novo holdings

Investing to benefit people and the planet

ANNUAL REPORT

2024

Novo Holdings A/S
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CVR 24257630

About Novo Holdings A/S

Novo Holdings is a holding and investment company that manages the assets and wealth of the Novo Nordisk Foundation, one of the world's largest enterprise foundations. The purpose of Novo Holdings is to improve people's health and the sustainability of society and the planet by generating attractive long-term returns on the assets of the Novo Nordisk Foundation.

Novo Holdings is the controlling shareholder of Novo Nordisk and Novonesis (the Novo Group companies) and manages an investment portfolio with a long-term return perspective. Novo Holdings invests in life science companies at all stages of development and, in addition, manages a broad portfolio of equities, bonds, real estate and infrastructure assets as well as private equity investments.

As of year-end 2024, Novo Holdings had Total Assets under Management* of DKK 1,060bn (EUR 142bn).

Further information: www.novoholdings.dk

About the Novo Nordisk Foundation

Established in Denmark in 1924, the Novo Nordisk Foundation is an enterprise foundation with philanthropic objectives. The vision of the Foundation is to improve people's health and the sustainability of society and the planet. The Foundation's mission is to progress research and innovation in the prevention and treatment of cardiometabolic and infectious diseases as well as to advance knowledge and solutions to support the green transition of society.

Further information: www.novonordiskfonden.dk

* Total Assets under Management (at market value) include Novo Group companies with A and B shares of the companies valued using the quoted B-price at close on 31 December of the respective year.

Contents

Management's review

Introducing Novo Holdings

06 Letter from the Chair and the CEO
08 Novo Holdings at a glance
10 Novo Holdings' business model
12 Performance highlights

Strategy and Operations

15 Purpose and objectives
16 Investment strategy
33 People and organisation
34 Investing for purpose and impact
38 Financials
40 Operational risks

Governance

43 Corporate governance
44 Board of Directors and Executive Leadership Team

Statements

Financial statements

50 Statement of comprehensive income
51 Balance sheet
52 Equity statement
53 Cash flow statement
55 Notes to the financial statements

Management's statement and Independent Auditor's report

82 Management's statement
83 Independent Auditor's report

Cover:
In October, Novo Holdings announced that it had agreed to acquire a majority stake in Stingray Marine Solutions, a market-leading aquaculture technology company that provides advanced solutions for a more sustainable fish farming industry.

Photo: Stingray Marine Solutions.

Buster Pilegaard, Vice President in the Real Assets team, Capital Investments, joined Novo Holdings in May 2023. His primary focus is on infrastructure and renewable energy investments.

Management's review

Introducing Novo Holdings

Letter from the Chair and the CEO

Advancing innovation and sustainability in a year of strong growth

We live in a golden era of innovation in the life sciences sector. New treatments are improving outcomes for patients around the world and Artificial Intelligence is starting to enable more precise diagnostics, personalised therapies and more efficient healthcare delivery.

Accelerating innovation in key markets with strong growth potential is at the heart of our investment strategy. We are pleased to have closed our biggest transaction ever in 2024 with the USD 16.5 billion acquisition of Catalent, a leading, global contract development and manufacturing organisation (CDMO). Biopharma services have an increasingly important role in enabling the development and supply of therapeutic treatments worldwide.

This year, we embarked on the implementation of our Strategy 2030 that, among other things, will see Novo Holdings accelerate investments targeting the green transition. We made significant investments to advance this commitment, including Stingray Marine Solutions, a leader in aquaculture technology, and CIRCTEC, which has proprietary technology enabling end-of-life tyre recycling (see 2024 investments snapshot on page 36). In terms of geographic expansion, further growth in Asia is a key part of Novo Holdings' Strategy 2030 and we will be opening our third Asia office in Mumbai, India, in 2025.

Investment portfolio highlights

Our mission is to generate attractive long-term returns on the assets of the Novo Nordisk Foundation and to be a supportive owner of the Novo Group companies. Our life sciences investments account for 59% of our total portfolio. Through our six Life Science Investments teams, we aim to drive the development of therapies and diagnostics to address important medical needs and innovative biosolutions that will propel the green transition.

Principal Investments invested DKK 24 billion this year across biopharma services such as the acquisition of Catalent, and the acquisition of Single Use Support – a fast-growing life science tools company providing advanced technology solutions for the pharmaceutical production process. This transaction marked our first control investment in the DACH region, a vital hub for life sciences (see Principal Investments on page 20).

Growth Investments invested DKK 1 billion in 2024, including the investment in Oxford Nanopore, a UK-based leader in DNA/RNA sequencing (see Growth Investments on page 21).

Venture Investments invested DKK 5 billion this year with 20 new investments, and had a successful USD 100 million exit of Amolyt Pharma, a global company specialised in developing therapeutic peptides for rare endocrine and related diseases (see Venture Investments on page 23).

Seed Investments invested DKK 683 million this year, including investments in ADcendo, Antag Therapeutics and Booster Therapeutics, raised DKK 3.9 billion for its portfolio from international investors and launched a Quantum Fund (see Seed Investments on page 26).

Asia Investments invested DKK 768 million in 2024, growing its portfolio to DKK 4 billion by year-end, a 34% growth year on year. The portfolio spans 12 companies across India, China and Southeast Asia. Notable transactions in 2024 include AgNext, a leader in AI-based solutions for sustainable agriculture, and follow-on investments in Manipal Hospitals, India's leading private hospital chain, and Qure.ai, a global healthcare AI innovator (see Asia Investments on page 28).

Planetary Health Investments invested DKK 2.6 billion in 2024, resulting in almost a doubling of the assets under management. Its portfolio of 23 companies had a total portfolio value of DKK 6 billion by year end (see Planetary Health Investments on page 29).

Capital Investments comprise 41% of our portfolio. Capital Investments closed the year with a total portfolio value of DKK 95 billion and generated

Financial highlights summary

The Novo Holdings' Investment Portfolio generated a record return of 18% and drove income of DKK 37 billion. Our two operating companies, Novo Nordisk and Novonesis, generated income for Novo Holdings of DKK 23 billion. Thus, Total Income and Returns for 2024 amounted to DKK 60 billion (versus DKK 31 billion for 2023).

Novo Holdings closed the year with DKK 1,060 billion in Total Assets under Management, a decrease of 5% from 2023 driven by a decline in market value of Novo Nordisk during 2024.

At the end of 2024, the Life Science Investment Portfolio generated a 10-year average return of 12%, while the Capital Investments Portfolio generated a 10-year average return of 8%. The total Novo Holdings Investment Portfolio 10-year average return was 10%. The 5 and 10-year average returns for Novo Holdings are both above benchmark.

returns of 13%. Notable transactions include US logistics investments in Miami, Florida and Austin, Texas, as well as an investment in renewable energy platform Heelstone Renewable Energy. This year, Capital Investments also partnered with European Energy to repower wind parks in Germany (see Capital Investments on page 32).

People and organisation

We would like to thank our colleagues for their outstanding performance this year. As we continue our asset growth and geographic expansion, we remain as committed as ever to upholding our values of performance, respect and responsibility.

This year, we were pleased to welcome five new members to the Novo Advisory Group: Avra van der Zee and Dr Peters Eckes, who strengthen our increased focus on the green transition; Philippe Houssiau and Joanne Burns, who will enhance our leadership in healthcare IT, and Mauricio Graber, who will support with investments in industrial biotechnology.

