

STEP OUT ACTIVATION 2016

TIER OVERVIEW

TIER 1	Media Market	Attendance	Actual Raised	Red Striders	Impressions
New York	1	1,500	\$190,000	210	562,886
Los Angeles	2	2,400	\$240,000	238	1,316,295
Chicago	3	2,000	\$526,667	312	527,330
Chicago - Buffalo Grove	3	1,100	\$263,333	138	263,665
Philadelphia	4	3,000	\$480,242	299	606,175
Priceton	4	420	\$437,844	94	549,667
Boston	7	1,300	\$455,000	300	271,770
Atlanta	8	1,607	\$331,511	255	568,801
Washington, D.C.	9	1,458	\$424,219	270	716,517
Houston	10	1,681	\$282,793	434	317,290
Detroit	11	2,056	\$271,735	326	727,726
Phoenix	12	1,796	\$240,513	380	635,698
San Diego	28	880	\$120,741	140	311,478

TIER 1 TOTAL		21,198	\$4,264,598	3,396	7,375,298
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TIER 2	Media Market	Attendance	Actual Raised	Red Striders	Impressions
Dallas	5	2,061	\$447,079	326	272,650
San Francisco	6	616	\$106,502	98	81,491
Seattle	14	805	\$110,570	128	160,494
Minneapolis	15	615	\$149,413	98	81,359
Denver	18	1,572	\$367,171	249	207,960
Pittsburgh	23	1,013	\$240,510	161	136,259
Charlotte	24	883	\$180,004	140	116,812
Indianapolis	25	930	\$179,235	148	123,030
Baltimore	26	1,476	\$339,650	234	195,260
San Antonio	37	1,526	\$126,660	242	201,875
Austin	49	969	\$117,835	154	128,189
New Orleans	53	614	\$184,161	98	81,226

TIER 2 TOTAL		13,080	\$2,548,789	2,076	1,732,605
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TIER 3	Media Market	Attendance	Actual Raised	Red Striders	Impressions
San Jose	6	2,001	\$206,482	317	174,889
Worcester	7	613	\$208,877	98	53,580
Tampa	13	1,840	\$264,691	292	160,827
Ft. Lauderdale	16	1,738	\$270,871	275	151,911
Cleveland	17	595	\$104,114	95	52,007
Orlando	19	1,367	\$241,374	216	119,484
St. Louis	21	907	\$127,964	144	79,278
Raleigh	27	636	\$99,113	101	55,591
Nashville	29	899	\$107,687	143	78,578
Milwaukee	35	746	\$130,573	119	65,205
Jacksonville	47	1,380	\$366,136	218	120,620
Memphis	48	415	\$94,480	66	36,274

TIER 3 TOTAL		13,137	\$2,222,362	2,084	1,148,254
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TOTAL		47,415	\$9,035,749	7,556	10,256,157
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TIER 1	TIERS 1+2	TIERS 1+2+3
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PERCENTAGE OF TOTAL STEP OUT AUDIENCE

31%

50%

70%

STEP OUT ACTIVATION 2016

STEP OUT LOCATIONS & STATE DIABETES INCIDENCE

19
STATES

with "extremely high" diagnosed diabetes incidence

*From CDC Diabetes Atlas

2016 Activation strategy features

TWENTY-ONE CITIES
in these 19 states

23

states feature **MULTIPLE** Step Out Walks

*79 in these states

ELEVEN

of these 35 states feature only one Step Out Walk

State	Diabetes Rate	Total Step Out Participants	Total Step Out Walks	2016 Activation
Alabama	12.7	1,256	4	0
Mississippi	12.0	X	0	0
South Carolina	11.3	599	1	0
West Virginia	11.2	X	0	0
Tennessee	11.1	1,890	4	2
Texas	10.9	7,608	8	4
Louisiana	10.8	614	1	1
Arkansas	10.5	X	0	0
North Carolina	10.5	1,519	2	2
Georgia	10.4	2,104	2	1
Oklahoma	10.2	656	2	0
Indiana	10.0	930	1	1
California	9.9	7,838	7	4
Delaware	9.9	X	0	0
Arizona	9.8	2,238	2	1
New Mexico	9.8	X	0	0
Kentucky	9.7	1,259	2	0
New York	9.7	3,181	3	1
Florida	9.4	6,855	6	4
Michigan	9.3	2,437	2	1
Illinois	9.2	4,076	4	1
Maryland	9.2	2,126	2	1
Ohio	9.2	2,725	5	1
Virginia	9.2	1,707	2	1
Nevada	9.0	X	0	0
Washington, D.C.	8.9	1,458	1	1
Kansas	8.8	307	1	0
Missouri	8.7	1,759	4	1
Pennsylvania	8.7	4,570	3	2
Nebraska	8.4	145	1	0
Iowa	8.3	299	1	0
Oregon	8.3	NA	1	0
Rhode Island	8.3	X	0	0
New Jersey	8.2	767	2	0
South Dakota	8.2	X	0	0
Maine	8.1	X	0	0
New Hampshire	8.1	X	0	0
North Dakota	8.1	390	2	0
Washington	8.0	1,034	2	1
Wyoming	8.0	X	0	0
Idaho	7.8	X	0	0
Massachusetts	7.7	1,913	2	2
Utah	7.7	X	0	0
Hawaii	7.5	NA	1	0
Connecticut	7.4	447	1	0
Alaska	7.3	X	0	0
Wisconsin	7.3	944	2	1
Minnesota	6.8	970	5	1
Montana	6.7	X	0	0
Vermont	6.7	X	0	0
Colorado	6.3	1,572	1	1
Total		68,160	90	36

33

PERCENT
of all 2015 Step Out participants were located in **CALIFORNIA FLORIDA & TEXAS** (Regional Focus)

35

states in **BLUE** feature all

90

Step Out Walks

16 states in **RED** have **NO MARKET PRESENCE** with Step Out Walks



novo nordisk®

STEP OUT ACTIVATION 2016

COUNTY & STATE DIABETES INCIDENCE RATE

In the US, an estimated
82.8%
 of people with diabetes
 LIVE IN CITIES

TIER 1	County Diabetes Rate	State Diabetes Rate
Chicago	11.6	9.2
Detroit	11.5	9.3
Philadelphia	11.4	8.7
Washington, D.C.	8.9	8.9
Priceton	8.9	8.2
Houston	8.7	10.9
Atlanta	8.6	10.4
Boston	8.6	7.7
Los Angeles	8.4	9.9
Phoenix	8.2	9.8
San Diego	7.2	9.9
New York	6.6	9.7

3
 CITIES

in counties with
 diabetes prevalence
 rating above the
 national average

9.3%
 of US adults have
 diagnosed diabetes
*from the 2014 CDC
 National Statistics Report

