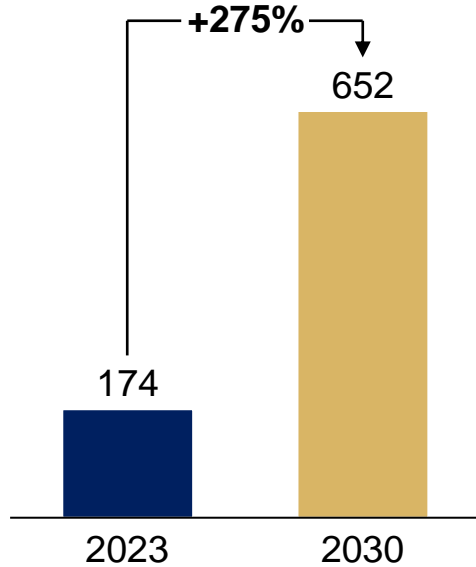
- Dropout Rates are the result of mainly:
- Not seeing enough results – **Novo Nordisk's innovation tackles this**
 - Lack of support from judging and unaware physicians as only 22% of GPs are trained - **Actionable**

Source Left: Australian Journal of GP, Right: National Library of Medicine: Is drop-out from obesity treatment a predictable and preventable event?, Quote: New York Times, Right bottom: Australian Journal of GP

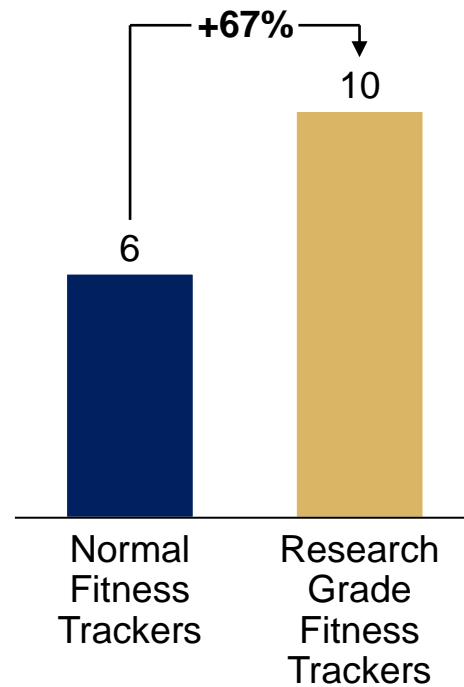
The digital trend is a positive addition to obesity management that should be capitalised on

Digital health monitors are effective and popular choices for many...

Market Size of Digital Wellness Monitor Industry (billions)



Pounds lost in 12 weeks



Digital Wellness Monitors are somewhat effective, **but**, when research-grade they are extremely effective

...so, where do we go now?

1

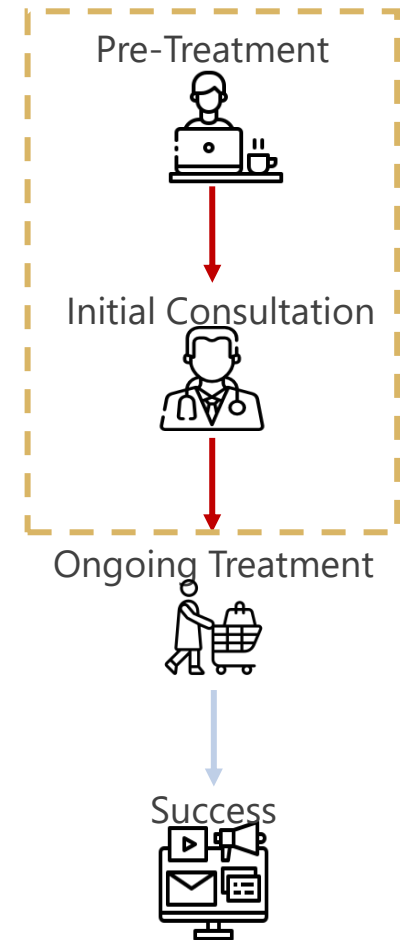
How can Novo Nordisk encourage PwO to seek treatment?

2

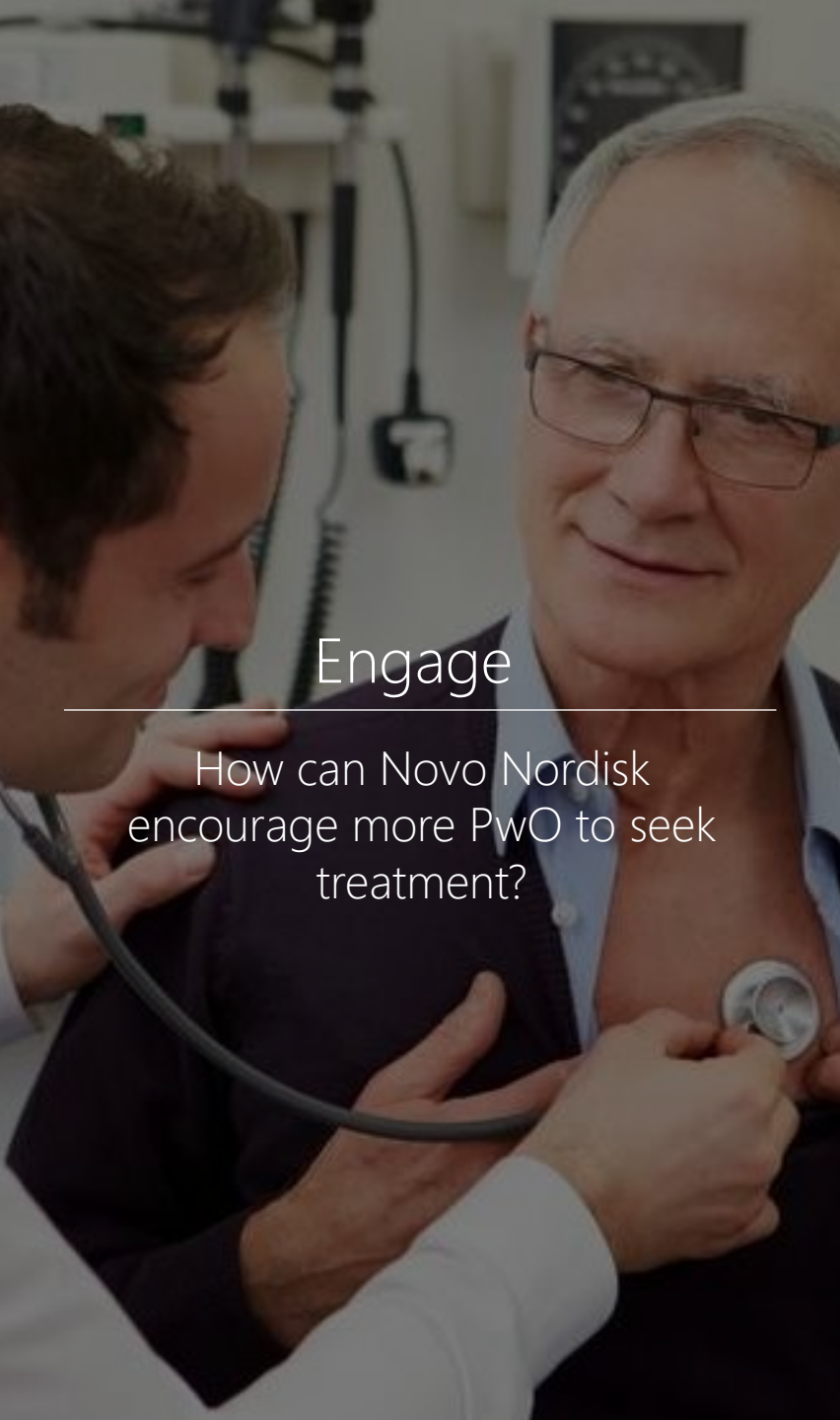
How can Novo Nordisk create a superior treatment experience for PwO?

3

How can Novo Nordisk create lasting long-term change in perception of obesity?