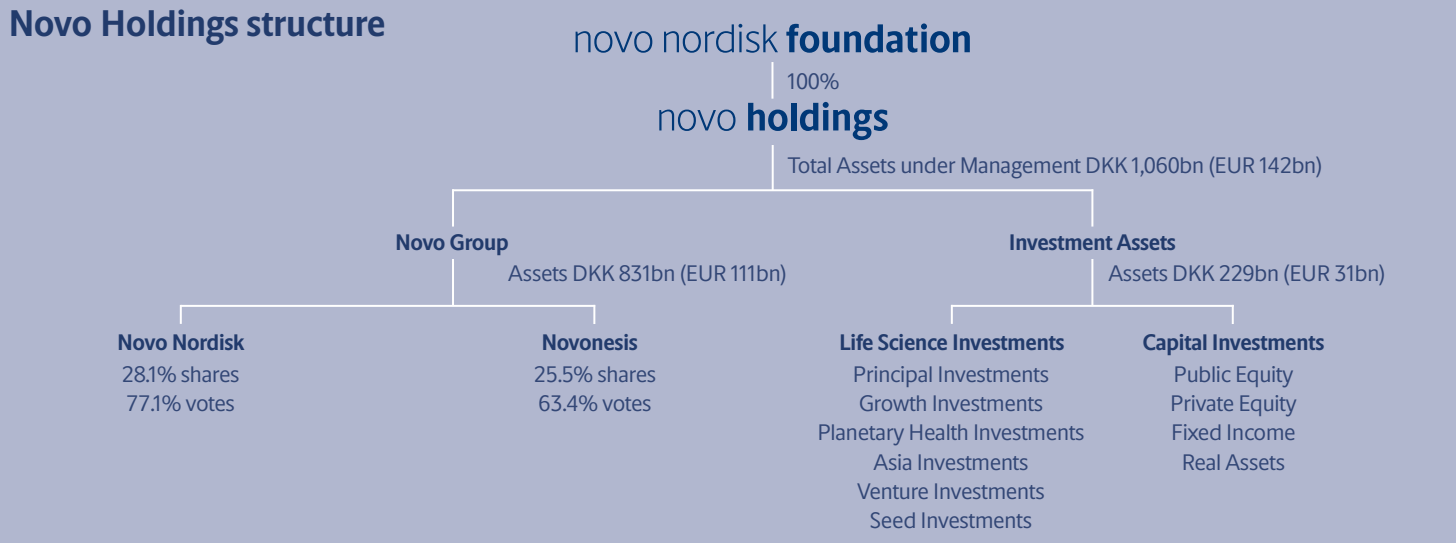
As we look ahead to 2025, we believe that we are well placed to build on our achievements and continue to deliver on our mission to improve people's health and the sustainability of society and the planet by generating attractive long-term returns on the assets of the Novo Nordisk Foundation.

Lars Rebien Sørensen
Chair of the Board

Kasim Kutay
Chief Executive Officer

Novo Holdings at a glance

Novo Holdings structure



*The offices in the US, UK and Asia provide specific advisory services to Novo Holdings A/S, primarily in identifying and analysing investment opportunities in life sciences companies in the US, UK and Asia and related activities, such as board memberships, financial control and reporting activities.

Return on the Investment Portfolio* in 2024

18%

*The Investment Portfolio excludes Special Investments, which comprise impact investments and assets held for the Novo Nordisk Foundation strategic purposes. Total Investment Return including all assets is 19.2%.

DKK **34** bn (EUR 4.6bn)

Deployed into life sciences in 2024

43

new companies added to the Investment Portfolio

(and 27 companies exited)

5-year average return on the Investment Portfolio*

10.1%

*The Investment Portfolio excludes Special Investments, which comprise impact investments and assets held for the Novo Nordisk Foundation strategic purposes. Total Investment Return including all assets is 9.1%.

DKK **23** bn

(EUR 3.1bn)

Income from Novo Group companies in 2024

DKK **60** bn

(EUR 8.0bn)

Total Income and Investment Return in 2024

Novo Holdings' business model

Asia Investments. From left to right: Simon Qian, Senior Associate; Paloma Pan, Principal; and Joel Koh, Associate, are part of Novo Holdings' Asia Investments team. At Novo Holdings, we foster an inclusive and collaborative culture, working together across geographies to identify and invest in high-potential companies, supporting their growth journeys with strategic insights and expertise.

Performance highlights

Allocation and returns by asset category, investment area and the Novo Group

Assets	Allocation		Returns		
By asset category	DKKbn	Share of	2024	5Y Rolling	10Y Rolling
Diversified Growth Assets	195	85%	22.7%	10.4%	11.0%
Macroeconomic Risk Hedges	34	15%	5.0%	3.3%	3.8%
Investment Assets	**229**	**100%**	**19.2%**	**9.1%**	**10.0%**
By investment area					
Life Science Investments	134	59%	26.2%	10.3%	11.3%
Capital Investments	95	41%	13.1%	7.8%	8.1%
Investment Assets	**229**	**100%**	**19.2%**	**9.1%**	**10.0%**
Novo Group companies					
Novo Nordisk A/S	782	94%	-9.0%	28.9%	18.8%
Novonesis A/S	49	6%	-1.5%	3.4%	4.8%
Novo Group	**831**	**100%**	**-8.6%**	**27.2%**	**17.9%**

Allocation and returns of invested assets by asset class

Asset class	Allocation		Returns		
Asset category and asset class	DKKbn	Share of	2024	5Y Rolling	10Y Rolling
Diversified Growth Assets	**195**	**85%**	**22.7%**	**10.4%**	**11.0%**
Private Equity	107	47%	40.4%	19.7%	17.0%
Public Equity	52	22%	13.4%	6.6%	9.0%
Venture Capital	23	10%	10.0%	9.1%	12.8%
Credit*	13	6%	5.7%	2.3%	4.4%
Macroeconomic Risk Hedges	**34**	**15%**	**5.0%**	**3.3%**	**3.8%**
Real Assets	24	10%	4.6%	7.2%	9.6%
Bonds & Cash	10	5%	4.8%	1.2%	1.1%
Investment Assets	**229**	**100%**	**19.2%**	**9.1%**	**10.0%**

* Credit consists of both loan facilities to our Life Sciences portfolio companies as well as our credit platform managed by Capital Investments. The credit platform returned 8.5% in 2024, while 5- and 10-year returns were 5.0% and 5.7%, respectively.

Five-year summary

DKK billion	2024	2023	2022	2021	2020
Income statement					
Income from Novo Group companies	23	19	14	14	13
Return from Life Science Investments	24	5	-6	12	11
Return from Capital Investments	13	7	-5	12	5
Total Income and Investment Return	**60**	**31**	**3**	**38**	**29**
Operating profit	59	30	2	37	29
Net profit for the year	53	25	7	33	25
Balance sheet					
Equity	200	153	127	159	131
Total assets	259	211	186	187	156
Total assets under management*	1,060	1,114	805	697	457
Key ratios					
Equity ratio	77%	73%	68%	85%	84%
Global employees	205	178	152	111	109

* Total Assets Under Management (at market value) include Novo Group companies with A and B shares of the companies valued using the quoted B-price at close on 31 December of the respective year.

Returns

All returns are in DKK and reflect total returns, excluding internal costs. Income from Novo Group companies (Novo Nordisk and Novonesis) consists of dividend and share buyback programme payouts. Returns on Life Science Investments are calculated on an Internal Rate of Return (IRR), based on the book value at the end of the measurement period and cash flows within the measurement period compared with the book value at the beginning of the measurement period. Capital Investments returns and Investment Portfolio returns are based on Time Weighted Returns (TWR). Whereas asset category returns are based on TWR, the underlying returns by asset class reflect a mix of IRR and TWR, with Private Equity, Venture Capital and Real Assets being measured by IRR and the remaining asset classes based on TWR.

Management's review

Strategy and Operations

Purpose and objectives

Novo Holdings is a holding and investment company that is responsible for managing the assets and wealth of the Novo Nordisk Foundation, one of the world's largest philanthropic enterprise foundations.

The long-term direction of Novo Holdings is guided by its overarching Purpose and Aspiration.

The financial objective of Novo Holdings is to deliver above-market risk-adjusted net returns within the financial risk framework set by the Novo Nordisk Foundation. When assessing market returns, both absolute returns, benchmark returns and peer returns are considered.

Beyond financial returns, Novo Holdings is also committed to fulfilling specific Novo Nordisk Foundation-related objectives, such as being an active supporter of the life science ecosystem and contributing to enabling the green transition through investments.

Purpose
To improve people's health and the sustainability of society and the planet by generating attractive long-term returns on the assets of the Novo Nordisk Foundation.

