

STEP | **WALK**
OUT® | TO **STOP** DIABETES®

 American Diabetes Association.

2016 ACTIVATION

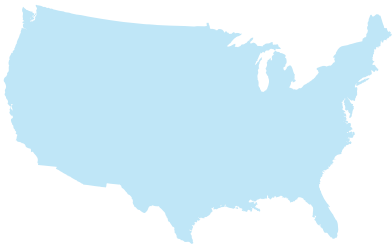
AS OF JANUARY 28, 2016



STEP OUT ACTIVATION 2016

CURRENT LANDSCAPE

- Novo Nordisk is the National Premier Sponsor and Red Strider Sponsor of the ADA Step Out Walk series
- Novo Nordisk & ADA have partnered for 5 years on Step Out Walks



90 Step Out Walks in
35 different states



45 Step Out Walks in
19 states with highest
prevalence of diabetes¹



50 Step Out Walks in
counties with higher than
US average diabetes rate¹



57 Step Out Walks
in the Top 50 US
Media Markets

STEP OUT ACTIVATION 2013-2015

KPI RECAP



49,002
PARTICIPANTS



7,982,923
BRAND IMPRESSIONS²



\$9,873,181
FUNDS RAISED



6,178
RED STRIDERS

Figures represent totals from 8 markets with 2013-2015 activation (Boston, New York, Princeton, Philadelphia, Washington DC, Chicago, Houston & Los Angeles)

STEP OUT ACTIVATION 2016

OVERVIEW

NATIONAL SPONSORSHIP ACTIVATION

- 1** Maximize the benefits received by Novo Nordisk from its National Premier sponsorship of Step Out Walk and presenting sponsorship of Red Striders

Capitalize on in-market patient engagement around healthy lifestyle activities, enhance the perception of the brand with Novo Nordisk employees and strengthen relationships with regional partners
- 2** Criteria established to classify the Step Out Walks into 4 categories
- 3** Focus on expanding Novo Nordisk's brand presence, employee and volunteer participation in the Step Out Walks

MISSION

- 1** Scale Novo Nordisk & ADA co-branded presence from 12 to 24-36 US Markets
- 2** Engage an incremental 26,000+ participants and 4,000+ Red Striders
- 3** Integrate ADA and Novo Nordisk's social media efforts to reach broader audience with increase of 2.8M+ impressions (estimated)

STEP OUT ACTIVATION 2016

3 TIER STRATEGY: RATIONALE & CRITERIA

TIER 1

Top 12 Media Markets

High potential for media interest, brand exposure, patient & employee engagement

Markets with highest participation

High potential to involve & message maximum audience of patients, caregivers & supporters

Strong existing partnerships with ADA regional chapters

Legacy markets with 2013-2015 activations

NNI Home Office: combined event with Tour de Cure

Opportunity to engage with large audience of Novo Nordisk employees

Cross-promotion at ADA Regional Expos

New York City, Chicago & Houston

TIER 2

Top 30 Media Markets

Moderate potential for media interest, brand exposure, patient & employee engagement

Markets with medium to high participation

Medium to high potential to involve & message maximum audience of patients, caregivers & supporters

Cross-promotion at ADA Regional Expos

Minneapolis

TIER 3

Top 50 Media Markets

Moderate potential for media interest, brand exposure, patient & employee engagement

Markets with medium to high participation

Medium to high potential to involve & message maximum audience of patients, caregivers & supporters

NO ACTIVATION

Media Markets outside Top 50

Limited potential for media interest, brand exposure, patient & employee engagement

Markets with limited participation

Limited potential to involve & message maximum audience of patients, caregivers & supporters

STEP OUT ACTIVATION 2016

3 TIER STRATEGY: MARKET PRIORITIZATION

TIER 1

- 1 New York
- 2 Los Angeles
- 3 Chicago*
- 4 Philadelphia
- 4 Princeton
- 7 Boston
- 8 Atlanta
- 9 Washington D.C.
- 10 Houston
- 11 Detroit
- 12 Phoenix
- 28 San Diego

TIER 2

- 5 Dallas - Ft. Worth
- 6 San Francisco
- 14 Seattle
- 15 Minneapolis
- 18 Denver
- 23 Pittsburgh
- 24 Charlotte
- 25 Indianapolis
- 26 Baltimore
- 37 San Antonio
- 49 Austin
- 53 New Orleans