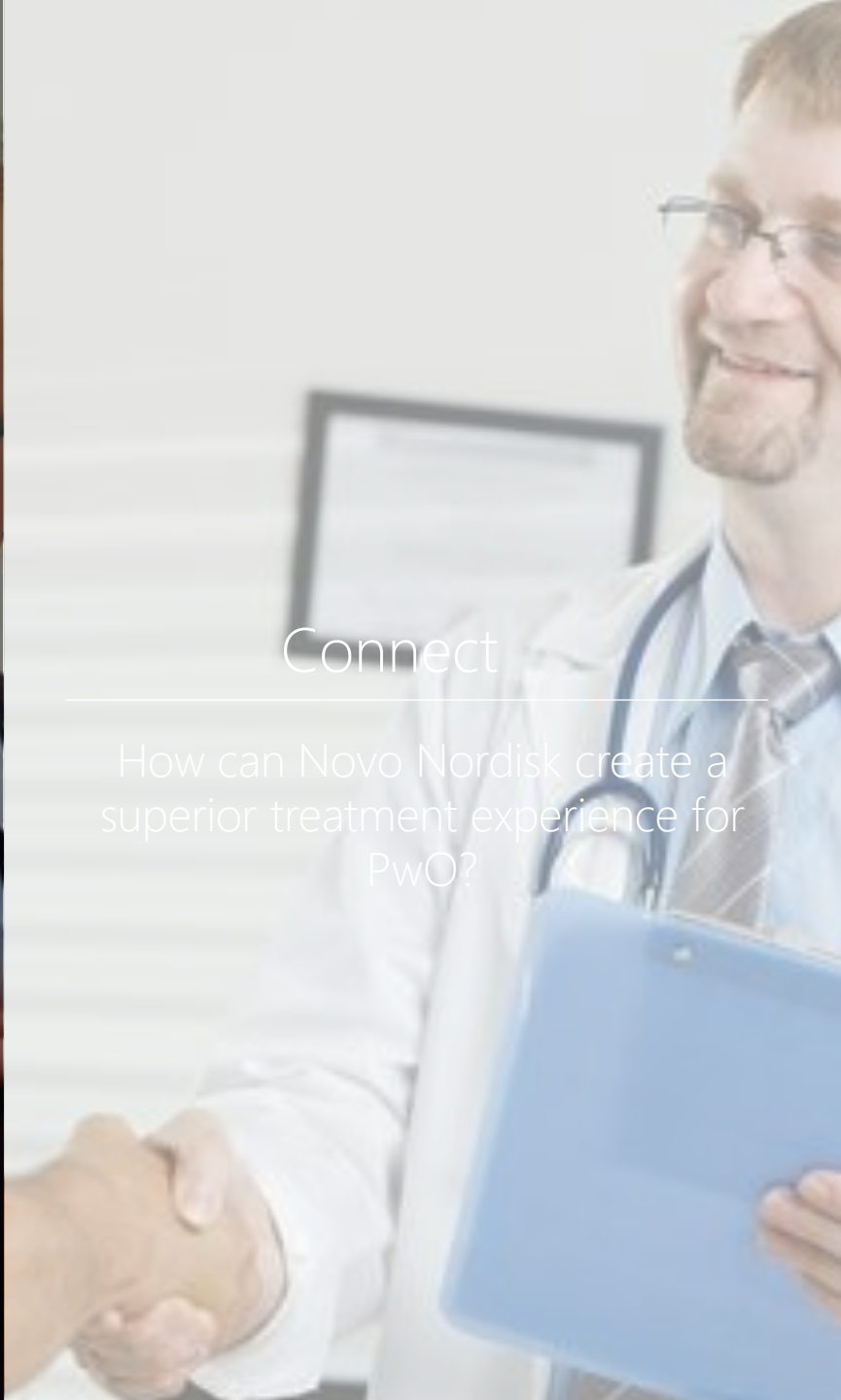


Source: Left: Harvard



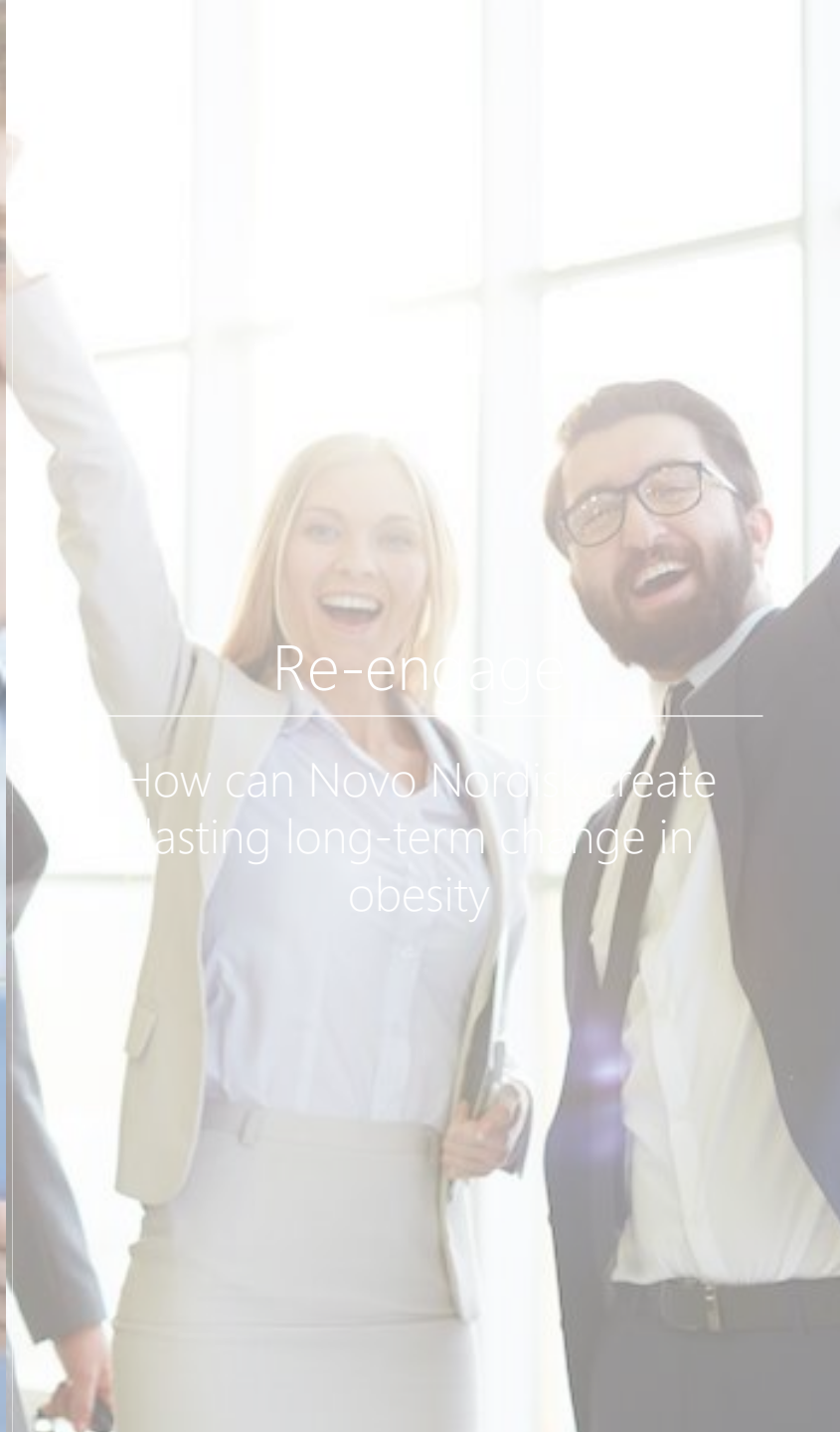
Engage

How can Novo Nordisk encourage more PwO to seek treatment?



Connect

How can Novo Nordisk create a superior treatment experience for PwO?



Re-engage

How can Novo Nordisk create lasting long-term change in obesity?

Novo Movo is an innovative solution designed to tackle the inaccessibility and stigma of obesity



Novo Movo is a mobile clinic **open to all Obestrians**, designed to raise awareness on obesity and show it is a complex medical disease



Easily accessible mobile clinics can prevent, monitor and cure ailments



Removes stigma through normalization of discussion surrounding regular check ups and healthy habits



Preventative treatment assists those "at-risk" and those who may have genetic predispositions for diabetes.