Aspiration
To be a leading responsible investor, recognised for delivering strong financial returns and positive societal impact.

Investment strategy

Novo Holdings has five core strategic investment pillars:

1. Be a stable and supportive owner of the Novo Group.
2. Generate attractive long-term returns that allow Novo Holdings to both deliver an income to the Novo Nordisk Foundation and to grow its Investment Portfolio.
3. Allocate a significant portion of its funds to direct life science investing, where the company can leverage its heritage and deep-rooted insights.
4. Invest, both through specialist portfolio managers and directly, across the asset classes including equities, fixed income and alternatives through Capital Investments.
5. Invest for positive societal impact.

By the end of 2024, 59% of the Novo Holdings Investment Assets Portfolio was allocated to Life Science Investments and 41% to Capital Investments.

Throughout the year, Novo Holdings continued to operate within the agreed risk tolerance framework established with the Novo Nordisk Foundation, ensuring that risk and return considerations remained aligned with the Foundation's projected grant payouts. As Novo Holdings' Strategy 2030 is implemented, the risk tolerance agreed with the Foundation remains unchanged.

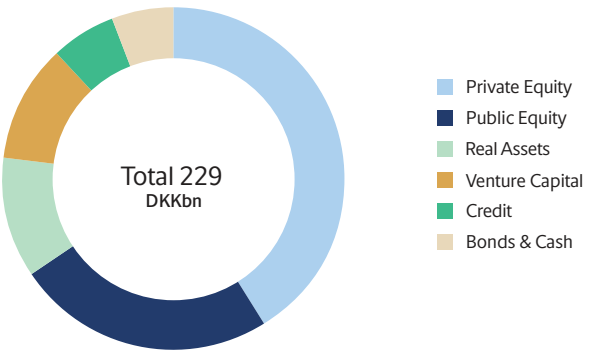
By the end of 2024, the Investment Assets Portfolio was valued at DKK 229 billion and is predominantly allocated towards equity, with 47% representing private equity and 22% public equity. The real assets portfolio represented 10% of the Investment Assets Portfolio, venture capital represented 10%, credit 6%, and bonds and cash 5%.

The geographical representation of the Investment Assets Portfolio shows that 50% of the portfolio was based in Europe by year-end, compared to 67% by the end of 2023, whereas the share of the portfolio based in North America has increased from 31% by end of 2023 to 47% by end of 2024.

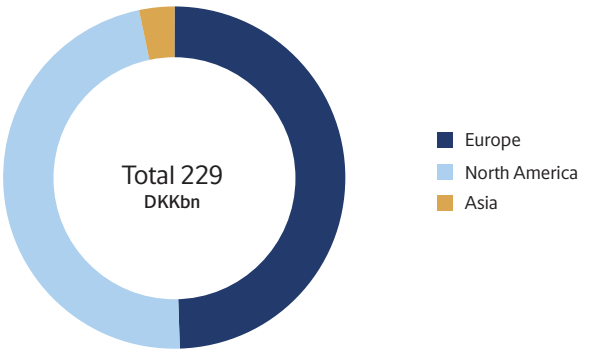
By the end of 2024, approximately 70% of the Investment Assets Portfolio was represented by direct investments, whereas 28% was managed by external managers. This split was largely unchanged from the end of 2023.

For nearly 25 years, Novo Holdings has invested in the life sciences sector. Initially spearheaded by Venture Investments, this focus and effort has developed, with the addition of Seed, Growth, Principal and Planetary Health Investments Teams and a dedicated team for Asia Investments. Today Novo Holding invests across the full continuum of the life sciences sector, from early start-ups to global, well-established companies.

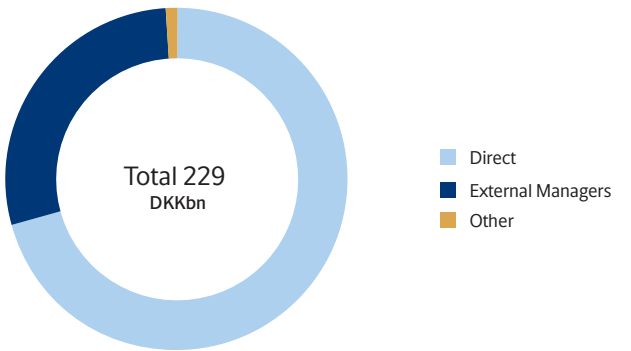
Investment Assets split by asset class, end of 2024



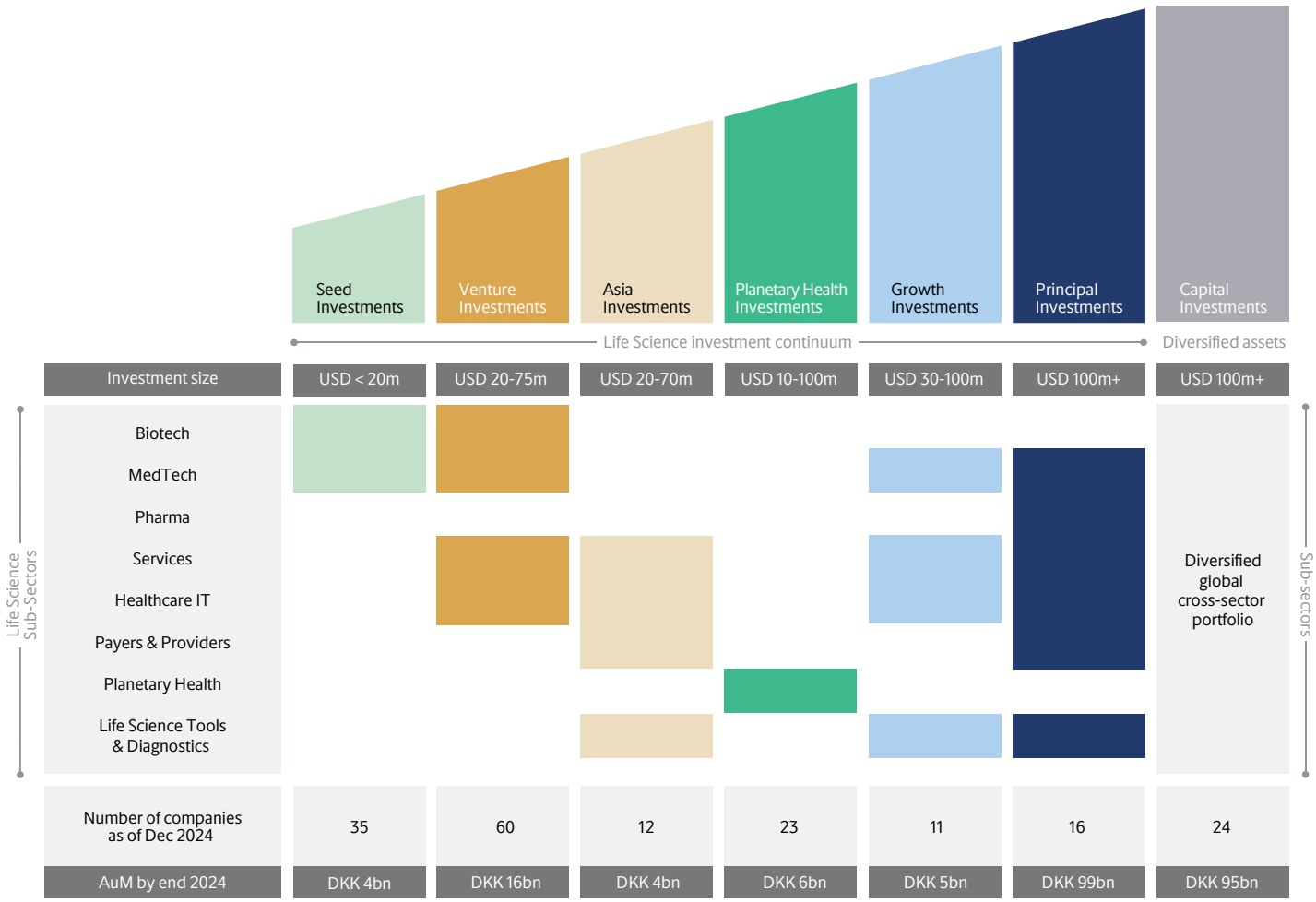
Investment Assets split by geography, end of 2024



Investment Assets split by internal vs externally managed, end of 2024



Capital deployment through seven dedicated investment teams



The Capital Investments team provides global exposure beyond the life sciences sector and, in alignment with the Novo Holdings' Strategy 2030, is actively expanding and diversifying the portfolio. To support this effort, the Company has established dedicated resources focused on private equity and venture capital (non-life sciences), real assets, and credit, while also strengthening its in-house management of public equity. Additionally, this team will enhance Novo Holdings' capacity to drive the global green transition by investing in the scaling of green infrastructure, reinforcing the commitment to sustainable and impact investments. Unlike Life Science Investments, the Capital Investments team invests primarily through portfolio managers. The team has, however, been growing its direct investments effort and will continue to do so.