TIER 2	County Diabetes Rate	State Diabetes Rate
Indianapolis	14.1	10.0
Baltimore	12.4	9.2
New Orleans	9.3	10.8
San Antonio	9.1	10.9
Dallas	9.1	10.9
Seattle	9.1	8.0
Charlotte	8.9	10.5
Minneapolis	7.8	6.8
Pittsburgh	7.7	8.7
San Francisco	7.5	9.9
Austin	7.1	10.9
Denver	6.8	6.3

2
 CITIES

in counties with
 diabetes prevalence
 rating above the
 national average

12 OF 36
 markets have a diabetes
 prevalence rating
HIGHER
 than the
**NATIONAL
 AVERAGE**

TIER 3	County Diabetes Rate	State Diabetes Rate
Memphis	12.2	11.1
Nashville	10.8	11.1
Jacksonville	10.4	9.4
Tampa	10.1	9.4
Cleveland	10.0	9.2
Milwaukee	9.7	7.3
Worcester	9.5	7.7
Orlando	9.0	9.4
Raleigh	8.9	10.5
St. Louis	8.9	8.7
Fort Lauderdale	8.5	9.4
San Jose	7.9	9.9

7
 CITIES

in counties with
 diabetes prevalence
 rating above the
 national average



STEP OUT ACTIVATION 2016

STEP OUT LOCATIONS & STATE DIABETES INCIDENCE

Overview

- 21 Step Out Walks in California, Texas & Florida
- 22,301 Total participants
- 3,530 Red Striders (estimated)
- \$3,754,483 Fundraising

Region Activation Notes

- 12 Activation Markets (4 in California, 4 in Texas & 4 in Florida)
- 18,459 Participants
- 2,949 Red Striders (estimated)
- \$2,791,164 Fundraising

California Regional Focus in Tiers 1-3

- Thirteenth highest state with diabetes prevalence in US (9.9 per 100 adults)
- Regional focus includes Los Angeles, San Diego, San Francisco & San Jose
- Participants: 5,897 (8.6% of all Step Out participants in 2015)
- Red Striders (estimated): 792
- Funds Raised: \$673,725
- Excludes California Step Outs: Riverside, Valencia and La Quinta (1,941 total participants)

Texas Regional Focus in Tier 1-2

- Sixth highest state with diabetes prevalence in US (10.9 per 100 adults)
- Regional focus includes Dallas-Fort Worth, San Antonio & Austin from Tier 2 and Houston from Tier 1
- Participants: 6,237 (9.1% of all Step Out participants in 2015)
- Red Striders (estimated): 1,156
- Funds Raised: \$974,367
- Excludes Texas Step Outs: Lubbock, Odessa, Corpus Christi & Midland (1,371 total participants)

Florida Regional Focus in Tier 3

- Nineteenth highest state with diabetes prevalence in US (9.4 per 100 adults)
- Regional focus includes Tampa, Ft. Lauderdale, Orlando & Jacksonville
- Participants: 6,326 (9.2% of all Step Out participants in 2015)
- Red Striders (estimated): 1,001
- Funds Raised: \$1,143,072
- Excludes Florida Step Outs: West Palm & Pensacola (529 total participants)

STEP OUT ACTIVATION 2016

TIER 1 NOTES

Overview

- Focus on Top Media Markets in US
 - High potential for media interest, brand exposure, patient & employee engagement
- Highest participation markets in 2015
 - High potential to involve & message maximum audience of patients, caregivers & supporters
- Strong existing partnerships with ADA regional chapters
 - Legacy markets from 2013-2015 activations
- NNI Home Office hosts the Step Out Walk and Tour de Cure combined event as an opportunity to engage with a large audience of NNI employees
- Cross-promotional opportunities at ADA Regional Expos:
 - New York, Chicago & Houston
- 8 of top 10 US Media Markets (Dallas-Fort Worth and San Francisco are Tier 2)
- 6 of 12 Markets in states with highest incidence of adult diabetes compared to national average:
 - New York City, Los Angeles, Atlanta, Houston, Phoenix and San Diego

2015 Statistics

- 21,198 Participants
- 3,396 Red Striders (estimated)
- \$4,264,597.98 Fundraising

Market Notes

New York – #1 US Media Market

- 1,500+ participants
- 210 Red Striders
- New York City is located in New York County which has a lower rate of diabetes prevalence (6.6%) than state of New York (9.7%) and US national average (9.3%)
- 1,104 participants engaged at Novo Nordisk photo booth (74% of participants)
- Third highest number of participants engaged at Novo Nordisk photo booth for Step Out 2015: 1,104
- Second highest number of social media posts: 191
- Highest number Twitter impressions: 1,866,748
- 70% of Step Out New York social media posts featured hashtags
- Hashtag adoption by social media channel:
 - Facebook: 55%
 - Instagram: 74%
 - Twitter: 76%
- Cross-promotional opportunity for co-branded Step Out presence at ADA EXPO on April 30, 2016 at Javits Convention Center: 10,000+ audience
- Cross-promotional opportunity for co-branded Step Out presence at NJ Marathon Expo (Novo Nordisk and ADA will both exhibit) on April 29-30, 2016 at Monmouth Park: 16,000+ audience

Los Angeles – #2 US Media Market

- 2,400 participants, second highest number of participants for Step Out 2015
- 238 Red Striders
- Los Angeles is located in Los Angeles County which has a lower rate of diabetes prevalence (8.4%) than state of California (9.9%) and US national average (9.3%)

STEP OUT ACTIVATION 2016

TIER 1 NOTES

- 1,373 participants engaged at Novo Nordisk photo booth (57% of participants)
- Highest number of participants engaged at Novo Nordisk photo booth: 1,373
- Highest number of Novo Nordisk brand impressions: 1,316,295
- Highest number of social media posts: 572
- Highest number of Instagram posts: 131
- Highest number of Twitter posts: 351
- Highest number of Facebook posts: 87
- Highest number of Facebook impressions: 1,013,357
- 63% of Step Out Los Angeles social media posts featured hashtags
- Hashtag adoption by social media channel:
 - Facebook: 41%
 - Instagram: 86%
 - Twitter: 59%

Chicago – #3 US Media Market

- 3,100+ participants, highest number of participants for Step Out 2015
- 450 Red Striders, highest number of Red Striders for Step Out 2015
- Dual in-market activations: Buffalo Grove on Saturday and Downtown Chicago on Sunday
- Buffalo Grove and Downtown Chicago are both located in Cook County which has a higher rate of diabetes prevalence (11.6%) than Illinois state (9.2%) and US national average (9.3%)
- 673 participants engaged at Novo Nordisk photo booth (21% of participants)
- Highest fundraising for Step Out 2015: \$790,000
- Second highest fundraising per participant: \$502
- Highest number of Novo Nordisk brand impressions: 2,576,853
- Highest number of Instagram impressions: 846,961
- 66% of Step Out Chicago social media posts featured hashtags
- Hashtag adoption by social media channel
 - Facebook: 33%
 - Instagram: 91%
 - Twitter: 83%
- Cross-promotional opportunity for co-branded Step Out presence at ADA EXPO in April 2016 at McCormick Place Convention Center: 10,000+ audience