1.2M additional people undergoing active treatment for diabetes

Stage 1: Arrival

Stage 2: Screening

Stage 3: Consultation

Stage 4: Treatment

Novo Movo announces its arrival across various marketing channels

Curious individuals can visit and receive a free high-tech screening service

Patients receive a consultation with a fully accredited healthcare professional

Individuals can be preventatively treated before obesity impacts them further

Novo Movo is more than just an accessible mobile healthcare provider. It is an opportunity for everyone to access preventative and curative treatment.

The stages of testing get progressively more technologically rigorous



- BMI is measured** with height and weight
- The patient steps onto the scale and the BMI is **automatically** calculated for them
 - Multiple sensors maximises the accuracy of the results
 - **Body fat percentages** can be measured



- Gene sampling**
- Allows patients to **understand** whether the underlying causes of their obesity stems from **genetic** factors
 - Provides **analysis** on, and **recommendations personalized** to the genetic composition of the body

Why would they go to mobile health care services?



Specially accredited HCPs allow **proper communication** of needs and wants, making the consultation a **positive experience** → good relationship with Novo Nordisk



Minimises the potential for GPs subjective bias as information is presented in an objective manner directly from scientific results, maximizing peace of mind



Locations are chosen strategically across Obestia in areas with **high-risk of obesity** to maximise the number of patients reached, given GP to patient ratio is low. 250 trucks rolled out by 2026



Electric trucks reduce noise pollution and **environmental pollution**, allowing Novo Nordisk to strive for its **net zero goal**

Fulfills
**Social
ESG
Goals**

Novo Nordisk must consider their target and how they can reach them

Will mobile health care clinics actually work?

Case Study – Breast Cancer in NSW, Australia



Breast cancer screening campaigns have had enormous success in places such as Australia

Mobile health care clinics lead to earlier detections which can be treated accordingly

900k people screened in the first year

Screenings made at a mobile health clinic was higher at 54.4% compared to 7.1% at a traditional clinic. People saw **the value in their faces** and **convenience**

Studies reveal that mobile healthcare services can assist in connecting residents to healthcare

4.5M people screened in **2026**


How will we reach our patients?

Who?

Channels


Why?

Young Adults



Young adults are susceptible to obesity due to environmental, economic and poor dietary patterns

Inactive Elderly



Elderly are at risk of obesity due to constant caloric surplus from lack of physical activity and exercise capacity



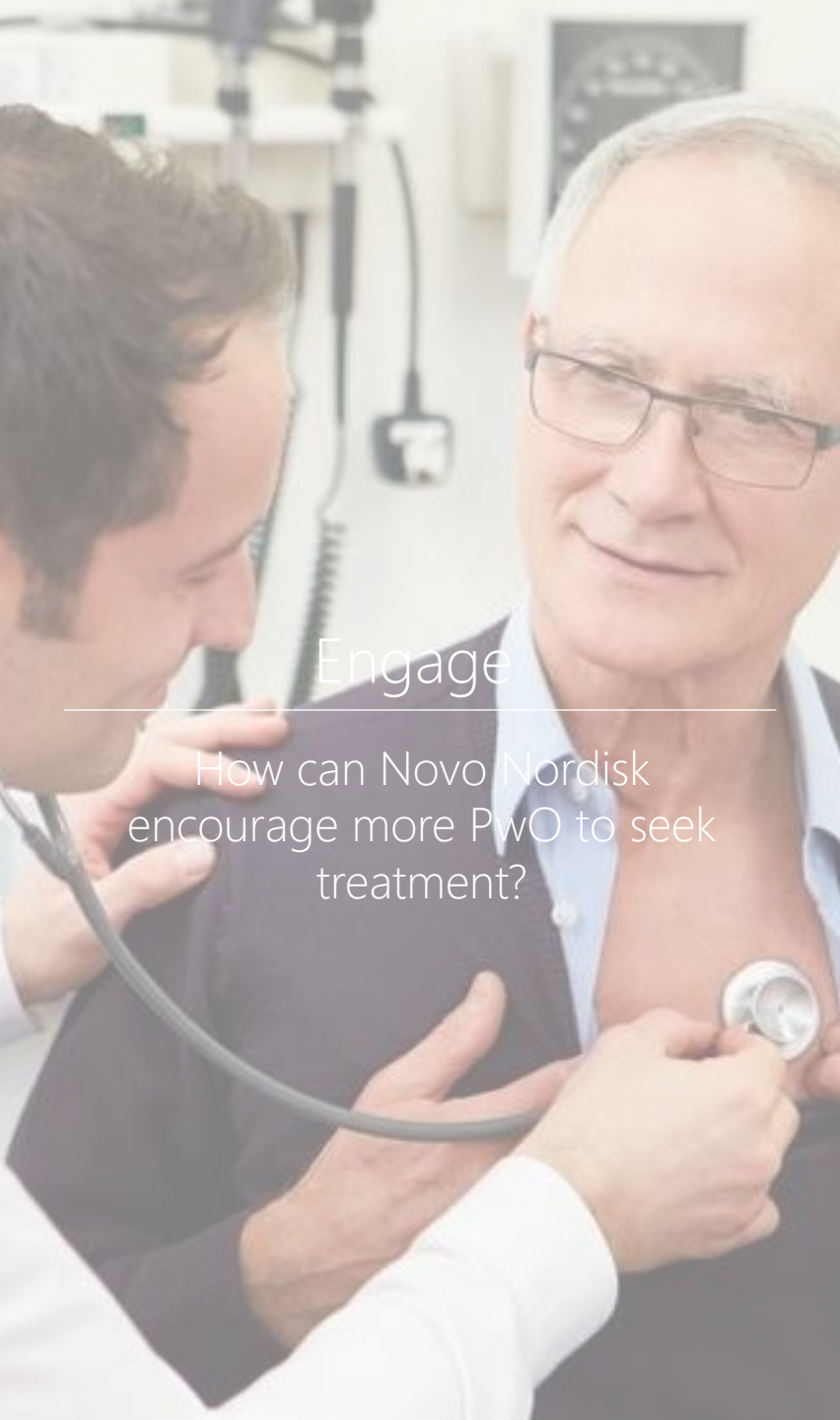
Leveraging influencer marketing to demystify the experience of being screened and checked

Has the potential to build supportive networks amongst friends and similar individuals

Billboard marketing provides exposure across the board for all age groups

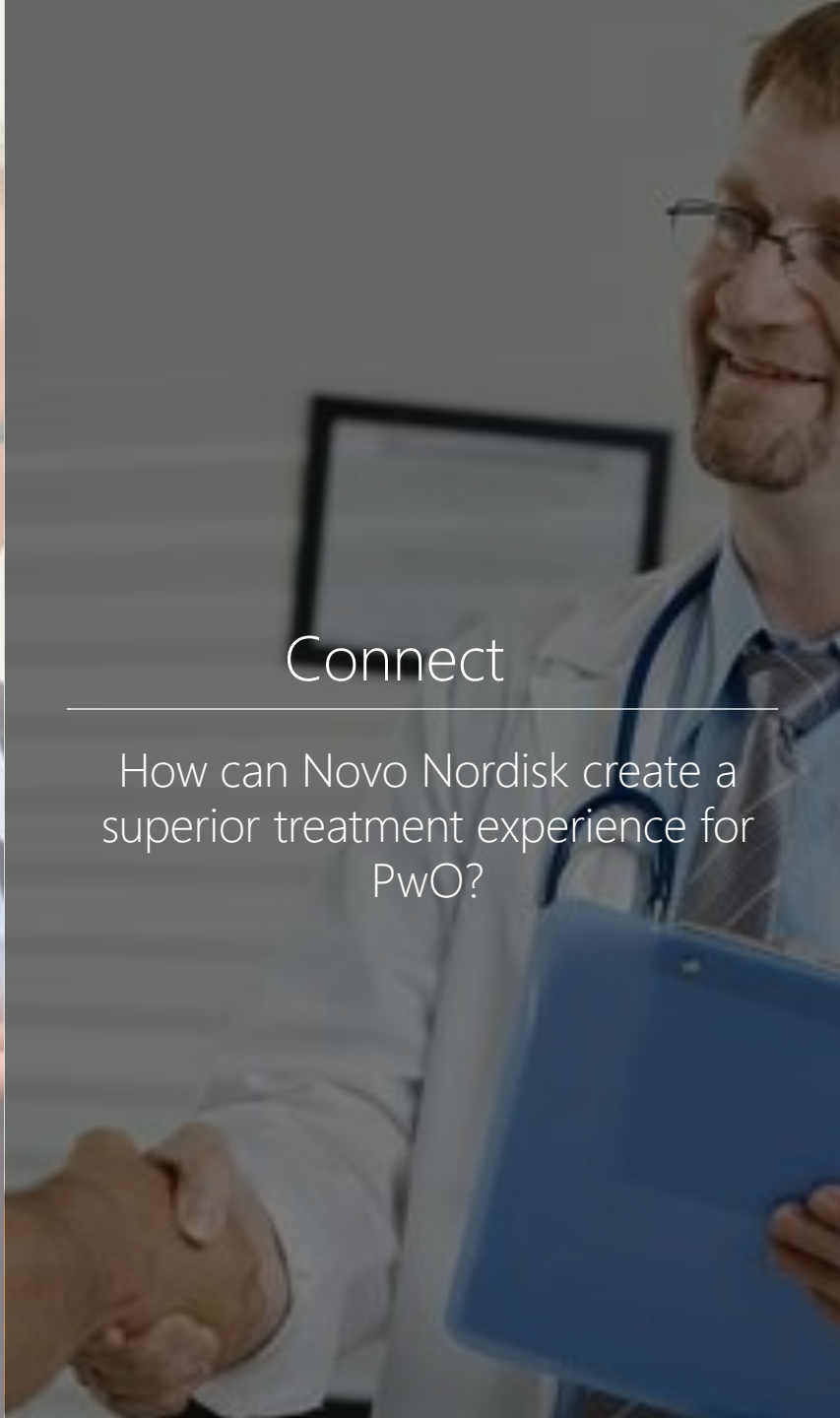
Obesity has a high frequency of social media coverage