TIER 3

- 6 San Jose
- 7 Worcester
- 13 Tampa
- 16 Ft. Lauderdale
- 17 Cleveland
- 19 Orlando
- 21 St. Louis
- 27 Raleigh
- 29 Nashville
- 35 Milwaukee
- 47 Jacksonville
- 48 Memphis

Attendance: **21,198**
 Funds Raised: **\$4,264,597.98**
 Red Striders:
 (estimated) **3,396**

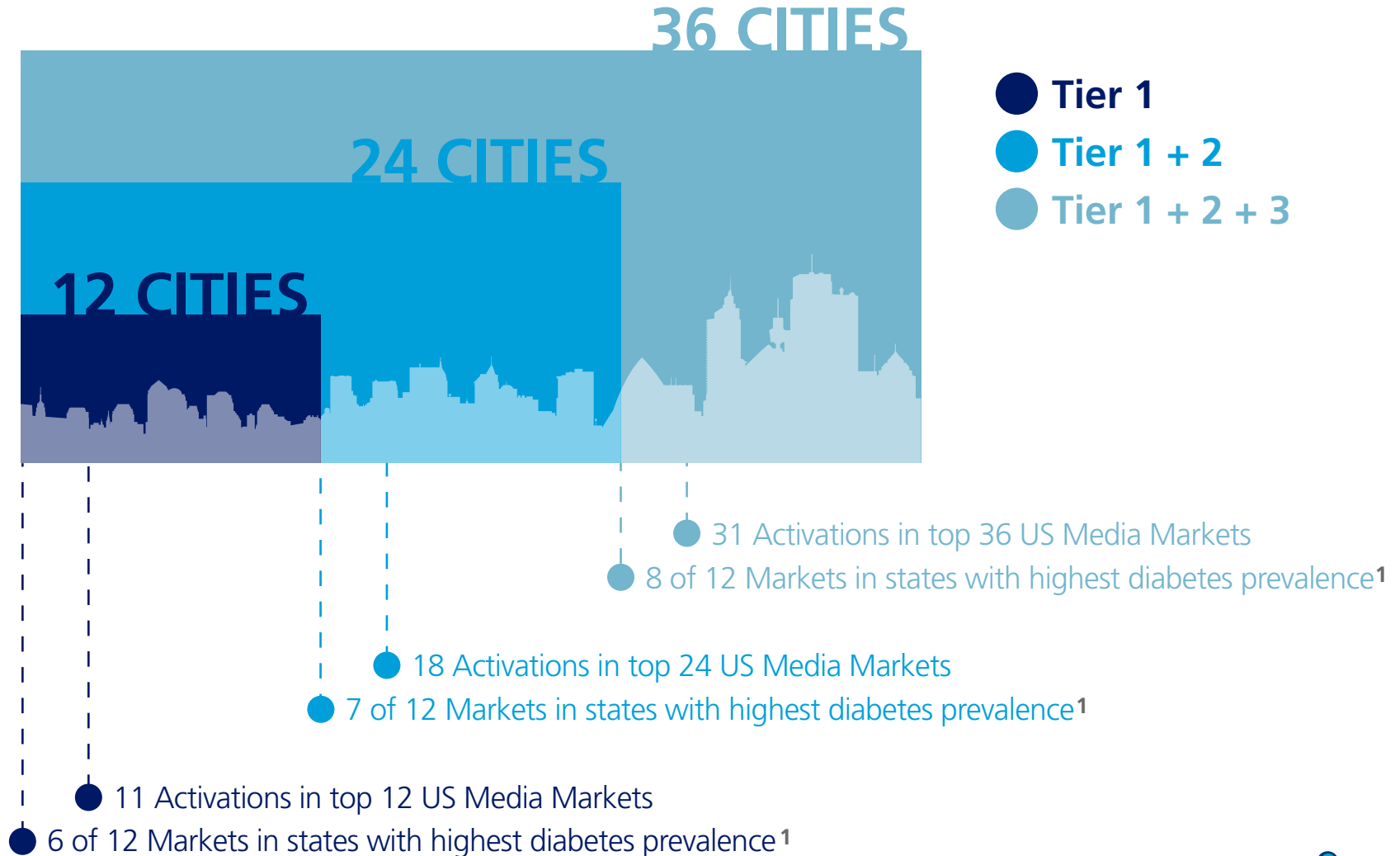
13,080
\$2,548,789.17
2,076

13,137
\$2,222,361.76