Philadelphia – #4 US Media Market

- 3,000 participants, second highest number of participants for Step Out 2015
- 299 Red Striders
- Philadelphia is located in Philadelphia County which has a higher rate of diabetes prevalence (11.4%) than state of Pennsylvania (8.7%) and US national average (9.3%)
- 910 participants engaged at Novo Nordisk photo booth (30% of participants)
- 2015 activation included a co-branded Red Strider area in front of Philadelphia Museum of Art
- 2015 activation included a co-branded Cheer Zone on MLK, JR Drive
- 2015 activation included a co-branded Novo Nordisk Selfie Station
- Second highest fundraising for Step Out 2015: \$480,000
- 50% of Step Out Philadelphia social media posts featured hashtags
- Hashtag adoption by social media channel
 - Facebook: 47%
 - Instagram: 51%

STEP OUT ACTIVATION 2016

TIER 1 NOTES

Twitter: 51%

- Cross-promotional opportunity for co-branded Step Out presence at NJ Marathon Expo (Novo Nordisk and ADA will both exhibit) on April 29-30, 2016 at Monmouth Park: 16,000+ audience

Princeton – #4 US Media Market (shared with Philadelphia)

- 420 participants
- 94 Red Striders
- Princeton is located in Mercer County which has a higher rate of diabetes prevalence (8.9%) than state of New Jersey (8.2%) and lower rate vs. US national average (9.3%)
- 877 participants engaged at Novo Nordisk photo booth (30% of participants)
- 2015 activation hosted at NNI Home Office with combined Tour de Cure in June
- 2015 activation included co-branded Red Strider area
- Highest funds raised per participant: \$1,042 (combined from Step Out Walk and Tour de Cure 2015)
- 79% of Step Out Princeton social media posts featured hashtags
- Hashtag adoption by social media channel
 - Facebook: 0%
 - Instagram: 80%
 - Twitter: 75%
- Cross-promotional opportunity for co-branded Step Out presence at NJ Marathon Expo (Novo Nordisk and ADA will both exhibit) on April 29-30, 2016 at Monmouth Park: 16,000+ audience

Boston – #7 US Media Market

- 1,300 participants
- 300 Red Striders
- Boston is located in Suffolk County which has a higher rate of diabetes prevalence (8.6%) than state of Massachusetts (7.7%) and lower rate vs. US national average (9.3%)
- 2015 activation included the debut for Novo Nordisk Selfie Station with 722 participants
- Third highest fundraising for Step Out 2015: \$455,000
- Second highest fundraising per participant: \$350.00
- 53% of Step Out Boston social media posts featured hashtags
- Hashtag adoption by social media channel
 - Facebook: 41%
 - Instagram: 83%
 - Twitter: 25%

Atlanta – #8 US Media Market

- 1,607 participants
- 254 Red Striders (estimated)
- Atlanta is located in Fulton County which has a lower rate of diabetes prevalence (8.6%) than state of Georgia (10.4%) and US national average (9.3%)
- Returns to Tier 1 (Tier 1 in 2013 & 2014, no activation in 2015)

Washington D.C. – #9 US Media Market

- 1,458 participants
- 270 Red Striders
- 1,216 participants engaged at Novo Nordisk photo booth (21% of participants)
- Second highest number of participants engaged at Novo Nordisk photo booth

STEP OUT ACTIVATION 2016

TIER 1 NOTES

- Washington D.C. has a lower rate of diabetes prevalence (8.9%) than US national average (9.3%)
- Third highest fundraising per participant: \$290.96
- 2015 activation included ADA CEO Kevin Hagan participating & tweeting
- 79% of Step Out Washington D.C. social media posts featured hashtags
- Hashtag adoption by social media channel
 - Facebook: 83%
 - Instagram: 82%
 - Twitter: 75%
- Promotional opportunity for presence at TCOYD Washington DC on May 1, 2016 hosted at Walter E. Washington Convention Center: 4,000+ participants

Houston – #10 US Media Market

- 1,681 participants
- 434 Red Striders
- Houston is located in Harris County which has a lower rate of diabetes prevalence (8.7%) than state of Texas (10.9%) and US national average (9.3%)
- Only US market for Cities Changing Diabetes program
- Flagship market for Texas Regional Focus for Step Out 2016
- 2015 activation included the debut for Novo Nordisk Selfie Station with 845 participants
- 2015 activation included a double-wide co-branded start/finish Step Out arch
- 52% of Step Out Houston social media posts featured hashtags
- Hashtag adoption by social media channel
 - Facebook: 33%
 - Instagram: 87%
 - Twitter: 40%
- Cross-promotional opportunity for co-branded Step Out presence at ADA EXPO, date TBD October 2016 at NRG Park: 8,500+ participants

Detroit – #11 US Media Market

- 2,056 participants, third highest number of participants for Step Out 2015
- 325 Red Striders (estimated)
- Detroit is located in Wayne County which has a higher rate of diabetes prevalence (11.5%) than state of Michigan (9.3%) and US national average (9.3%)
- New market for Tier 1 activation

Phoenix – #12 US Media Market

- 1,796 participants
- 284 Red Striders (estimated)
- Phoenix is located in Maricopa County which has a lower rate of diabetes prevalence (8.2%) than state of Arizona (9.8%) and US national average (9.3%)
- Returns to Tier 1 (Tier 1 in 2013 & 2014, no activation in 2015)

San Diego – #28 US Media Market

- 880 participants
- 139 Red Striders (estimated)