2M people seeking mobile healthcare services after marketing begins



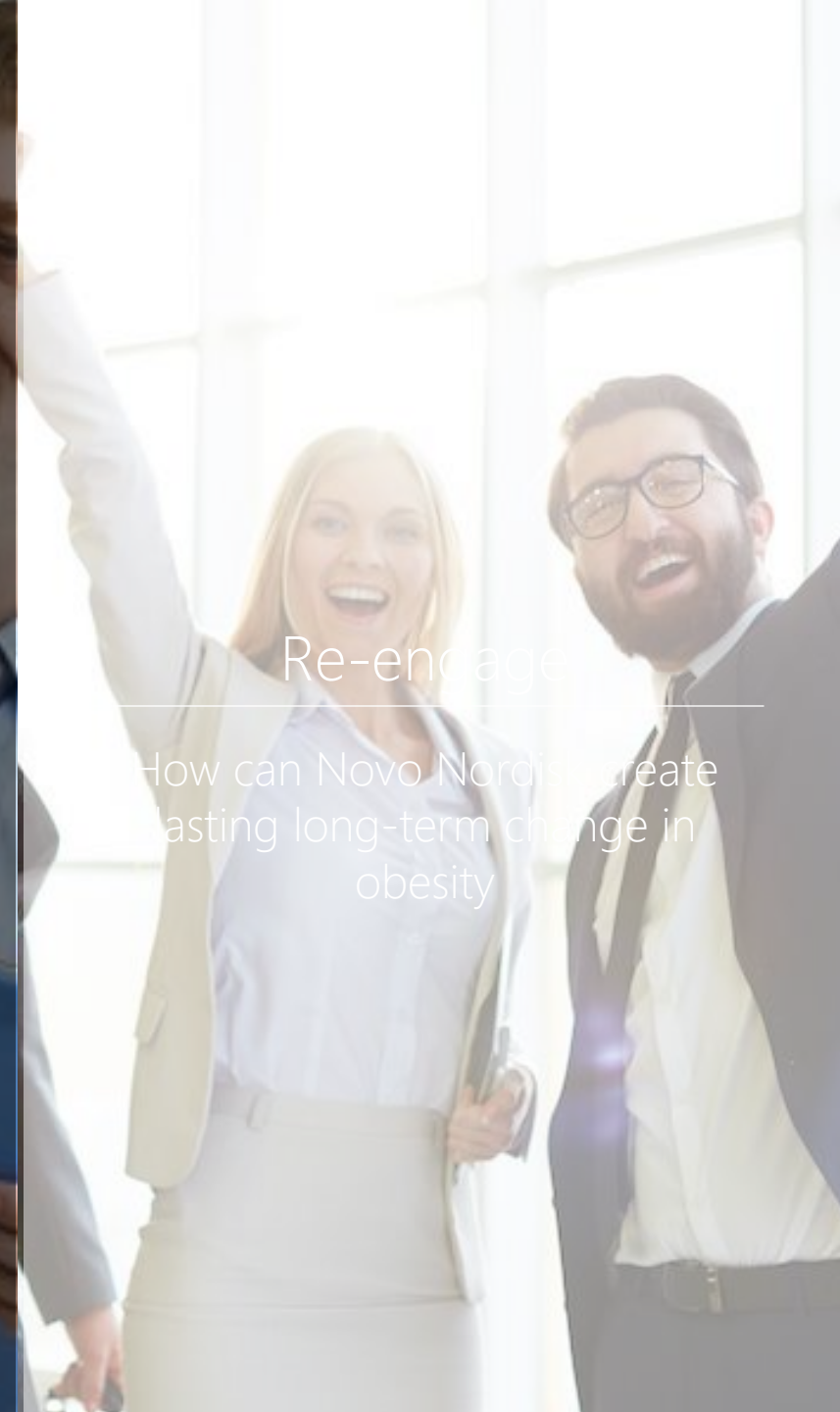
Engage

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Connect

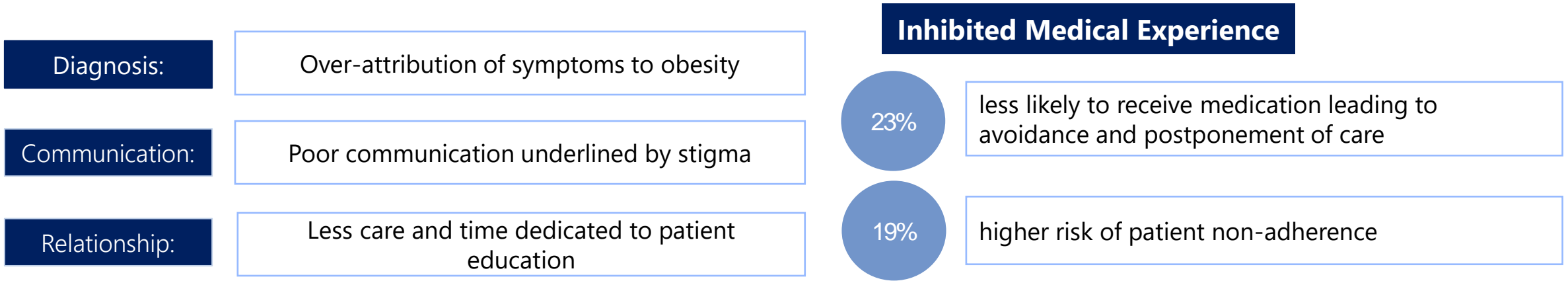
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Re-engage

How can Novo Nordisk create lasting long-term change in obesity

Practitioner behaviour and attitude is directly corroborated with patient outcomes



RightStep Professional Conferences

- Educational workshops that focus on delivering valuable knowledge on patient behaviour and relevant support solutions
- Official Accreditation and inclusion into Novo Database that connects patients from NovoMovo



A.C.O.T.

Accredited Curriculum for Obesity Training

Fit Future empowers HCP to advise inclusive and detailed forms of support to enhance patient experience and outcomes.

Who?