Catalent and Novo Holdings: driving innovation, delivering impact

With its largest acquisition to date, Novo Holdings will partner with Catalent to optimise the development and delivery of life-changing therapies and enhance patient outcomes around the globe.

Catalent has 1,500 active development programmes supported by more than 2,500 scientists and technicians, and has supported nearly 50% of the FDA new drug approvals in the last 10 years. **Photo**: Catalent.

Developing and delivering life-saving medicines for patients is a rigorous and time-intensive process. From early-stage discovery to commercial launch and beyond, pharmaceutical and biotech innovators face significant challenges, particularly in manufacturing, scaling and meeting strict regulatory standards that vary in different countries. To navigate these complexities, companies turn to experts like Catalent, a leading, global contract development and manufacturing organisation (CDMO). Catalent provides cutting-edge solutions that enable pharmaceutical and biotech companies to accelerate the development and delivery of therapies that can transform patient lives around the globe.

In December of 2024, Novo Holdings formally closed its previously announced acquisition of Catalent. Novo Holdings discussions with Catalent began in late 2023 and progressed steadily before ultimately reaching a definitive agreement to add its industry-leading CDMO capabilities to Novo Holdings' portfolio in February 2024. The organisations then collaborated closely on a successful path to regulatory approval and transaction close.

Strategic alignment in bringing transformative solutions to patients

In 2007, Catalent was established as an independent company following the spin-off of Cardinal Health's Pharmaceutical Technologies and Services segment. Since then, Catalent has built a legacy of innovation and excellence in the pharma services sector by expanding its capabilities through strategic investments and acquisitions while serving as a trusted partner to some of the world's most innovative and influential pharma and biotech companies.

Each year, Catalent supplies nearly 70 billion doses of more than 7,000 products and assembles over 320,000 clinical supply patient kits across 1,200 different protocols. Catalent has 1,500 active development programmes supported by more than 2,500 scientists and technicians, and has supported nearly 50% of the FDA new drug approvals in the last 10 years, demonstrating the strength of its industry-leading capabilities.

"Bolstering our presence in the pharma services sector is core to our strategy at Novo Holdings, and Catalent is already a leader in this segment, helping biopharma companies launch over 150 new products every year," said Jonathan Levy, Senior Partner, Principal Investments, Novo Holdings. "With our deep experience in the life sciences sector and Catalent's broad expertise in development and manufacturing, we believe this partnership will accelerate Catalent's growth, positioning the company to continue creating value for all stakeholders, including the patients around the world who benefit from the innovative and effective treatments Catalent's highly skilled team produces."

Long-term value creation across the ecosystem

The USD 16.5 billion buyout is a milestone for Novo Holdings, marking the largest investment the Company has completed to date the largest acquisition ever made by a Danish company and the largest healthcare buyout in 2024. Once the transaction was completed, Novo Holdings sold three of Catalent's fill-finish sites and related assets acquired in the buyout to Novo Nordisk, helping Novo Nordisk expand its manufacturing capacity at a scale and speed that meets the growing demand for its industry-leading diabetes and obesity treatments. Following these disposals, Catalent continues to operate as a leading CDMO across more than 40 facilities, providing oral, injectable, and respiratory finished dose supply for drugs and consumer health products; biologics including protein, gene, and cell therapies; and a broad range of clinical trial supply and development services.

"The addition of Catalent to our portfolio aligns with our investment strategy of fostering innovation and sustainable value creation across the life sciences ecosystem," said Christoffer Søderberg, Head of Principal Investments at Novo Holdings. "As a leading global healthcare investor, we will via our engaged ownership model leverage our extensive network and deep sector expertise to support Catalent's continued development, enabling it to expand its market leadership and deliver even greater value to its stakeholders. This acquisition reinforces our strategic focus on strengthening our presence in the pharma services sector, which plays a vital role in ensuring reliable patient access to innovative and effective treatments."

"Our partnership with Novo Holdings is a testament to our Patient First culture and our commitment to delivering the highest level of service to our customers, to help ensure treatments can reach patients in need," said Alessandro Maselli, President and CEO of Catalent. "Novo Holdings is an engaged partner that shares our values, and we look forward to working closely with its team and leveraging our combined expertise and enhanced resources to advance Catalent's mission and continue to drive transformative healthcare outcomes."

"Any organisation can claim to put patients first, but at Catalent we put these words into action every day."

Alessandro Maselli
CEO of Catalent

Importantly, Novo Holdings and Catalent's aligned mission, talented teams and complementary capabilities in the life sciences sector will translate into unparallelled service for Catalent's customers.

"Any organisation can claim to put patients first, but at Catalent we put these words into action every day," Maselli added. "Through our many conversations with the team at Novo Holdings, it was clear that they live and embody the same principle – and that's what makes the potential of this combination so exciting for both teams."

After the transaction closed, Catalent employees worldwide celebrated the beginning of an exciting new chapter. **Photo**: Catalent

Principal Investments

Principal Investments is the private equity buyout platform of Novo Holdings, investing in leading, growth-oriented healthcare and life science companies across Europe and North America. Operating out of Copenhagen, London and Boston, Principal Investments supports management teams in delivering, long-term growth and value creation, with a particular focus on driving innovation and growth along the healthcare value chain.

Beyond capital, Principal Investments offers engaged ownership and access to a broad network of seasoned healthcare and life sciences executives and specialists, along with deep sector insights and expertise. Principal Investments has a flexible mandate in terms of investment duration and modality, predominantly targeting control and co-control positions.

Year in review

Despite sustained geopolitical uncertainty, the heightened activity and deal flow experienced during the latter part of 2023 continued into 2024 as macroeconomic conditions and the overall deal environment continued to improve.

Principal Investments portfolio was valued at DKK 99 billion by the end of 2024, compared with DKK 75 billion at the end of 2023 (DKK 59 billion excluding the approximate 22% ownership stake in Chr. Hansen), and included 16 companies of which eight were headquartered in Europe and eight in North America. Of these, thirteen are privately held companies and three are publicly listed companies. From a subsector perspective, Principal Investments' largest exposure is towards life science services, tools and diagnostics, MedTech and healthcare IT.

Investments and financings

During 2024, Principal Investments completed two new investments deploying an aggregate amount of DKK 22.2 billion:

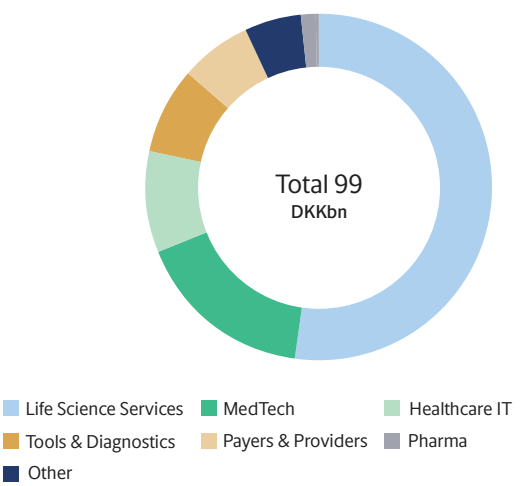
- Catalent: USD 16.5 billion buyout of the US-listed global CDMO (see page 18). Novo Holdings has sold three of Catalent's nearly 50 global sites to Novo Nordisk for approximately USD 11 billion.
- Single Use Support: Control investment in a leading bioprocessing company and the first buyout for Novo Holdings in the strategically important DACH region.