2,084

*Market includes Chicago and Buffalo Grove

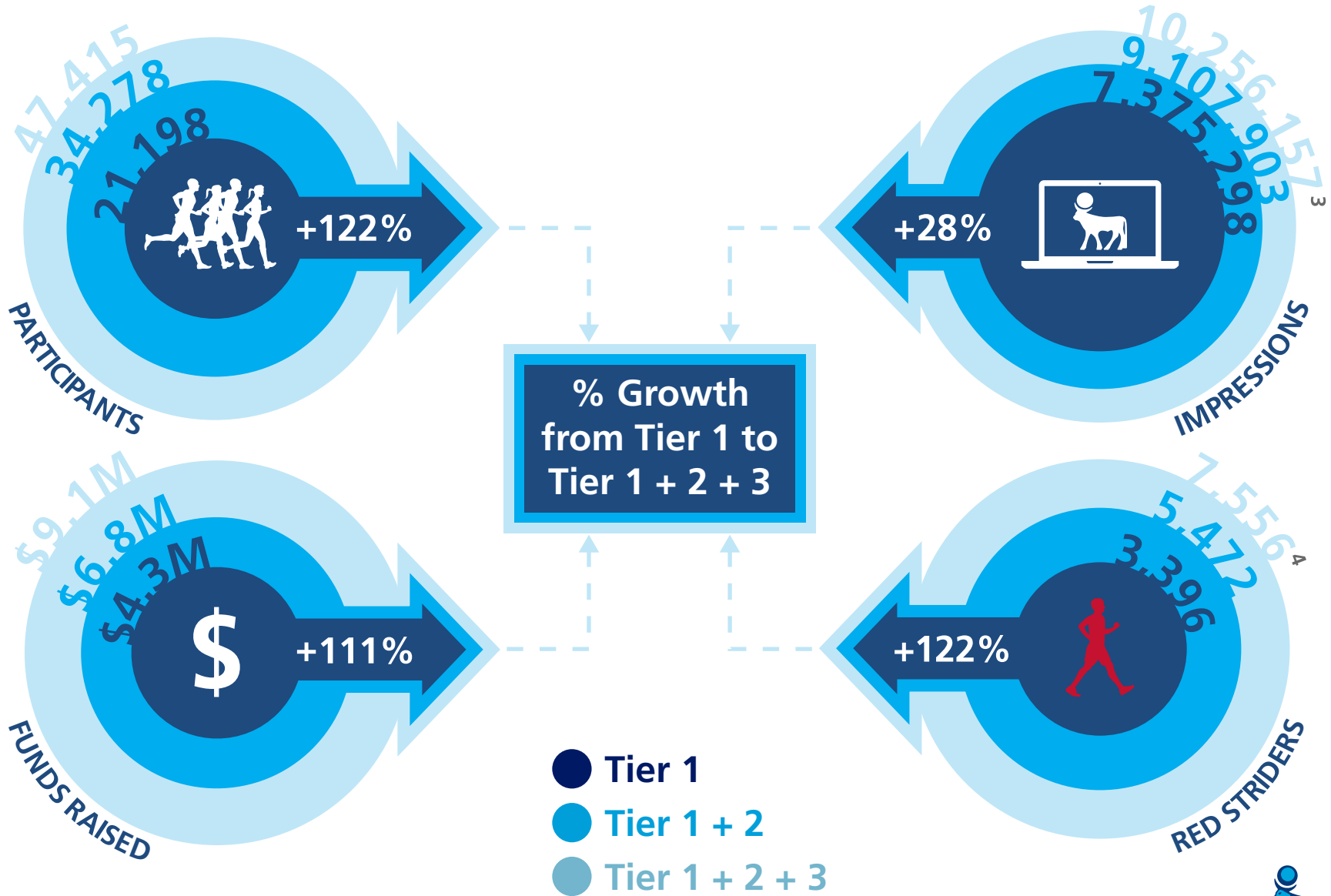
STEP OUT ACTIVATION 2016

3 TIER STRATEGY: OVERVIEW



STEP OUT ACTIVATION 2016

3 TIER STRATEGY: TIER GROWTH POTENTIAL



STEP OUT ACTIVATION 2016

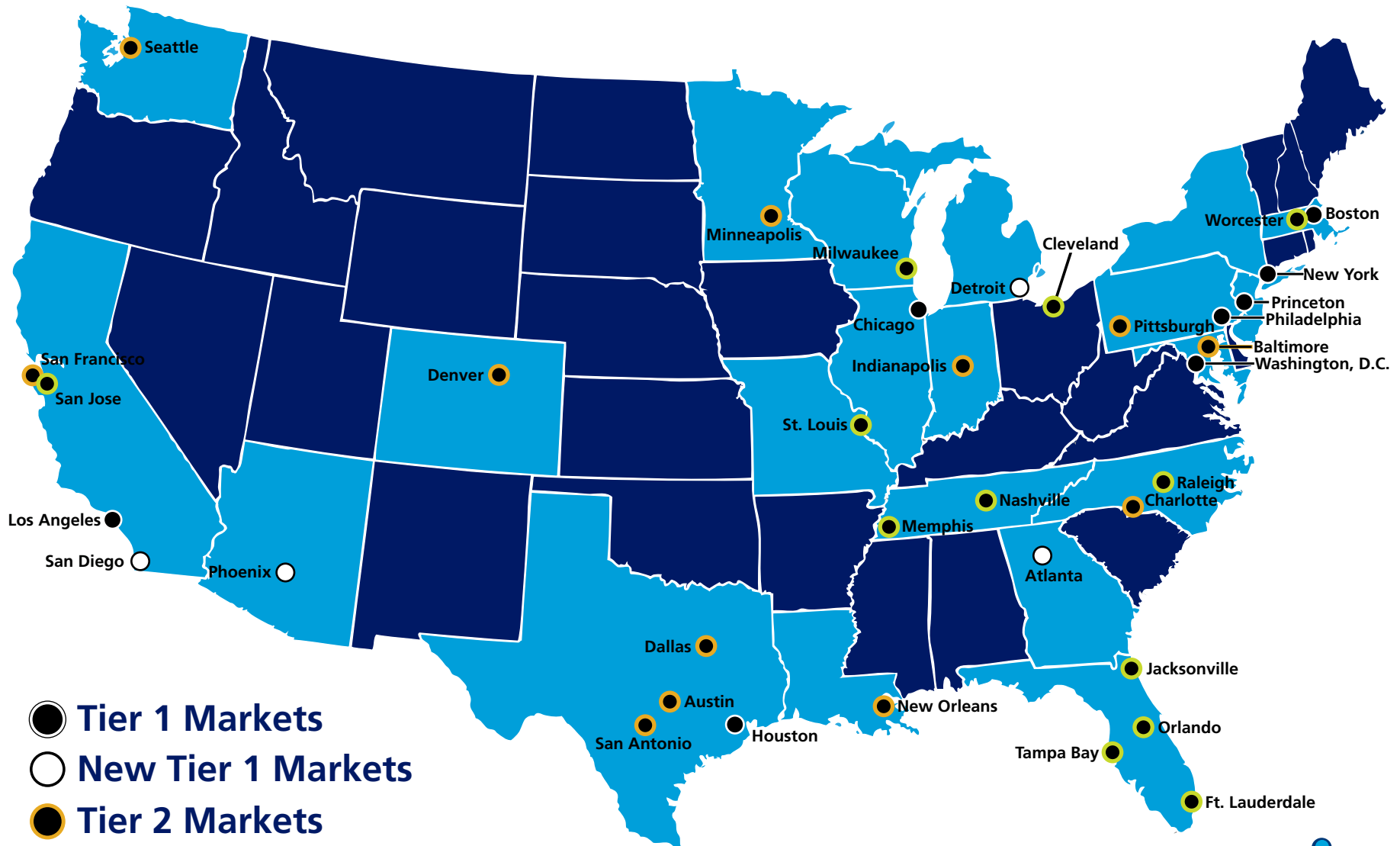
ACTIVATION OVERVIEW

Activation	Tier 1	Tier 2	Tier 3
Brand Presence			
Co-branded Inflatable Arch	✓	✓	✓
Co-branded Repeater Banner	✓	✓	✓
Co-branded Mesh Fencing	✓	✓	--
Co-branded Selfie Station	✓	✓	--
Co-branded Photo Booth with On-site Printing	✓	--	--
Red Strider Tent	✓	✓	--
Staff Apparel	✓	✓	✓
National Premier Sponsor Table Cloths	✓	✓	✓
NNI Branded Teardrops	✓	--	--
ADA Branded Teardrops	✓	--	--
NNI Branded Mesh	✓	--	--
ADA Branded Mesh	✓	--	--