Features

OBESTRIA NHS
Partnership

- Headlined by Obestria's National Healthcare System, the program is endorsed by their institution of medical experts

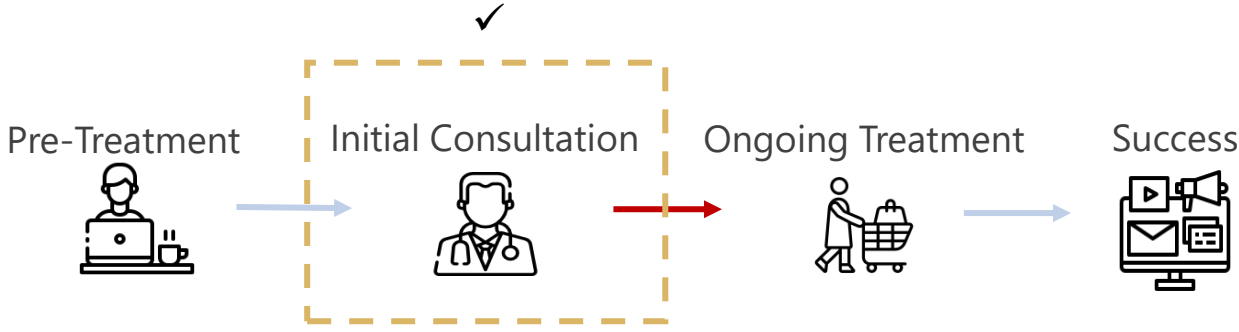


- Attendees can earn accreditation points depending on the courses they enroll into on the day and their success in completion
- Once accredited, patients from NovoMovo can be referred

Sample Course Structure

- 1. Stigmatised social status of PwO**
- 1.1 Stereotype threat
- 1.2 Exposure and empirical links to discrimination

Patient Experience Target



Corporate Value Fulfillment: Purposeful Sustainability

Impacts



Wearable monitor tracking core fitness and medical-related patient habits all integrated into Novo's database through an app

Key Rationale

- 1 Obestia's population is highly technologized and will likely adopt digital monitoring as a trend
- 2 Trust behind clinically tested tech would make it an industry leader
- 3 Highly integrable with current Novo suite and connects with big data trends

Features

NovoBand®

Clinically-backed smart band providing weight loss and health-related insights



Data & Safety

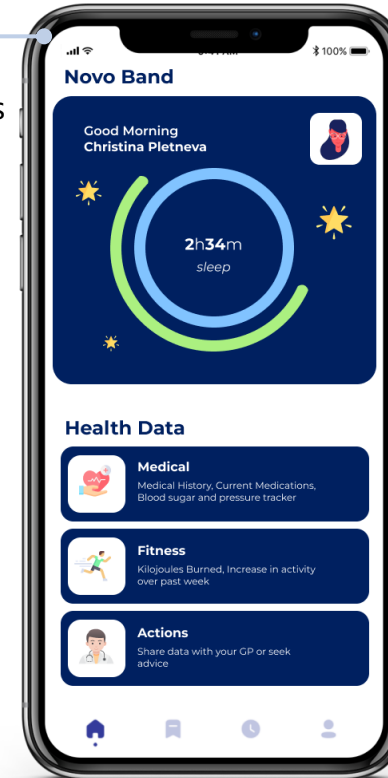
- App integration for data insights and tips
- Medical History and current prescriptions

Medical

- Blood Sugar (CGM)
- Blood Pressure
- Heart Rate
- Stress
- Medical History and current prescriptions

Fitness

- Increase in activity over past week
- Kilojoules burned
- Quality of Sleep



Production

- Leverage long standing, successful partnership with Microsoft to develop and manufacture bands



Distribution

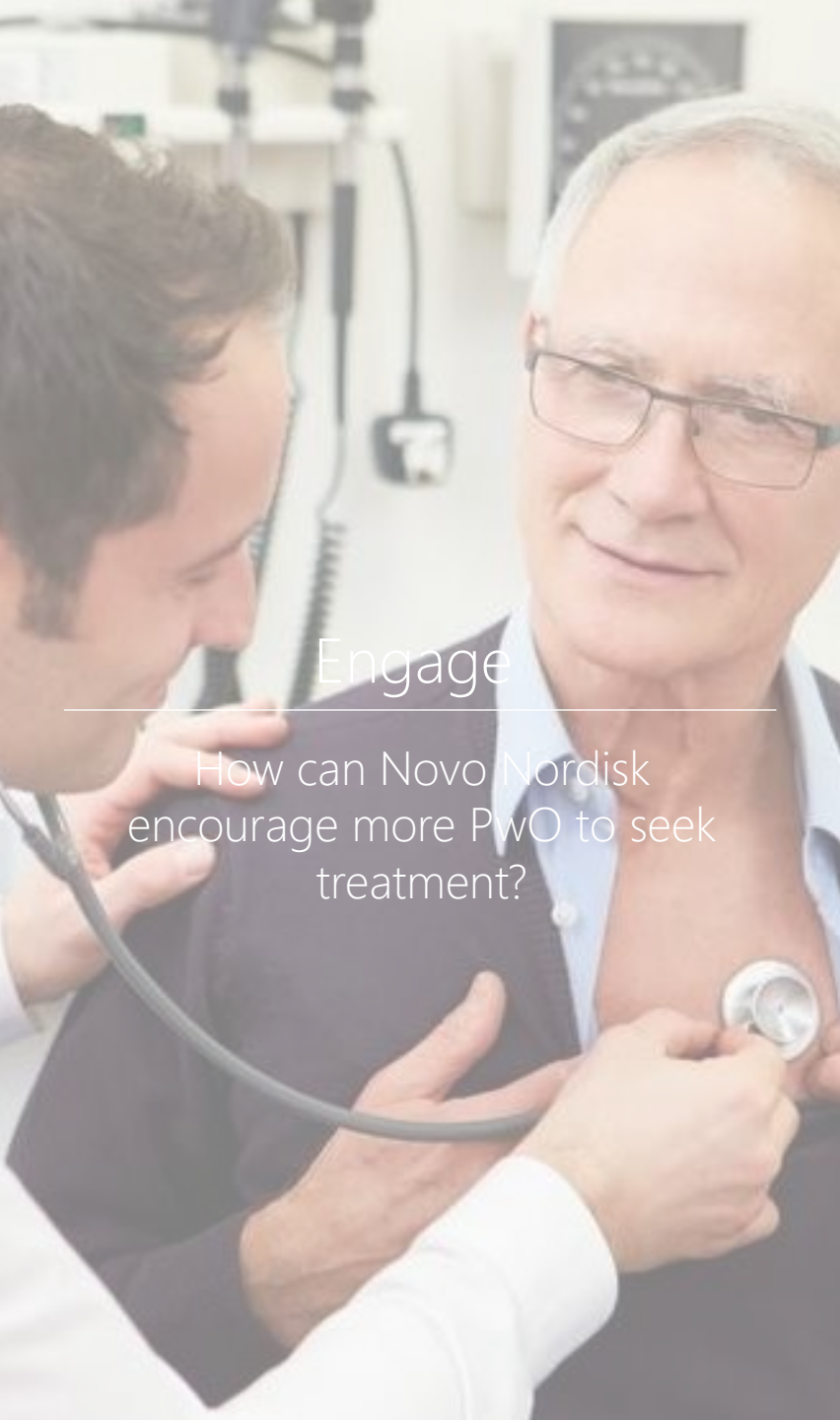
- Sold through major retail, tech and department stores
- Target Market: Any health-conscious person can opt in