Exits

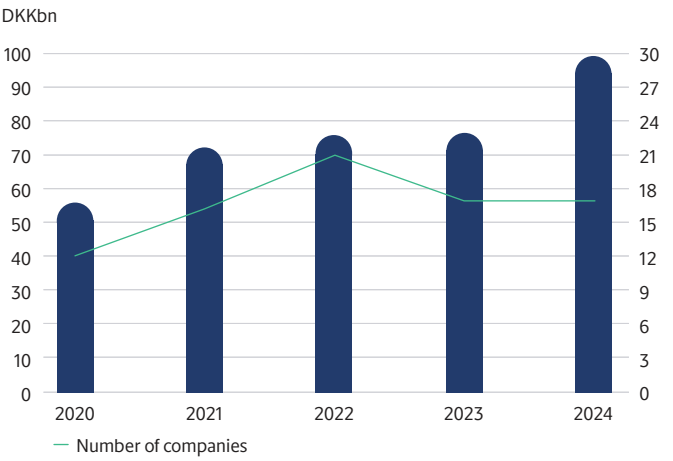
During 2024, Principal Investments realised total proceeds of DKK 6.1 billion, mainly from full or partial divestments of public shareholdings, including the approximate 17% shareholding in SYNLAB sold to Cinven, returning DKK 2.8 billion. Proceeds have also been generated by partial monetisations in the private portfolio, including recapitalisations at Ritedose and Sonion.

In addition, Novozymes' merger with Chr. Hansen (to form Novonesis) was completed at the beginning of 2024. Principal Investments' stake in Chr. Hansen constituted DKK 16 billion at the end of 2023.

Principal Investments Assets portfolio by sub-sectors, end of 2024



Principal Investment Assets portfolio 2020–2024



Growth Investments

Established in 2019, Growth Investments invests in scalable, high-growth life science companies at the leading edge of innovation. Operating out of San Francisco and London, Growth Investments targets companies that have recently reached the commercial stage and require significant capital for commercial acceleration. Leveraging its scientific knowledge, operational expertise and global network, Growth Investments aims to enable its portfolio companies to reach their long-term potential.

Growth Investments specifically focuses on investments in healthcare tools, diagnostics, MedTech, services and technology.

Year in review

Growth Investments had an active 2024, characterised by a significant acceleration of its investment activities, the achievement of several important milestones for its portfolio companies, and further progress in expanding and developing the team.

The Growth Investments portfolio was valued at DKK 5.2 billion by the end of 2024, compared with DKK 4.3 billion at the end of 2023, and included minority positions in 11 companies across the US and Europe. Of these, six are privately held companies and five are publicly listed.

Investments and financings

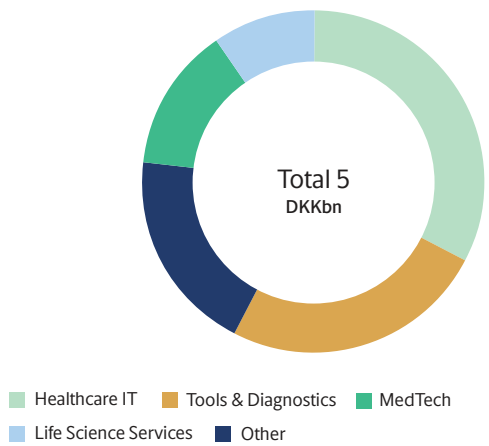
Notable transactions during 2024 include:

- Cleveland Diagnostics: led USD 75 million financing round in leading cancer biotech company to support the commercial rollout and future development of its novel, blood-based diagnostic tests for the early detection of cancer.
- Oxford Nanopore: invested GBP 60 million in the leading company behind a new generation of nanopore-based molecular sensing technology.
- Route 92 Medical: led USD 50 million Series F extension equity financing round in medical technology company to accelerate development and commercialisation of neurovascular intervention devices to treat acute ischemic stroke.
- Quanta Dialysis Technologies: led Series E financing round, raising more than USD 60 million, in medical technology company committed to making kidney care more accessible.

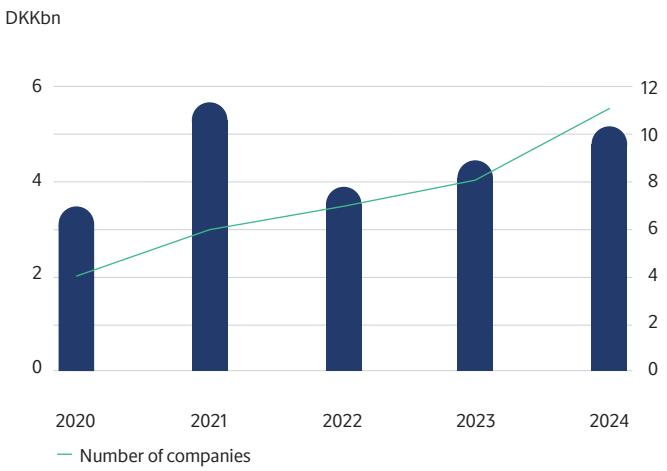
Notable portfolio company milestones

- Tempus AI: listed on the Nasdaq market following a USD 410 million initial public offering.
- Exscientia: successfully completed its combination with Recursion Pharmaceuticals to form a leading, end-to-end tech-bio company focused on AI-driven drug discovery and development.

Growth Investments Assets portfolio by sub-sectors, end of 2024



Growth Investments Assets portfolio, 2020-2024



In June, Novo Holdings and DLG Group announced a strategic partnership to advance sustainable agriculture and food systems. The initial phase includes Novo Holdings acquiring 25% of the shares in Sejet Plant Breeding (Sejet), a leader in agricultural innovation owned by DLG Group.

Photo: SEJET | Niels Hougaard/DLG

Venture Investments

Established 25 years ago, Novo Holdings' Venture Investments is one of the largest and most active international life science venture investors.

Primarily investing in companies that develop innovative drugs and novel technologies, Venture Investments provides capital, knowledge and a network to companies. Its portfolio includes both private and publicly traded investments in the biotechnology and medical technology sectors, spanning early-stage, translatable science through commercial stage products.

Venture Investments operates globally with colleagues based in San Francisco, Boston, London and Copenhagen. Its structure enables Venture Investments to take a long-term view to advance science and medicine for the benefit of society. *Read the story* on the development of Venture Investments over the last 25 years on page 24.

Year in review

Deploying a record amount of capital and adding a number of new investments, 2024 was one of the most active years for Venture Investments in its history. In Europe, this was among Venture Investment's most productive years to date, while in the US, the MedTech investment practice saw significant growth.

The Venture Investments portfolio was valued at DKK 16 billion by the end of 2024, compared with DKK 13 billion in 2023, and included 60 portfolio companies, of which 68% were private and 32% public. Geographically, 82% of the portfolio value was in US-based companies with the remainder being primarily in European companies.

Investments and financings

Venture Investments deployed DKK 4.9 billion in 2024, including DKK 3.2 billion for 20 new investments. New portfolio companies include Obsidian Therapeutics, AvenCell Therapeutics, Kivu Biosciences, SiteOne Therapeutics, Convergent Therapeutics, Crystalys, Arrivent Biopharma, Reunion Neurosciences, Myricx Bio, Asceneuron, Zenas Biopharma and Magenta Medical.