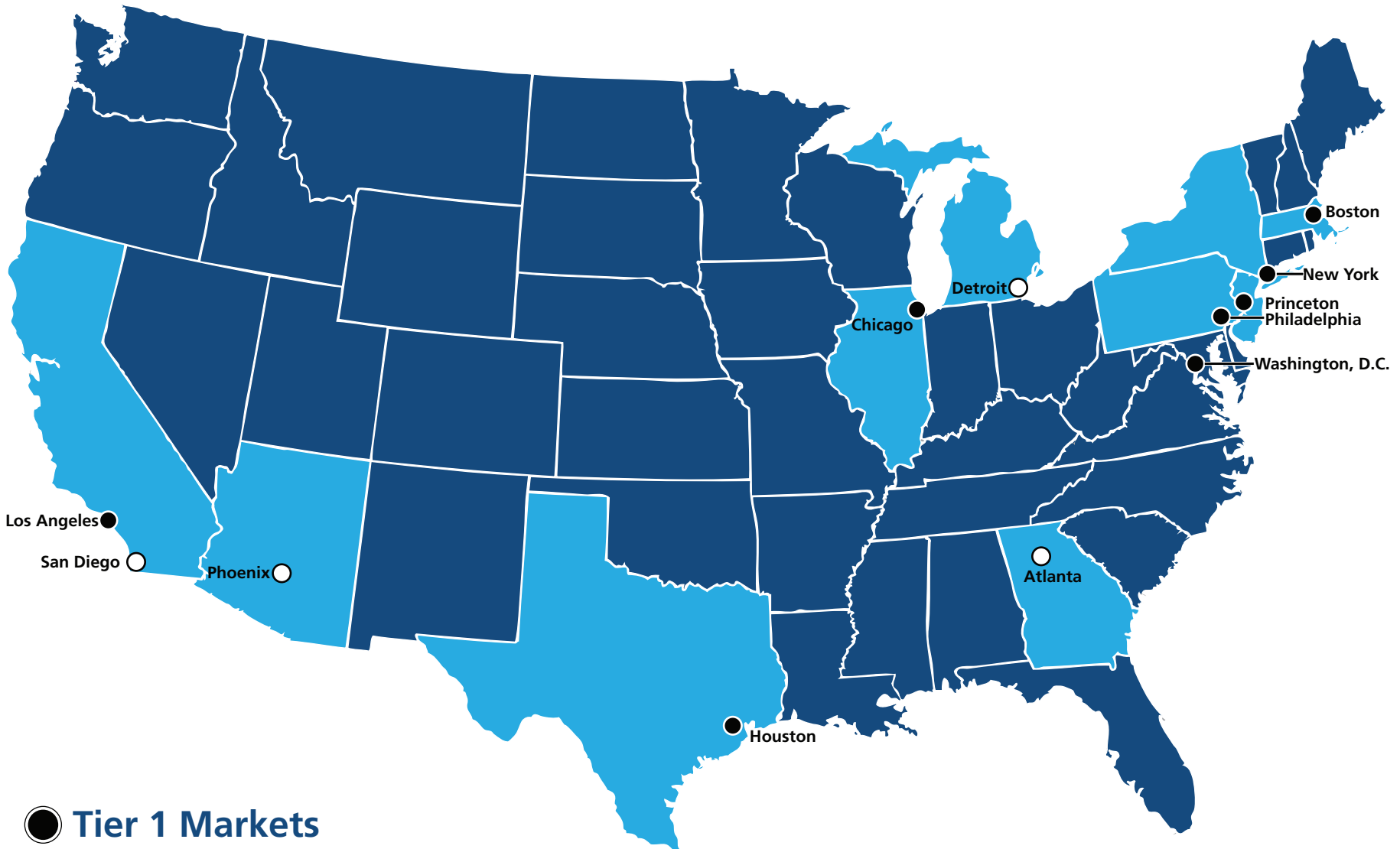
STEP OUT ACTIVATION 2016

TIER 1 NOTES

- San Diego is located in San Diego County which has a lower rate of diabetes prevalence (7.2%) than state of California (9.9%) and US national average (9.3%)
- New market for Tier 1 activation
- Cross-promotional opportunity for co-branded presence at 77th ADA Scientific Sessions hosted in San Diego on June 9-13, 2017 at San Diego Convention Center
 - Novo Nordisk is exclusive sponsor of the 5K@ADA Run/Walk during ADA Scientific Sessions
 - 2011 5K@ADA in San Diego attracted 980 participants
- Promotional opportunity for presence at TCOYD San Diego on October 1, 2016 hosted at San Diego Convention Center: 4,000+ participants
- Opportunity for four in-market healthy lifestyle co-branded Novo Nordisk & ADA activations: Step Out in September 2016, TCOYD in October 2016, 5K@ADA in June 2017, Step Out in September 2017

STEP OUT ACTIVATION 2016

TIER 1 MARKETS



- Tier 1 Markets
- New Tier 1 Markets

STEP OUT ACTIVATION 2016

TIER 2 NOTES

Overview

- Focus on Top 30 Media Markets
 - High potential for media interest, brand exposure, patient & employee engagement
- Medium to high participation markets in 2015
 - Medium to high potential to involve & message maximum audience of patients, caregivers & supporters
- Cross-promotional opportunities at ADA Regional Expos:
 - Minneapolis
- 2 of Top 10 US Media Markets (Dallas-Fort Worth & San Francisco)
- 9 of Top 30 US Media Markets
- 7 of the 12 cities are located in states with highest incidence of adult diabetes:
 - Dallas-Fort Worth, San Francisco, Charlotte, Indianapolis, San Antonio, Austin & New Orleans
- 2 of the 12 cities are located in counties with higher incidence of adult diabetes than the national average: Indianapolis & Baltimore

2015 Statistics

- 13,080 Participants
- 2,076 Red Striders (estimated)
- \$2,548,789.17 Fundraising

Texas Regional Focus in Tier 2

- Sixth highest state with diabetes prevalence in US (10.9 per 100 adults)
- Regional focus includes Dallas-Fort Worth, San Antonio & Austin from Tier 2 and Houston from Tier 1
- Participants: 6,237 (9.1% of all Step Out participants in 2015)
- Red Striders (estimated): 1,156
- Funds Raised: \$974,367
- Excludes Texas Step Outs: Lubbock, Odessa, Corpus Christi & Midland (1,371 total participants)

Market Notes

Dallas-Fort Worth – #5 US Media Market

- 2,061 Participants, highest number of participants for Tier 2
- 326 Red Striders (estimated)
- Dallas is located in Dallas County which has a lower rate of diabetes prevalence (9.1%) than state of Texas (10.9%) and US national average (9.3%)
- Highest fundraising for Tier 2: \$447,097
- Texas Regional Focus market

San Francisco – #6 US Media Market

- 616 Participants
- 98 Red Striders (estimated)
- San Francisco is located in San Francisco County which has a lower rate of diabetes prevalence (7.5%) than state of California (9.9%) and US national average (9.3%)

Seattle – #14 US Media Market

- 805 Participants
- 128 Red Striders (estimated)

STEP OUT ACTIVATION 2016

TIER 2 NOTES

- Seattle is located in King County which has a higher rate of diabetes prevalence (9.1%) than state of Washington (8.0%) and lower rate vs. US national average (9.3%)

Minneapolis – #15 US Media Market

- 615 Participants
- 98 Red Striders (estimated)
- Minneapolis is located in Hennepin County which has a higher rate of diabetes prevalence (7.8%) than state of Minnesota (6.8%) and lower rate vs. US national average (9.3%)
- Second highest fundraising by participant for Tier 2: \$242.95
- Cross-promotional opportunity for co-branded Step Out presence at ADA EXPO on October 15, 2016 at Minneapolis Convention Center: 8,000+ participants