Total Cost: \$1.2 bn DKK

Financial Impact

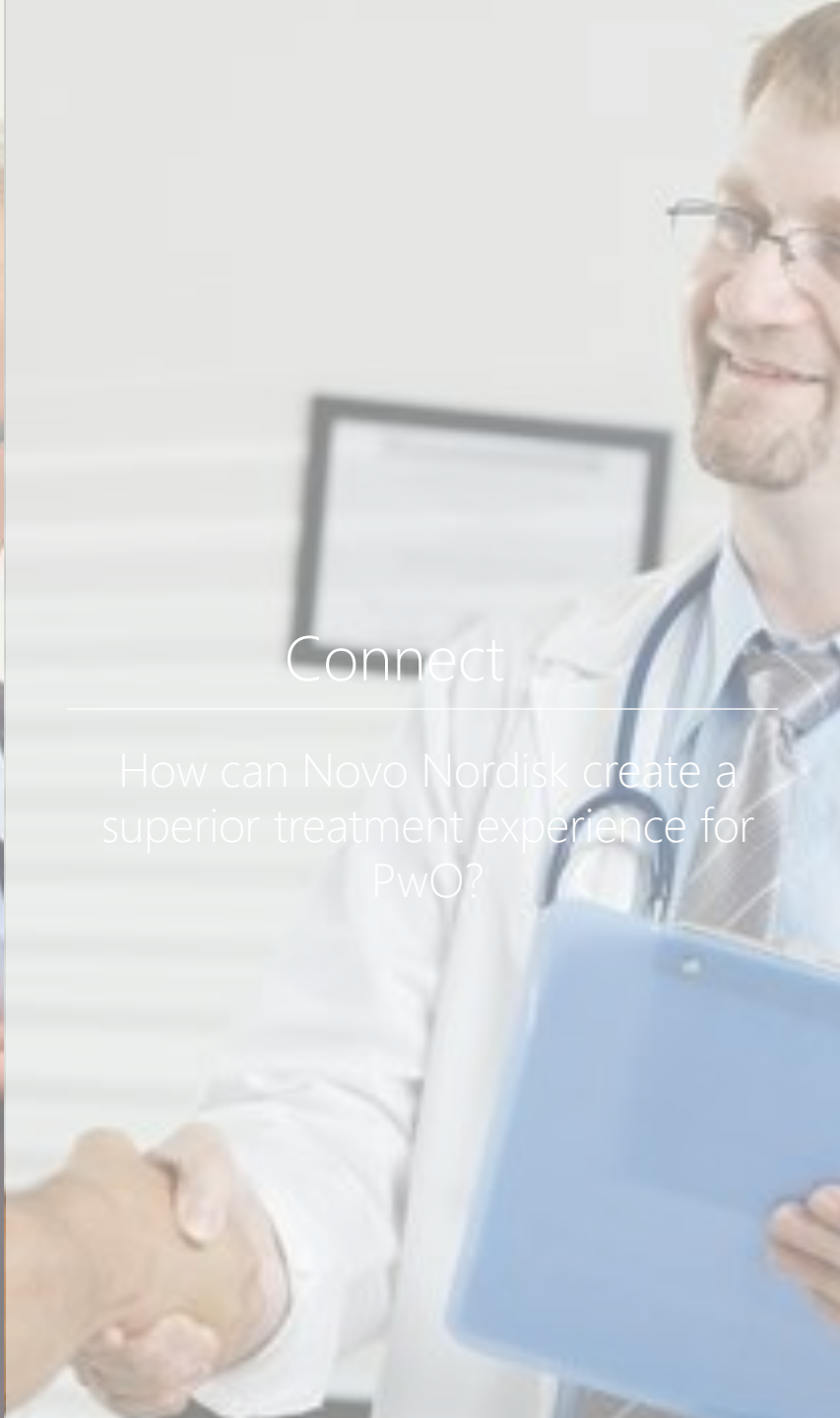
FY26 Revenue: \$1.8 bn DKK

Aligned with Novo's corporate values of innovation and therapeutic focus



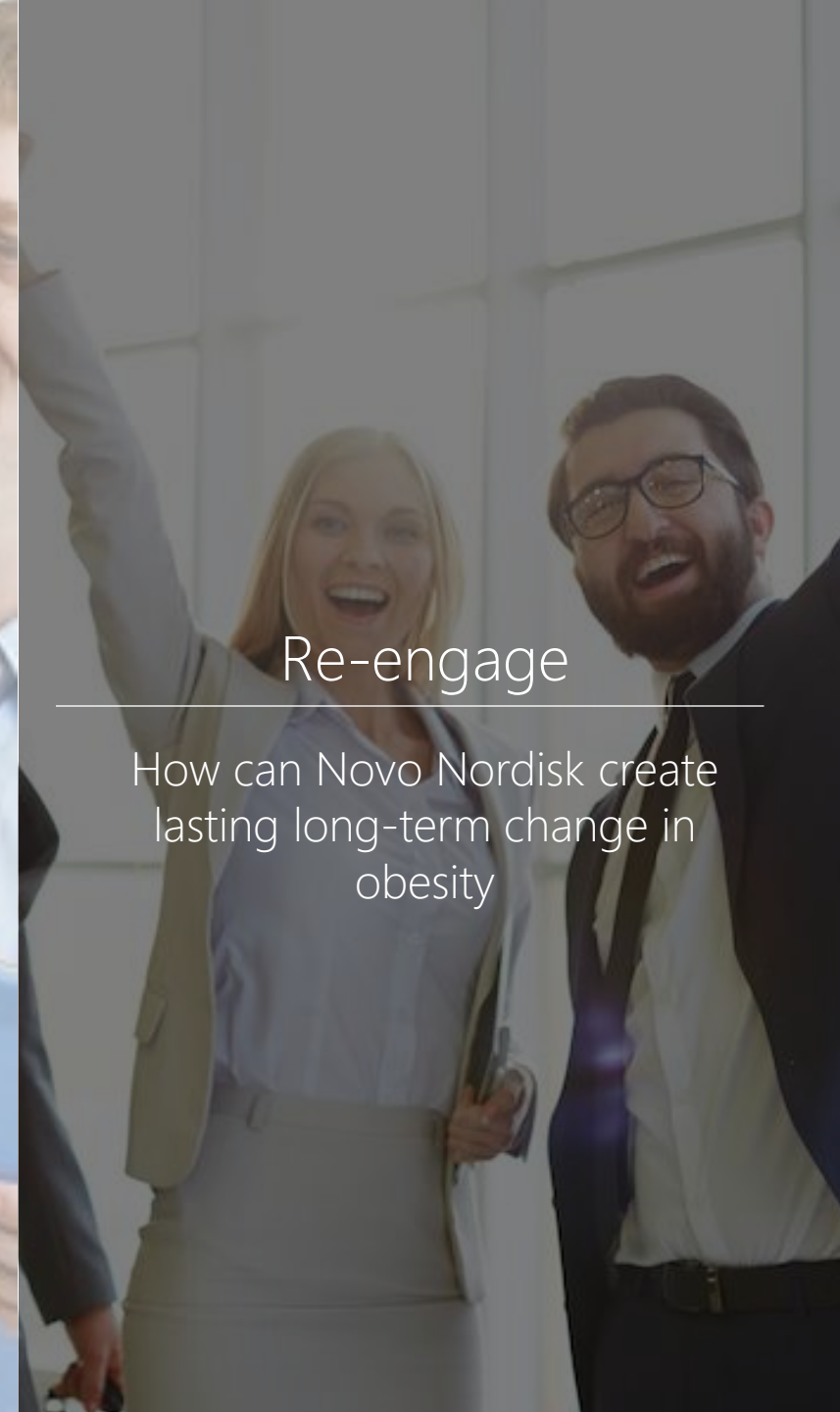
Engage

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Re-engage

How can Novo Nordisk create lasting long-term change in obesity

Novo Nordisk engages paid ambassadors who have achieved successful weight loss with Novo Nordisk obesity medication to tell their story

Completion of the Novo Network

Engage: PwO engage with the Healthcare system through our strategy

Re-engage: Novo Nordisk pays successful obesity patients to re-engage the Novo Network!



Connect: PwO connect with practitioners and their own bodies through *NovoBand*® for an elevated PwO experience

Impact

Tackles stigma surrounding obese people and their 'laziness'. Shows the real human experiences associated with obesity treatment to garner social sympathy – **education and awareness**

More PwO come forward and engage with Novo Nordisk

What will they be doing?

Video series documenting the experiences of individuals placed onto Novo Nordisk website and social media channels that Obestria loves

Novo Nordisk will engage a diverse range of Obestrians and be a positive EDI contractor

Why will people buy-in?