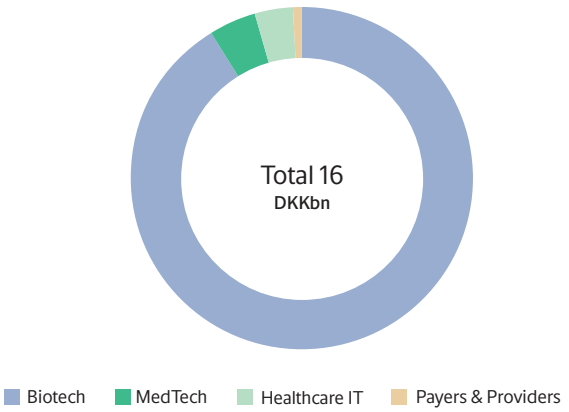
Portfolio company milestones

- Edgewise (EWTX) ended the year up 175% on positive clinical trial results in genetic heart disease and neuromuscular disorders.
- Amolyt and its Phase 3 hypoparathyroidism product was acquired by AstraZeneca for USD 1.05 billion, resulting in a return of 59% since inception.
- Numab sold its bi-specific antibody for atopic dermatitis to Johnson & Johnson for USD 1.2 billion, resulting in a gain of 62% since inception.
- Vaxcyte (PCVX) ended the year up 56% on positive clinical data for its 31-valent pneumococcal conjugate vaccine and raised over USD 2.3 billion during the year.
- Alentis Therapeutics raised USD 181.4 million in an oversubscribed Series D financing to advance the clinical development of Anti-Claudin-1 ADCs in solid tumours.

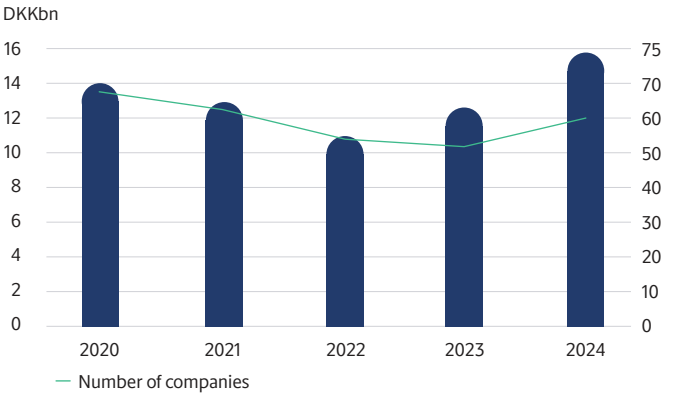
Exits and IPOs

Venture Investments exited 12 investments in 2024 and realised DKK 3.7 billion from the sale of publicly traded stock as well as from the divestment of several of its portfolio companies.

Venture Investments Assets portfolio by sub-sectors, end of 2024



Venture Investments Assets portfolio 2020–2024



Celebrating 25 years of transformative venture investing

2025 marks a quarter-century of Venture Investments' unwavering support for life sciences innovation. Over this time, Venture Investments has championed biotechnology and medical technology advancements, delivering significant societal impact and competitive returns. This milestone underscores Novo Holdings' long-term commitment to shaping the future of global healthcare.

The beginning of the Millenium was an exciting time for science: the completion of the Human Genome Project provided a blueprint of human DNA, laying the groundwork for advances in personalised medicine, genetic research, and a deeper understanding of human biology. This time coincided with the establishment of the Novo Group holding company (Novo A/S, now known as Novo Holdings A/S). "There was a great deal of excitement in the scientific community, as everything you wanted to know about the human genome was being unlocked. Any self-respecting company wanted to have venture capital investment activity to be part of this innovation – and we were no different," explained Thomas Dyrberg, who joined Novo A/S in 2000 as one of its founding Partners and is currently Senior Advisor within Venture Investments.

"We thought this would be perfect for us since, coming from pharma, we believed we had the knowledge to make successful venture investments. Although, with hindsight, in the beginning we definitely knew more about the science than we did about investing – but we made up for this with our enthusiasm!"

A team with a clear mission

Thomas helped establish a small team of eight as the first business unit in Novo A/S, called Novo Ventures (which later became Venture Investments), setting out on a journey to generate strong returns through venture investments in Denmark, Europe and the United States. "We invested in biotech – a field that was quite narrow at the time, but one from which we were born. We had a clear mission to generate returns, and it worked."

Peter Moldt, an early member of the original Ventures team who retired in 2024, recalls this exciting time breaking new ground. "It was a fantastic opportunity for all of us. Helping people through innovative healthcare advances and drug discovery, while creating a positive financial return, was personally very rewarding. We had a high degree of freedom to invest in what we thought was right and working with smart people in a collaborative spirit was a significant part of the enjoyment," he said.

An evolving strategy driven by a collaborative team

During its first decade of operations, Venture Investments grew to rank among the top biotech venture investors globally, and as it did so its investment strategy evolved. "Our success meant that we had more money to invest. We developed a greater clarity of purpose, and a growing team," said Peter. "Our investment decisions became even more collaborative, as more heads think better than one! We opened our first office in the US, to gain a strong foothold in this market."

Peter was joined at the San Francisco office by Scott Beardsley (the current Managing Partner of Venture Investments), who knew of Venture Investments through his work at an investment bank. "I had great respect for Venture Investments' strategy. Their funding structure provided a longer view than was typical and gave us the freedom to focus more on the science," Scott said. "Although this may sound like a cliché, I joined Venture Investments to do something different – to invest with a purpose."

Success in the US market led to the opening of a second office in Boston. Building on this momentum, Venture Investments set its sights on

1999
Establishment of Novo A/S and increased focus on venture capital investments

2000
Novo Ventures investment vertical established with eight colleagues in Copenhagen. First venture capital investments made in Denmark

2001
First Novo Ventures US investment, in PTC Therapeutics, which later achieved a successful IPO

2006
San Francisco office opens with two investment professionals, supporting Novo Ventures US investment strategy

2010
First IPO of a Novo Ventures portfolio company in Europe

strengthening its European activities, opening a London office under the leadership of Senior Partner Naveed Siddiqi. "We saw the potential of being part of the UK's amazing life sciences ecosystem and using it as a springboard to escalate our European operations," said Naveed. "Over the last few years, we've shown that this is a great place to make investment returns. I'm very proud of our achievements and that we're recognised as a valuable partner, both locally and globally."

Succession

In 2021, Scott took over the Managing Partner role at Venture Investments from Thomas. "It has been a real treat to inherit a well-oiled machine that has stayed true to the same principles since its inception, and take it to the next level," explained Scott. "We are now a team of over 30 people, with a 25-year track record of investing in science to advance medicine for the benefit of people and the planet. Our success is a testament to the faith the Novo Nordisk Foundation and Novo Holdings has in us, the effort of everyone on the team for the past 25 years and the importance of the mission ahead."

"Drug discovery and development takes a lot of time and money – at Venture Investments we're fortunate to have both. And with our highly competent and collaborative team we have everything we need to achieve even greater success. The next decade promises unparalleled opportunities as the pace of scientific discovery accelerates, and we continue to evolve to achieve our ambitious goals."

Since inception of Venture Investments:	For the last 10 years (1 Jan 2015 – 1 Jan 2025)
Number of new investments **291**	Number of new investments **184**
Total amount invested DKK **36.1 billion**	Total amount invested DKK **29.9 billion**
Total amount returned DKK **36.6 billion**	Total amount returned DKK **30.8 billion**
TVPI statistic/IRR **1.5X/14.3%**	TVPI statistic/IRR **1.5X/15.6%**

In memory of Søren Carlsen, long-time colleague in the Novo Group and Managing Partner of the Ventures team 2000-2015.

Team building in Scotland (2006)

A Venture Investments team meeting in Boston (2024)

2012 Public investing strategy launched

2014 Boston office opens

2015 First IPO of a Novo Ventures medtech portfolio company

2017 Novo A/S changes name to Novo Holdings A/S

2018 London office opens

2022 50th Ventures Investments' portfolio company goes public

2024 Spearheaded by Ventures and Seed Investments, Novo Holdings is named Venture Capital Firm of the Year at the European Lifestars Awards

Seed Investments

Novo Holdings' Seed Investments is one of the leading early-stage and company creation investors in Europe, with a focus on the Nordic markets. Since its inception in 2007, Seed Investments' ambition is to incubate, build and invest in breakthrough life science companies, with the ultimate goal of developing products that can transform patient treatment.

A team of Entrepreneurs-in-Residence provides solid management competencies which, together with Seed Investments' industry knowledge, expert networks and financing capacity, build new ventures to achieve significant milestones and successful commercial development.