Denver – #18 US Media Market

- 1,572 Participants, second highest number of participants for Tier 2
- 249 Red Striders (estimated)
- Denver is located in Denver County which has a higher rate of diabetes prevalence (6.8%) than state of Colorado (6.3%) and lower vs US national average (9.3%)
- Second highest fundraising for Tier 2: \$367,000
- Only Step Out in Colorado

Pittsburgh – #23 US Media Market

- 1,013 Participants
- 161 Red Striders (estimated)
- Pittsburgh is located in Allegheny County which has a lower rate of diabetes prevalence (7.7%) than state of Pennsylvania (8.7%) and US national average (9.3%)
- Second highest fundraising by participant for Tier 2: \$237.42

Charlotte – #24 US Media Market

- 883 Participants
- 140 Red Striders (estimated)
- Charlotte is located in Mecklenburg County which has a lower rate of diabetes prevalence (8.9%) than state of North Carolina (10.5%) and US national average (9.3%)

Indianapolis – #25 US Media Market

- 930 Participants
- 148 Red Striders (estimated)
- Indianapolis is located in Marion County which has a higher rate of diabetes prevalence (14.1%) than state of Indiana (10.0%) and US national average (9.3%)
- Highest rate of diabetes prevalence of all US counties
- Only Step Out in Indiana

Baltimore – #26 US Media Market

- 1,476 Participants
- 234 Red Striders (estimated)
- Baltimore (no county) has a higher rate of diabetes prevalence (12.4%) than the state of Maryland (9.2%) and US national average (9.3%)
- Third highest fundraising for Tier 2: \$339,000

STEP OUT ACTIVATION 2016

TIER 2 NOTES

San Antonio – #37 US Media Market

- 1,526 Participants, third highest number of participants for Tier 2
- 242 Red Striders (estimated)
- San Antonio is located in Bexar County which has a lower rate of diabetes prevalence (9.1%) than state of Texas (10.9%) and US national average (9.3%)
- Texas Regional Focus market
- Promotional opportunity for Novo Nordisk at TCOYD San Antonio on June 18, 2016 at Henry B. Gonzalez Convention Center: 4,500+ participants

Austin – #49 US Media Market

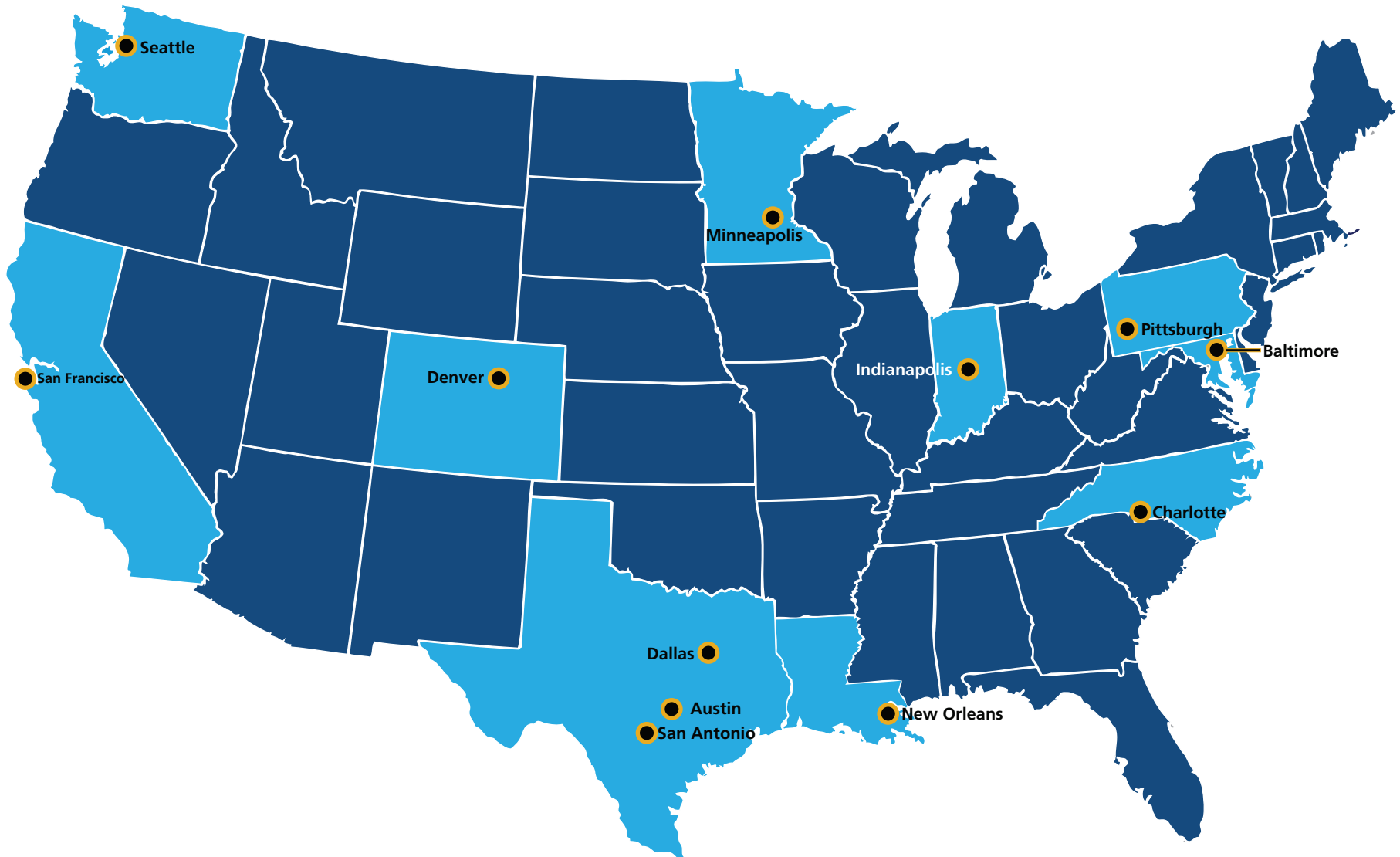
- 969 Participants
- 154 Red Striders (estimated)
- Austin is located in Travis County which has a lower rate of diabetes prevalence (7.1%) than state of Texas (10.9%) and US national average (9.3%)
- Texas Regional Focus market

New Orleans – #53 US Media Market

- 614 Participants
- 98 Red Striders (estimated)
- New Orleans is located in Orleans Parish which has a lower rate of diabetes prevalence (9.3%) than state of Louisiana (10.8%) and equal to US national average (9.3%)
- Only Step Out in Louisiana
- Cross-promotional opportunity for co-branded presence at 76th ADA Scientific Sessions hosted in New Orleans on June 10-14, 2016 at Ernest N. Morial Convention Center: 18,000+ participants
 - Novo Nordisk is exclusive sponsor of the 5K@ADA Run/Walk during ADA Scientific Sessions
 - 2009 5K@ADA in New Orleans attracted 752 participants
- Opportunity for two in-market healthy lifestyle co-branded Novo Nordisk & ADA activations: 5K@ADA in June 2016 and Step Out in November 2016