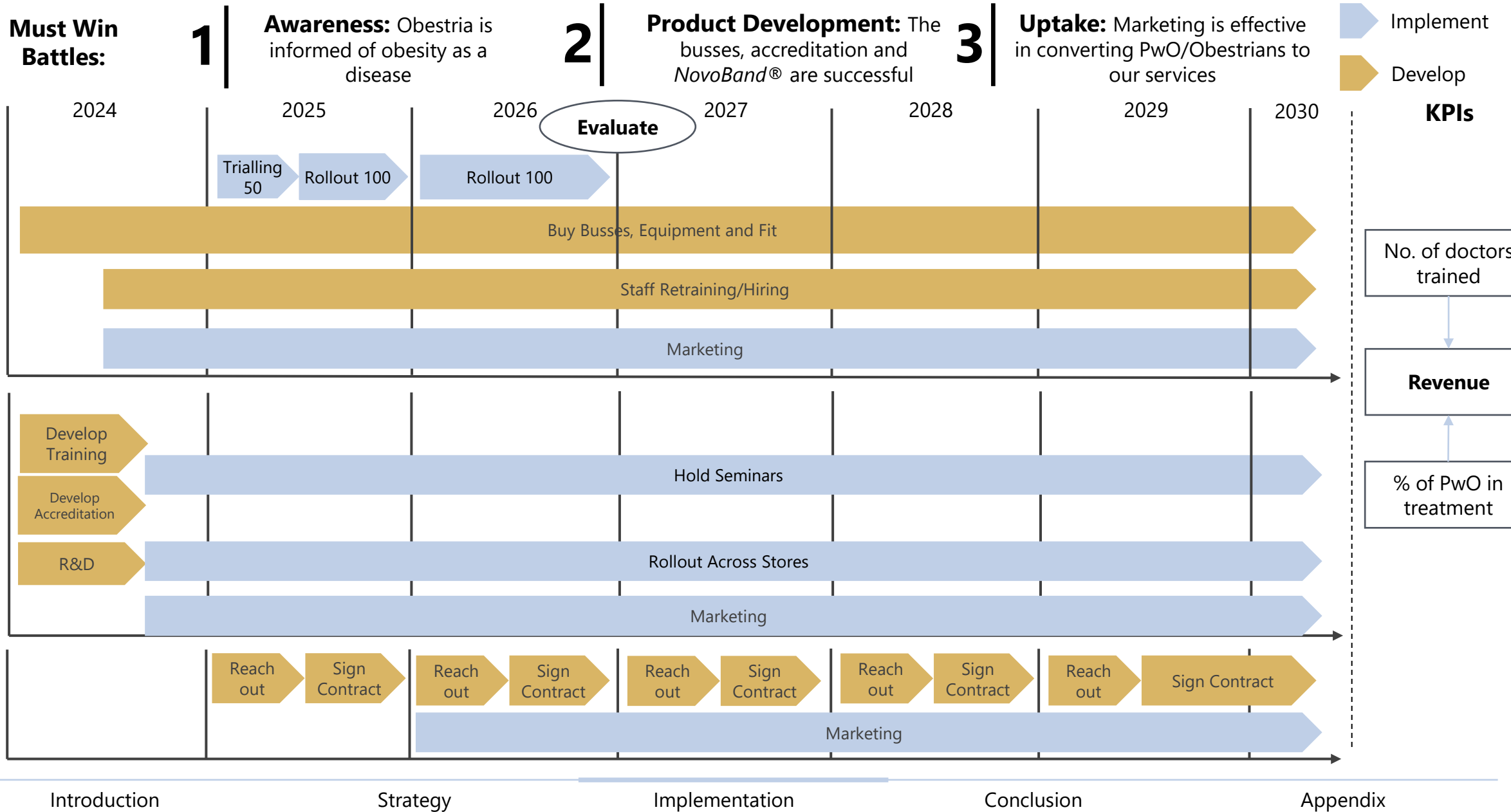
Note: Novo Nordisk needs to ensure this is ethical and consensual. Contracts should work like current advertising where they take photos of PwO

PwO struggled themselves and many are likely willing to help (like many Instagram accounts)



Financials and Implementation

Novo Nordisk must build solid foundations within the next 3 years to win the obesity market long-term

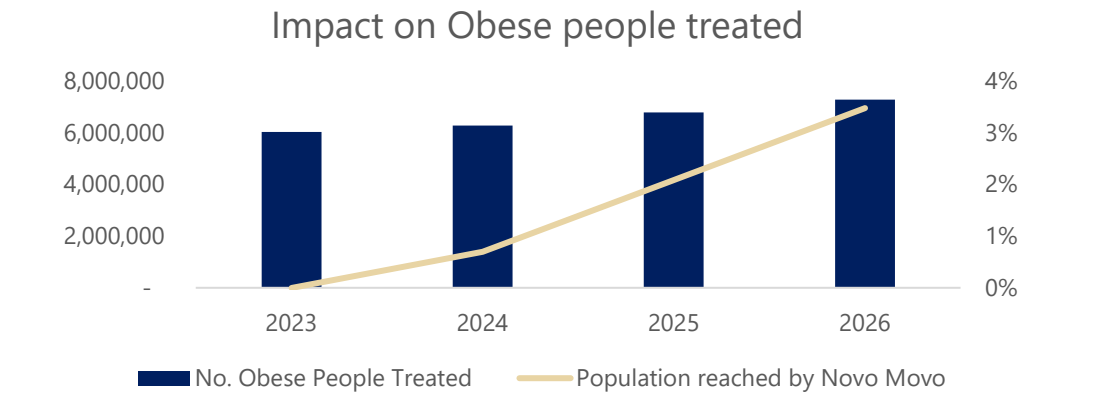
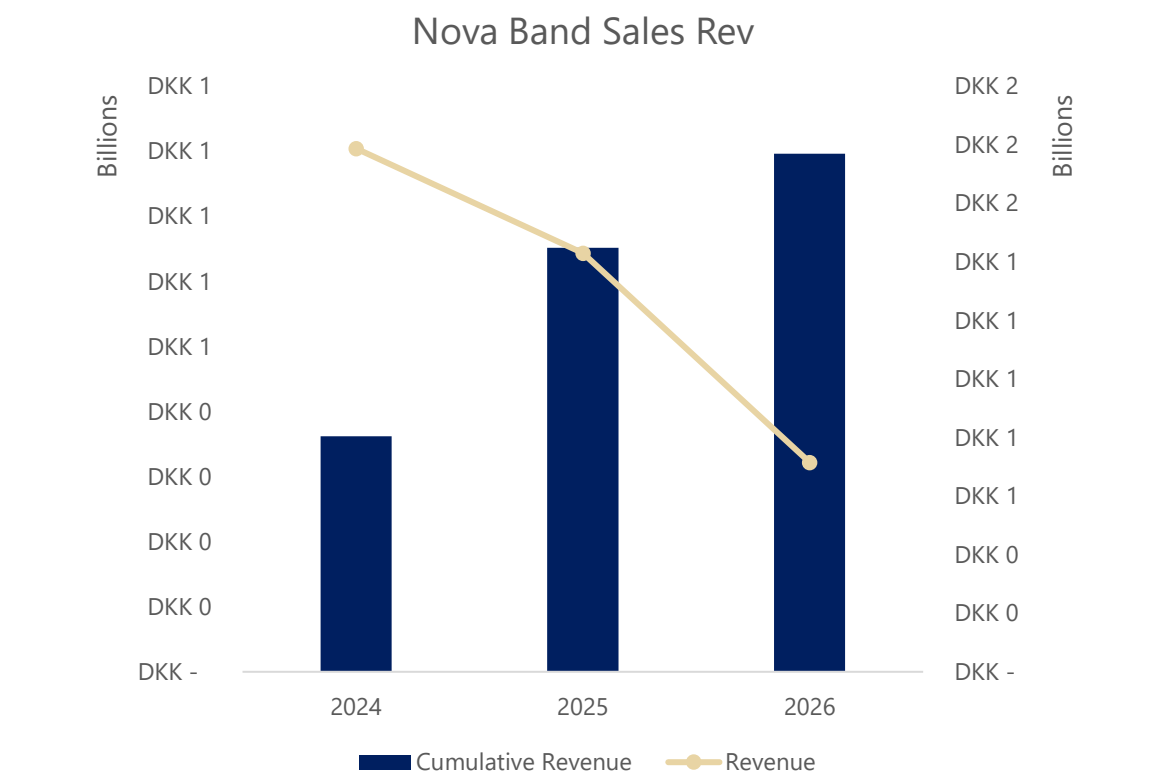
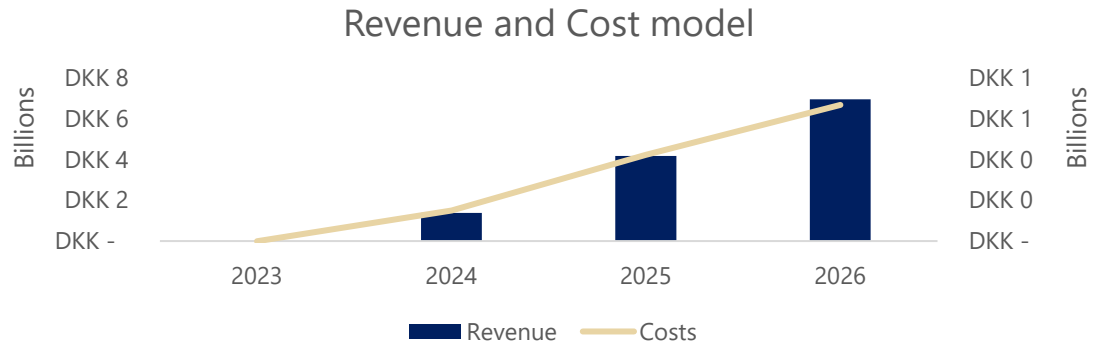