Activation	Tier 1	Tier 2	Tier 3
External Communication and Social Media			
Generate Step Out Promotional Content for Novo Nordisk Social Media Accounts	✓	✓	✓
Step Out Photos Uploaded to Novo Nordisk Step Out Facebook Page	✓	✓	✓
Market Recaps	✓	✓	✓
Live Social Media Posting (Facebook, Twitter & Instagram)	✓	--	--
Social Media Metrics Report	✓	--	--

STEP OUT ACTIVATION 2016

TIER 1 + 2 + 3 MARKETS



STEP OUT ACTIVATION 2016

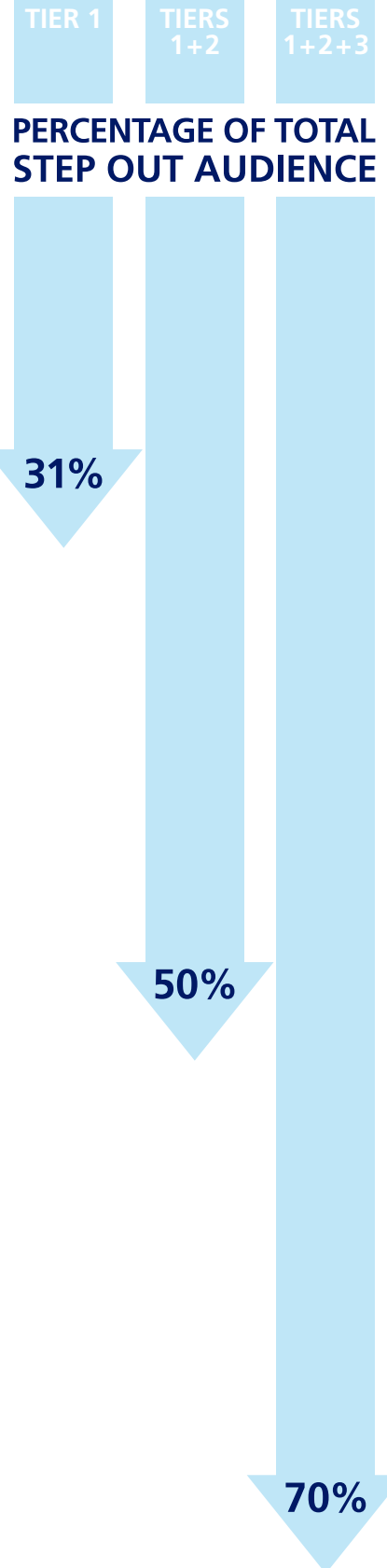
TIER OVERVIEW

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

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

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

TOTAL		47,415	\$9,035,749	7,556	10,256,157
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STEP OUT ACTIVATION 2016

STEP OUT LOCATIONS & STATE DIABETES INCIDENCE

19
STATES
with "extremely
high" diagnosed
diabetes incidence¹

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

57
PERCENT
of 2015 Step Out
participants live
in states with
"extremely high"
diagnosed diabetes
incidence¹

35
states in BLUE
feature all
90
Step Out Walks

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

STEP OUT ACTIVATION 2016

COUNTY & STATE DIABETES INCIDENCE RATE

In the US, an estimated
82.8%
 of people with diabetes
 LIVE IN CITIES¹

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 diabetes¹

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 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

APPENDIX

1. Center for Disease Control and Prevention. 2013. Diagnosed Diabetes, Age Adjusted Rate (per 100), Adults. [ONLINE] Available at: <http://gis.cdc.gov/grasp/diabetes/DiabetesAtlas.html>. [Accessed 14 December 15].
2. Novo Nordisk brand impressions 7,982,923 is from the 2015 Step Out Social media report.
3. Novo Nordisk brand impressions for 2016 is an estimate based on 2015 Step Out actuals and 2016 Tier Activation plan.
4. Red Striders is an estimation based on the average Red Striders per participants in 2015 tier one cities (about 1 Red Strider per 6 participants).