In addition to direct investments primarily in the biotech space, Seed Investments also invests in select venture funds and operates the REPAIR Impact Fund (Replenishing and Enabling the Pipeline for Anti-infective Resistance) and a Quantum Fund.

Year in review

Seed Investments had a successful 2024, raising DKK 3.9 billion by year-end for the portfolio from international investors. In addition, a new dedicated sub-team – Novo Holdings Quantum Investments – has been established to drive investments at the interface of life science and quantum AI technologies.

By the end of 2024, Seeds Investments' portfolio comprised of 35 companies. Most of the portfolio consists of private investments, valued at DKK 4.2 billion at the end of the year, 19% higher than at the end of 2023. The REPAIR Impact Fund was valued at DKK 892 million, compared with DKK 798 million at the end of 2023.

Investments and financings

Notable transactions during 2024 include:

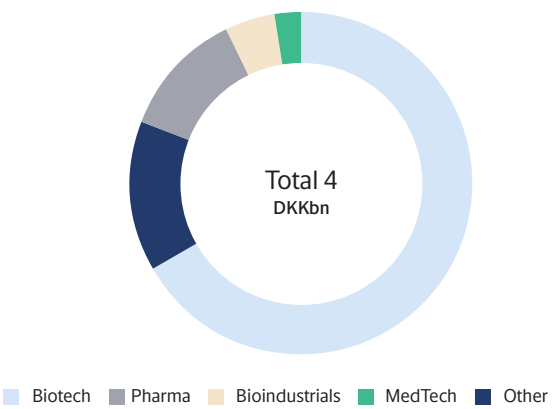
- ADcendo: closed a USD 135 million Series B financing.
- Antag Therapeutics: raised USD 80 million in Series B financing.
- Booster Therapeutics: launched company and co-led USD 15 million seed financing round.
- Quantum Investment fund: committed DKK 1.4 billion to establish a global innovation hub for quantum and AI technology in Denmark.
- Asgard Therapeutics: closed a EUR 30 million Series A financing.
- Orbis Medicines: company launch following EUR 26 million seed financing; initiated EUR 90 million Series A financing.

REPAIR Impact Fund

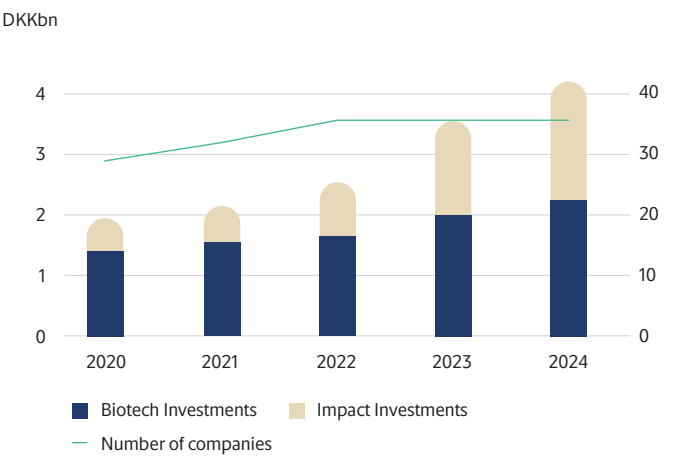
Seed Investments continued to support the REPAIR portfolio during 2024. Portfolio highlights include:

- LimmaTech Biologics entered a strategic partnership with Valneva.
- Paratek Pharmaceuticals announced strong efficacy data for NUZYRA® against anthrax.

Seed Investments Assets portfolio by sub-sectors, end of 2024



Seed Investments Assets portfolio 2020–2024



João Ribas, Principal in the Seed Investments team, joined Novo Holdings in 2018. João plays a key role in portfolio companies such as Orbis Medicines, Booster Therapeutics, Asgard Therapeutics, and Tribune Therapeutics, serving on boards and contributing to their strategic direction.

Asia Investments

Novo Holdings' Asia Investments was established in 2021 with an office in Singapore and with the aim of investing in a growing and attractive life sciences market in Asia. Together with its Shanghai office, Asia Investments invests in and supports healthcare companies across the region.

Asia Investments has full flexibility to participate across company life cycles and modalities including public equities, minority investments, co-investments, and buyouts. Investments cover a range of healthcare subsectors, including MedTech, life sciences tools and diagnostics, pharma services, healthcare IT, patient services and planetary health. Geographical focus includes India, China, and Southeast Asia.

Year in review

2024 was another active year for Asia Investments with the completion of several new investments in companies driving innovation across human and planetary health. Asia Investments also focused on supporting portfolio companies, including MedGenome and Qure.ai, by deploying follow-on capital to enable their growth.

The Asia Investments portfolio was valued at DKK 3.7 billion by the end of 2024, compared with DKK 2.7 billion at the end of 2023, and consisted of 12 companies, of which five were based in India, four in China, and three in Southeast Asia.

Investments and financings

Notable transactions during 2024 include:

- Manipal Hospitals: invested in a leading private hospital chain in India, providing comprehensive curative and preventive high-quality care for patients at affordable prices.
- Medi Assist: pre-IPO investment in the top health benefits administrator in India, which has an extensive network and scale enabling cost savings for payors and policyholders.
- AgNext: led an investment in a breakthrough agricultural and food technology company developing AI-based solutions for more sustainable agriculture. The deal also marked the first Asia investment in the planetary health sector for Novo Holdings.
- Qure.ai: participated in the company's Series D funding round as existing investor. Qure.ai is a global healthcare AI innovator.

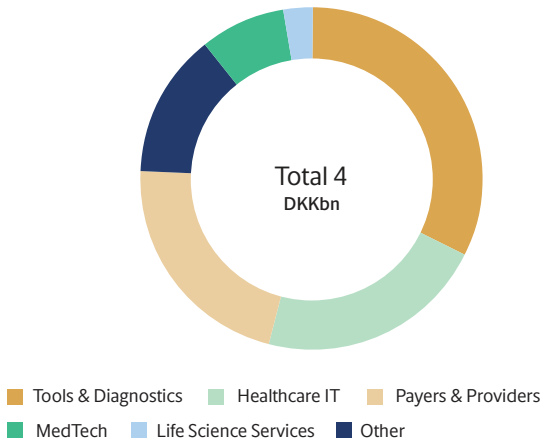
Portfolio company milestones

- MedGenome acquired GenX Diagnostics and Prognosis Laboratories.
- Manipal Hospitals acquired a majority stake in Medica Synergie.
- Medi Assist acquired Paramount Health Services & Insurance TPA.
- Qure.ai received FDA approval for qXR-LN, for the early detection of lung nodules.
- Doctor Anywhere launched DA MedSuites, its flagship integrated medical facility.

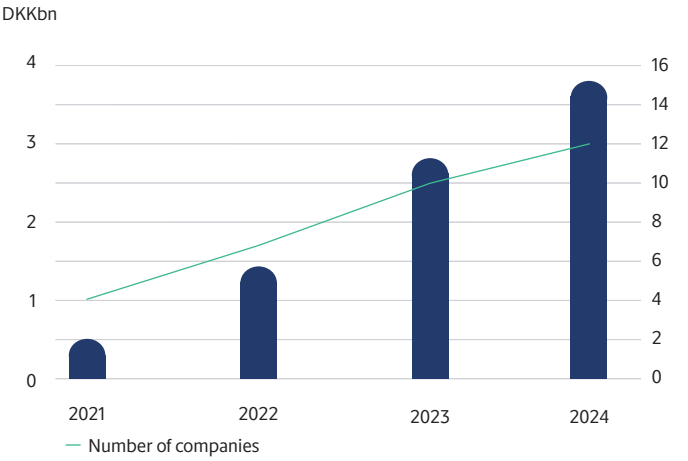
Exits

Asia Investments received distributions of DKK 300 million in 2024 from public equity exits and DKK 165 million from limited partner positions.