Novo Nordisk's innovative new strategies will ensure that PwO are being diagnosed and treated



Novo Movo will drive increased care for obesity and revenue

NovoBand will bolster the treatment experience and drive revenue



Key Assumptions

100 Trucks annually, with 50 in the first year

5% Of Obese people seeking treatment after marketing

300 \$/NovaBand®

3.9 M total purchases

As a result, Novo Nordisk is able to maintain its global market leadership position by increasing the proportion of PwO in treatment and improving the treatment experience



Appendix

A.1 –Cost Modelling and Revenue Growth



Revenue and Cost Projections

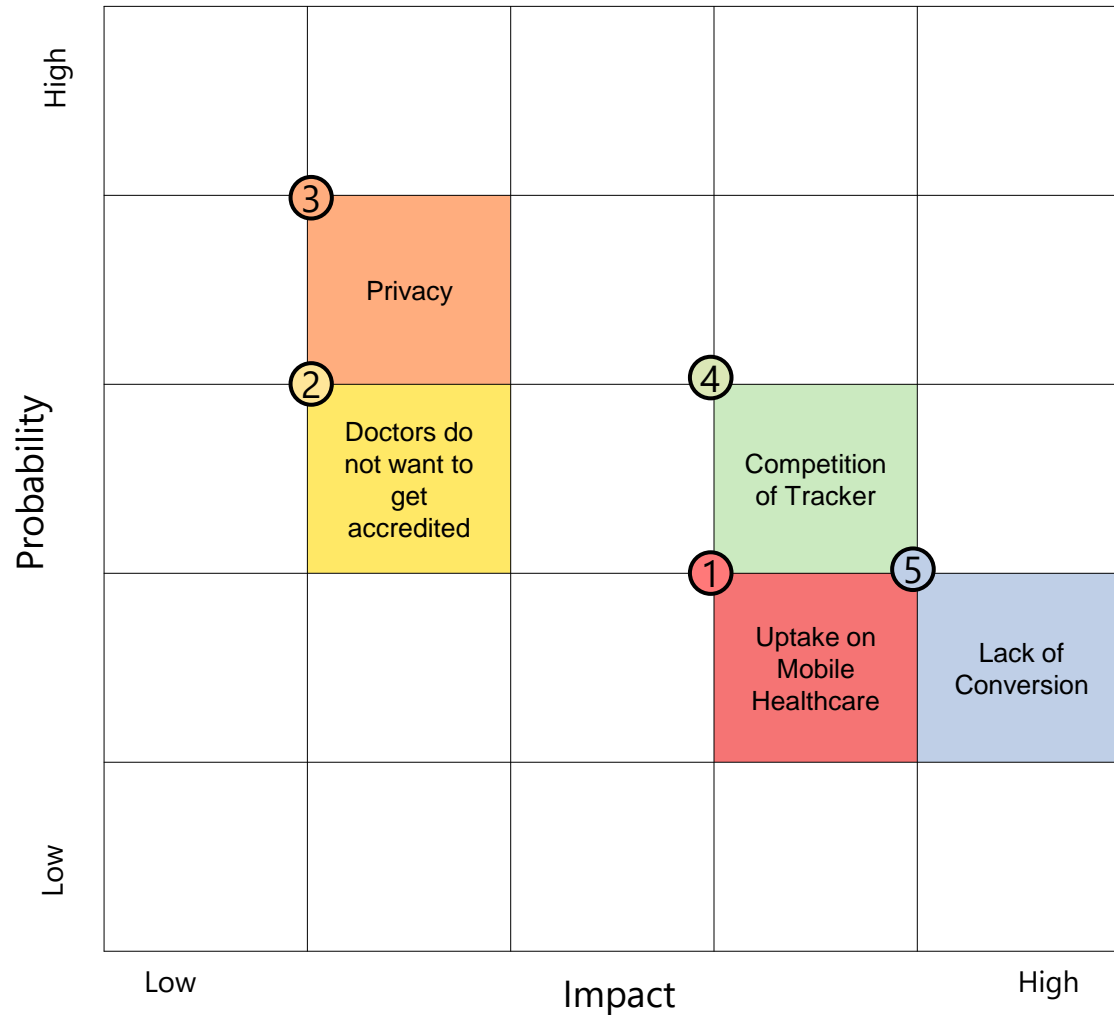
Novo Movo	2023		2024		2025		2026	
Variables								
Number of trucks total	-	-	50	-	150	-	250	
Revenue	DKK	-	DKK	1,393,141,428	DKK	4,179,424,283	DKK	6,965,707,138
Patients		6,026,429		6,274,690		6,771,212		7,267,734
Increase in Patients		-		248,261		496,522		496,522
% of obese people in active treatment		17%		18%		19%		20%
% Population reached		0%		1%		2%		3%
Cost	DKK	-	DKK	151,096,000	DKK	424,288,000	DKK	668,480,000
Variable Cost	DKK	-	DKK	122,096,000	DKK	366,288,000	DKK	610,480,000
Fixed Cost	DKK	-	DKK	29,000,000	DKK	58,000,000	DKK	58,000,000

Right Step	2023		2024		2025		2026	
Variables								
Number of doctors trained	-	-	11,688	-	11,688	-	11,688	
Cumulative	-	-	11,688	-	23,375	-	35,063	
Number of seminars	-	-	468	-	468	-	468	
Revenue	DKK	-	DKK	55,165,000	DKK	55,165,000	DKK	55,165,000
Cost	DKK	-	DKK	27,582,500	DKK	27,582,500	DKK	27,582,500
Variable Cost	DKK	-	DKK	27,582,500	DKK	27,582,500	DKK	27,582,500
Fixed Cost	DKK	-	DKK	-	DKK	-	DKK	-
Cumulative Cost	-	-	DKK	27,582,500	DKK	55,165,000	DKK	82,747,500

Nova Band	2023		2024		2025		2026	
Variables								
Number of people purchasing	-	-	1,787,500	-	1,430,000	-	715,000	
% Obese people purchasing	0%	-	5%	-	4%	-	2%	
% Non-obese people purchasing	0%	-	0.50%	-	0.40%	-	0%	
Revenue	DKK	-	DKK	804,375,000	DKK	643,500,000	DKK	321,750,000
Cumulative Revenue	-	-	DKK	804,375,000	DKK	1,447,875,000	DKK	1,769,625,000
Cost	DKK	45,000,000	DKK	536,250,000	DKK	429,000,000	DKK	214,500,000
Variable Cost	DKK	-	DKK	536,250,000	DKK	429,000,000	DKK	214,500,000
Fixed Cost	DKK	45,000,000	-	-	-	-	-	

Underlying Assumptions

General Numbers		
Number of Obese people in Obestria		35,750,000
Total Population		55,000,000
% Obese		65%
% of obese people in active treatment		17%
<i>Number of obese people not in active treatment</i>		29,723,571
Number of obese people in active treatment (Aus)		2,360,000
Annual expenditure on obesity		11,800,000,000
Annual obesity cost per person		5,000
Number of obese people (Aus)		14,000,000
Average revenue per obese person to Novo Nordisk	DKK	5,612
Novo Nordisk revenue per person (GLP-1)	DKK	14,029
Market share		40%
Number of doctors in Obestria		233,750
Total Population		55,000,000
% Doctors (Modelled off Denmark)		0.425%
Cost of Ambassadors		
Number of Ambassadors		5
Salary to Ambassadors p/year	DKK	6,941



Risks

Mitigation