STEP OUT ACTIVATION 2016

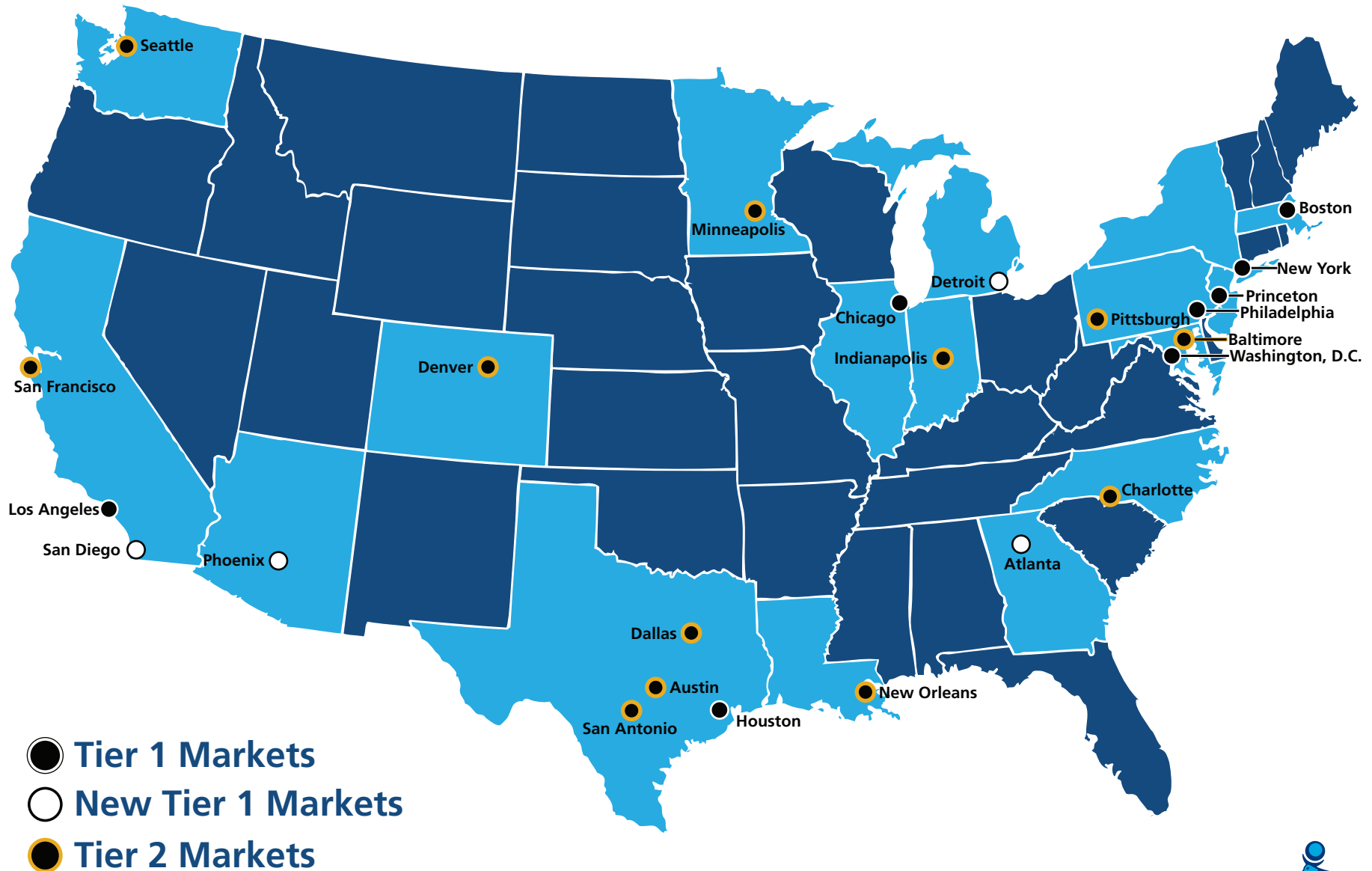
TIER 2 MARKETS



● Tier 2 Markets

STEP OUT ACTIVATION 2016

TIER 1 + 2 MARKETS



STEP OUT ACTIVATION 2016

TIER 3 NOTES

Overview

- Focus on Top 50 Media Markets
 - High potential for media interest, brand exposure, patient & employee engagement
- Medium to high participation markets in 2015
 - Medium to high potential to involve & message maximum audience of patients, caregivers & supporters
- 2 of Top 10 US Media Markets (San Jose & Worcester)
- 9 of Top 30 US Media Markets
- 12 of Top 50 US Media Markets
- 8 of the 12 cities are located in states with highest incidence of adult diabetes:
 - San Jose, Tampa, Ft. Lauderdale, Orlando, Raleigh, Nashville, Jacksonville, Memphis
- 7 of the 12 cities are located in counties with higher incidence of adult diabetes than the national average: Worcester, Tampa, Cleveland, Nashville, Milwaukee, Jacksonville, Memphis

2015 Statistics

- 13,137 Participants
- 2,084 Red Striders (estimated)
- \$2,222,361.76 Fundraising

Florida Regional Focus in Tier 3

- Nineteenth highest state with diabetes prevalence in US (9.4 per 100 adults)
- Regional focus includes Tampa, Ft. Lauderdale, Orlando & Jacksonville
- Participants: 6,325 (9.2% of all Step Out participants in 2015)
- Red Striders (estimated): 1,001
- Funds Raised: \$1,143,072
- Excludes Florida Step Outs: West Palm & Pensacola (529 total participants)

San Jose – #6 US Media Market

- 2,001 Participants, highest number of participants for Tier 3
- 317 Red Striders (estimated)
- San Jose is located in Santa Clara County which has a lower rate of diabetes prevalence (7.9%) than state of California (9.9%) and US national average (9.3%)
- California Regional Focus market

Worcester – #7 US Media Market

- 613 Participants
- 98 Red Striders (estimated)
- Worcester is located in Worcester County which has a higher rate of diabetes prevalence (9.5%) than state of Massachusetts (7.7%) and US national average (9.3%)
- Highest fundraising by participant for Tier 3: \$340.75

Tampa – #13 US Media Market

- 1,840 Participants, second highest number of participants for Tier 3
- 292 Red Striders (estimated)
- Tampa is located in Hillsborough County which has a higher rate of diabetes prevalence (10.1%) than state of Florida (9.4%) and US national average (9.3%)
- Third highest fundraising for Tier 3: \$264,691
- Florida Regional Focus market

STEP OUT ACTIVATION 2016

TIER 3 NOTES

Ft. Lauderdale – #16 US Media Market

- 1,738 Participants, third highest number of participants for Tier 3
- 275 Red Striders (estimated)
- Ft. Lauderdale is located in Broward County which has a lower rate of diabetes prevalence (8.5%) than state of Florida (9.4%) and US national average (9.3%)
- Second highest fundraising for Tier 3: \$270,871
- Florida Regional Focus market

Cleveland – #17 US Media Market

- 595 Participants
- 95 Red Striders (estimated)
- Cleveland is located in Cuyahoga County which has a higher rate of diabetes prevalence (10.0%) than state of Ohio (9.2%) and US national average (9.3%)

Orlando – #19 US Media Market

- 1,367 Participants
- 216 Red Striders (estimated)
- Orlando is located in Orange County which has a lower rate of diabetes prevalence (9.0%) than state of Florida (9.4%) and US national average (9.3%)
- Florida Regional Focus market
- Promotional opportunity for presence at AACE 25th Annual Scientific & Clinical Congress hosted in Orlando on May 25-29, 2016 at Rosen Shingle Creek: 1,600 audience
 - Novo Nordisk is exclusive sponsor of the EmPower 5K during the AACE Scientific & Clinical Congress
 - 2015 EmPower 5K in Nashville attracted 168 participants
- Promotional opportunity for presence at TCOYD Orlando on November 19, 2016 hosted at Orange County Convention Center: 4,000+ participants

St. Louis – #21 US Media Market

- 907 Participants
- 144 Red Striders (estimated)
- St. Louis is located in St. Louis City County which has a higher rate of diabetes prevalence (8.9%) than state of Missouri (8.7%) and lower than US national average (9.3%)

Raleigh – #27 US Media Market

- 636 Participants
- 101 Red Striders (estimated)
- Raleigh is located in Wake County which has a lower rate of diabetes prevalence (8.9%) than state of North Carolina (10.5%) and US national average (9.3%)
- North Carolina has ninth highest state prevalence of diabetes

Nashville – #29 US Media Market

- 899 Participants
- 143 Red Striders (estimated)
- Nashville is located in Davidson County which has a lower rate of diabetes prevalence (10.8%) than state of Tennessee (11.1%) and higher than US national average (9.3%)
- Tennessee has fifth highest state prevalence of diabetes

STEP OUT ACTIVATION 2016

TIER 3 NOTES

Milwaukee – #35 US Media Market

- 746 Participants
- 119 Red Striders (estimated)
- Milwaukee is located in Milwaukee County which has a higher rate of diabetes prevalence (9.7%) than state of Wisconsin (7.3%) and US national average (9.3%)

Jacksonville – #47 US Media Market

- 1,380 Participants
- 218 Red Striders (estimated)
- Jacksonville is located in Duval County which has a higher rate of diabetes prevalence (10.4%) than state of Florida (9.4%) and US national average (9.3%)
- Highest fundraising for Tier 3: \$366,136
- Florida Regional Focus market

Memphis – #48 US Media Market

- 415 Participants
- 66 Red Striders (estimated)
- Memphis is located in Shelby County which has a higher rate of diabetes prevalence (12.2%) than state of Tennessee (11.1%) and US national average (9.3%)
- Tennessee has fifth highest state prevalence of diabetes
- Promotional opportunity for presence at TCOYD Memphis on April 16, 2016 hosted at Memphis Cook Convention Center: 4,000+ participants

STEP OUT ACTIVATION 2016

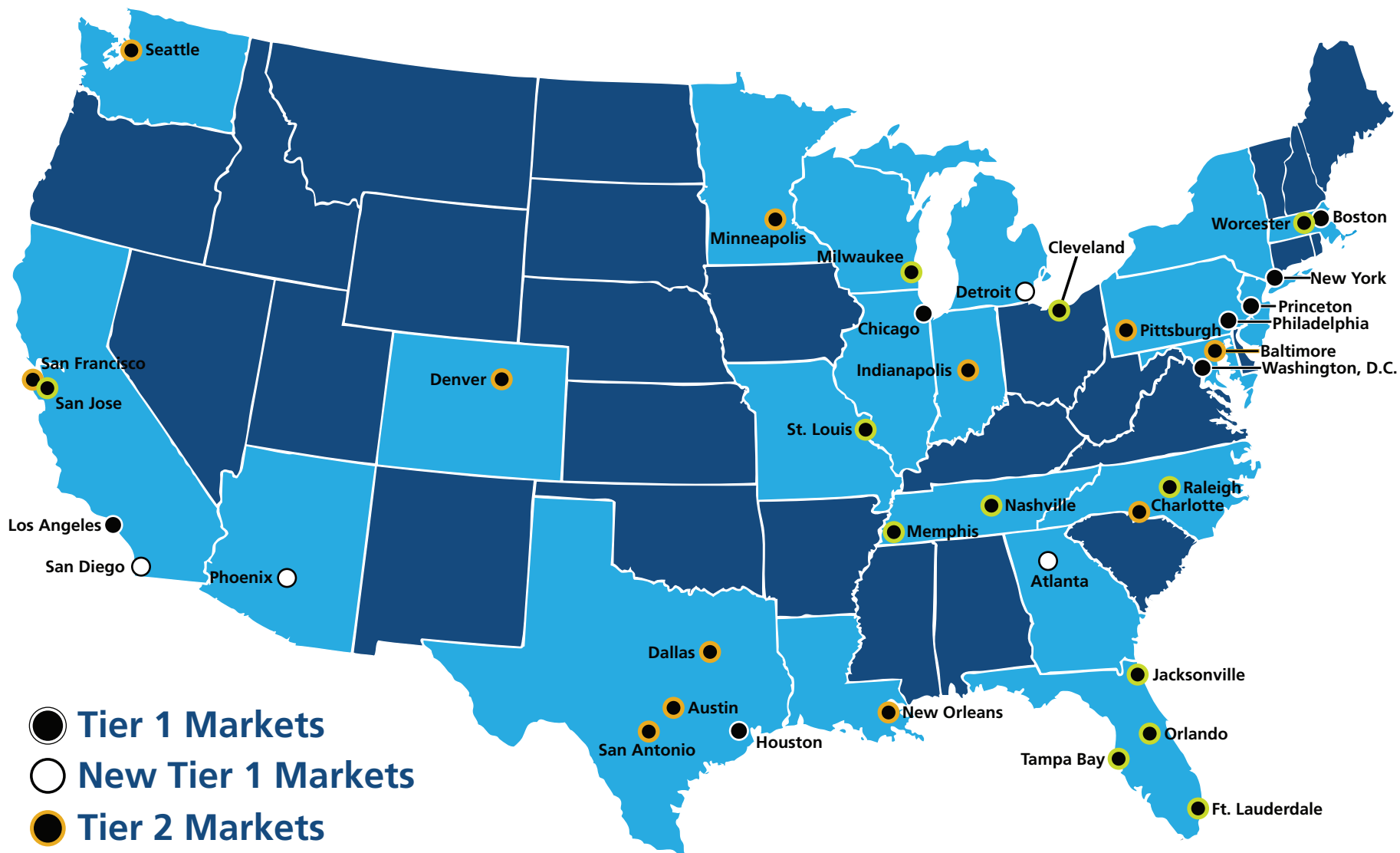
TIER 3 MARKETS



● Tier 3 Markets

STEP OUT ACTIVATION 2016

TIER 1 + 2 + 3 MARKETS



STEP OUR ACTIVATION 2016

CROSS PROMOTION OPPORTUNITY CHART

PARTNER	ADA EXPO			TCOYD			ADA SCIENTIFIC SESSIONS			AACE			NEW JERSEY MARATHON AND HALF-MARATHON		
ACTIVITY	TNN CYCLE & WALK ZONE			TNN CYCLE & WALK ZONE			5K@ADA			EMPOWER5K			NOVO NORDISK NEW JERSEY MARATHON HEALTH & FITNESS EXPO		
	City	Venue	Date	City	Venue	Date	City	Venue	Date	City	Venue	Date	Market	Location	Date
2016 MARKETS															
TIER 1	New York	Javitz Convention Center	4/30	Washington DC	Walter E. Washington Convention Center	5/21							New York	New Jersey	5/1
	Chicago	McCormick Place	4/9	San Diego	San Diego Convention Center	10/1	--	--	--	--	--	--	Princeton	New Jersey	5/1
	Houston	NRG Park	OCT										Philadelphia	New Jersey	5/1
TIER 2	Minneapolis	Minneapolis Convention Center	10/15	San Antonio	Henry B. Gonzalez Convention Center	6/18	New Orleans	Ernest Morial Convention Center	June 10-14	--	--	--	--	--	--
TIER 3	--	--	--	Memphis	Memphis Cook Convention Center	4/16	--	--	--	Orlando	Rosen Shingle Creek	May 25-29	--	--	--
				Orlando	Orange County Convention Center	11/19									
2017 MARKETS															
TIER 1	New York	Javitz Convention Center	TBD	San Diego	San Diego Convention Center	TBD	San Diego	San Diego Convention Center	9/13				New York	New Jersey	TBD
	Chicago	McCormick Place	TBD							--	--	--	Princeton	New Jersey	TBD
	Houston	NRG Park	TBD										Philadelphia	New Jersey	TBD
TIER 2	Minneapolis	Minneapolis Convention Center	TBD	--	--	--	--	--	--	Austin	Austin Convention Center	May 3-7	--	--	--
				--	--	--	--	--	--				--	--	--
TIER 3	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

STEP OUT ACTIVATION 2016

PROMOTIONAL OPPORTUNITIES

Overview

- Novo Nordisk activities in Tier 1-3 markets to promote Step Out Walk sponsorship & drive diabetes awareness
- Leverage existing ADA & Novo Nordisk partnerships to drive Step Out participation

Region Activation Notes

New York- ADA EXPO

- Cross-promotional opportunity for co-branded Step Out presence at ADA EXPO on April 30, 2016 at Javits Convention Center: 10,000+ audience

Chicago- ADA EXPO

- Cross-promotional opportunity for co-branded Step Out presence at ADA EXPO in April 2016 at McCormick Place Convention Center: 10,000+ audience

Philadelphia/Princeton/New York- Novo Nordisk New Jersey Marathon Health & Fitness Expo

- Cross-promotional opportunity for co-branded Step Out presence at NJ Marathon Expo (Novo Nordisk and ADA will both exhibit) on April 29-30, 2016 at Monmouth Park: 16,000+ audience

Washington D.C.- TCOYD

- Promotional opportunity for presence at TCOYD Washington DC on May 1, 2016 hosted at Walter E. Washington Convention Center: 4,000+ participants

Houston- ADA EXPO

- Cross-promotional opportunity for co-branded Step Out presence at ADA EXPO, date TBD October 2016 at NRG Park: 8,500+ participants

San Diego- 5K@ADA & TCOYD

- Cross-promotional opportunity for co-branded presence at 77th ADA Scientific Sessions hosted in San Diego on June 9-13, 2017 at San Diego Convention Center
 - Novo Nordisk is exclusive sponsor of the 5K@ADA Run/Walk during ADA Scientific Sessions
 - 2011 5K@ADA in San Diego attracted 980 participants
- Promotional opportunity for presence at TCOYD San Diego on October 1, 2016 hosted at San Diego Convention Center: 4,000+ participants
- Opportunity for four in-market healthy lifestyle co-branded Novo Nordisk & ADA activations: Step Out in September 2016, TCOYD in October 2016, 5K@ADA in June 2017, Step Out in September 2017

Minneapolis- ADA EXPO

- Cross-promotional opportunity for co-branded Step Out presence at ADA EXPO on October 15, 2016 at Minneapolis Convention Center: 8,000+ participants

San Antonio- TCOYD

- Promotional opportunity for Novo Nordisk at TCOYD San Antonio on June 18, 2016 at Henry B. Gonzalez Convention Center: 4,500+ participants

New Orleans- 5K@ADA

- Cross-promotional opportunity for co-branded presence at 76th ADA Scientific Sessions hosted in New Orleans on June 10-14, 2016 at Ernest N. Morial Convention Center: 18,000+ participants
 - Novo Nordisk is exclusive sponsor of the 5K@ADA Run/Walk during ADA Scientific Sessions
 - 2009 5K@ADA in New Orleans attracted 752 participants
- Opportunity for two in-market healthy lifestyle co-branded Novo Nordisk & ADA activations: 5K@ADA in June 2016 and Step Out in November 2016

STEP OUT ACTIVATION 2016

PROMOTIONAL OPPORTUNITIES

Orlando EmPower 5K & TCOYD

- Promotional opportunity for presence at AACE 25th Annual Scientific & Clinical Congress hosted in Orlando on May 25-29, 2016 at Rosen Shingle Creek: 1,600 audience
- Novo Nordisk is exclusive sponsor of the EmPower 5K during the AACE Scientific & Clinical Congress
- 2015 EmPower 5K in Nashville attracted 168 participants
- Promotional opportunity for presence at TCOYD Orlando on November 19, 2016 hosted at Orange County Convention Center: 4,000+ participants

Memphis- TCOYD

- Promotional opportunity for presence at TCOYD Memphis on April 16, 2016 hosted at Memphis Cook Convention Center: 4,000+ participants