Asia Investments Assets portfolio by sub-sectors, end of 2024



Asia Investments Assets portfolio, 2021-2024



Planetary Health Investments

Established at the end of 2022, Planetary Health Investments (previously Bioindustrial Investments) solidifies Novo Holdings' position as one of the world's leading investors in the bioindustrial sector. Planetary Health Investments invests in areas where science can deliver returns while tackling global challenges, including feeding a growing world population, fighting climate change and drought, or creating sustainable cities and urbanisation.

Planetary Health Investments is also committed to investing in Green Tech scaling – tested solutions that can be scaled up relatively quickly – to amplify the meaningful impact of innovative and sustainable technological solutions for the benefit of people and the planet.

Operating out of Copenhagen, San Francisco, Boston and Singapore, Planetary Health Investments has a global mandate to invest in cutting-edge facilities and technologies at all stages of development within sustainable agriculture, manufacturing, chemicals, and materials.

Year in review

Planetary Health Investments had a successful 2024, characterised by increased investment activity resulting in almost a doubling of assets under management versus 2023. Focus has been on buyout and co-control investing in larger companies.

By the end of 2024, Planetary Health Investments was managing a portfolio of 23 companies, with a total portfolio value of DKK 6.1 billion. Geographically, 51% of the portfolio value was in companies based in the US, 47% in Europe, and 2% in Asia.

Investments and financings

Notable transactions during 2024 include:

- Elo Life Systems: co-led USD 20.5 million financing to support the development and production of nutritious, sustainable and climate-resistant food ingredients.
- CIRCTEC: co-invested in a EUR 150 million financing for sustainable end-of-life tyre recycling.
- Stingray Marine Solutions: buyout of aquaculture health company with a NOK 1 billion revenue.
- Sejet: investment supporting the Danish planetary health ecosystem within food/ingredients and agriculture.

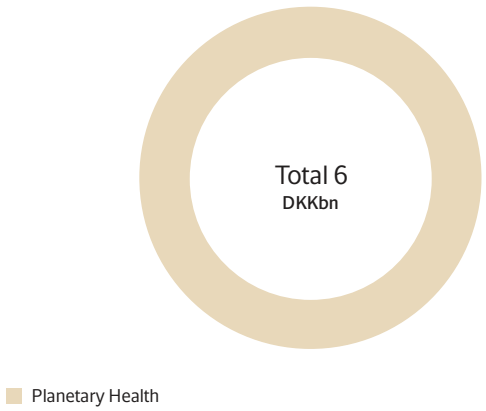
Portfolio company milestones

- MycoWorks inaugurated a first if its kind large-scale factory in South Carolina.

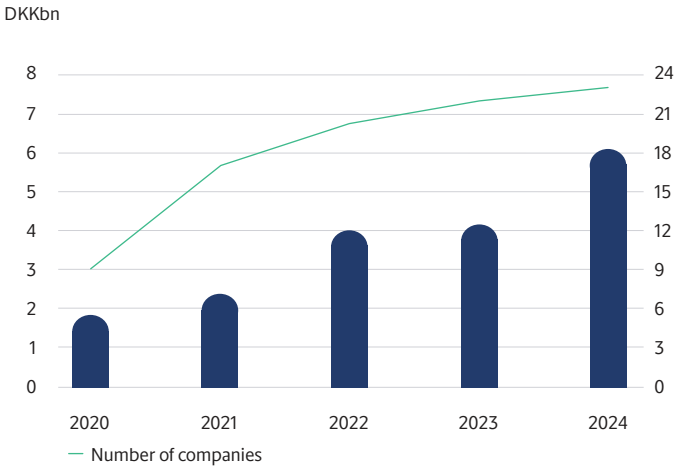
Exits

- Invetx sold for USD 41 million to Dechra, yielding internal rate of return of 70% since inception.

Planetary Health Investments Assets portfolio by sub-sectors, end of 2024



Planetary Health Investments Assets portfolio, 2020-2024



The Novo Holdings Life Science Network

Harnessing the power of the Novo Holdings network

Through its 25 years of operations, Novo Holdings has grown and nurtured a strong and active network which includes experts and leaders from within the Novo Group, its portfolio companies, as well as the wider industry.

The insights gained from the Novo Holdings Life Science Network makes the company's decision making more agile and strongly positions us to generate attractive long-term returns. The network also benefits Novo Holdings' portfolio and is core to our engaged ownership investment approach. Novo Holdings enables its portfolio companies to reach their strategic ambitions and often connects those portfolio companies to experts and peers from its network, who can provide strategic advice that facilitates knowledge-sharing and the cross-fertilisation of innovative ideas.

Life Science CEO Summit: Navigating industry trends and fostering collaboration

In October, Novo Holdings brought together over 200 leading executives from across its life sciences network for the second Life Science CEO Summit to share their insights on industry trends and explore innovative solutions to common challenges.

Senior colleagues from across the Novo Group, including Novo Nordisk's CEO Lars Fruergaard Jørgensen, and Novonesis's CEO Ester Baiget, spoke with chief executives from Novo Holdings' portfolio companies, senior members of its network and industry leaders about the impact of dynamic global markets, climate change and AI on the industry. Sessions also focused on new trends in clinical trials, regulation and biopharma M&A.

In a follow up survey, three quarters of the participants said that the networking opportunities were the highlight of the event. Almost 80% of the participants said the programme was highly relevant to their field of interest or expertise, and 95% said they were likely to apply the knowledge and connections gained at the Summit to their own work or research.

"We are pleased with the positive feedback from the Life Science CEO Summit. It is clear that we have created a strong platform for our network to come together, share insights, and foster meaningful collaborations that drive innovation and growth in the life sciences industry," said Kasim Kutay, Novo Holdings' CEO, following the event.

Forging new partnerships in South Korea
In April, Novo Holdings held its second Partnering Day in Seoul, South Korea. Co-hosted with Novo Nordisk and the Korean Health Industry Development Institute (KHIDI), the two-day event was attended by over 200 investors, biotech and biopharma companies, researchers and representatives from the Ministry of Health. The event showcased the strengths of the Korean biopharma ecosystem by highlighting groundbreaking innovation in the region and exploring how to mature assets into novel therapy approaches for patients.

The programme started with a symposium on redefining cardiometabolic disease treatment and management, which included a pitch event for start-up companies. On the second day, experts from the Novo Group facilitated a Business Development training session, including one-to-one partner meetings.

Amit Kakar, Managing Partner and Head of Asia Investments remarked: "Over the past four years, Novo Holdings has built a dynamic healthcare and life sciences network in Asia which includes collaborations with industry, investors, and stakeholders in both the public and private sectors. These partnerships underscore the value of connecting local innovation with global expertise to advance our mission of investing for the benefit of people and the planet."

Cultivating the next generation of leaders
Networking is especially important for companies at the start-up stage – spontaneous conversations can lead to valuable insights and even the creation of new companies and opportunities.

In September, Novo Holdings hosted its annual Seed Summit in Copenhagen. Focused on Cardiometabolic Diseases & Platform Companies, with chief executives from Seed Investments portfolio companies, as well as executives from across the pharmaceutical and Venture Capital industries in attendance.

Seed Investments Managing Partner Søren Møller, SVP Global Drug Discovery at Novo Nordisk Karin Conde-Knape, and several portfolio companies made presentations reflecting on topics including how to build sustainable CMD-focused biotech companies and CMD R&D and licensing.

Our Network in action

KIVU BIOSCIENCE

Kivu Bioscience secures USD92 million Series A led by Novo Holdings Venture Investments
Kivu Bioscience, a promising spinout from Synaffix (Lonza), was introduced to Novo Holdings by collaborator BioGeneration Ventures (BGV). Kivu Bioscience is developing antibody drug conjugates (ADCs) for more precise and effective cancer treatment. The Novo Holdings' transatlantic Venture Investments team spearheaded hiring of the management team, license negotiation with Lonza, and syndicate construction. Novo Holdings' Daniel O'Connell from the US and Max Klement from Europe will continue to support Kivu Bioscience on its Board of Directors into its next chapter, aiming to make a positive impact on cancer treatment.

BOOSTER THERAPEUTICS

Tactical appointments and expertise drive Booster Therapeutics forward
Novo Holdings leveraged its network to support Booster Therapeutics. Its team of advisors helped appoint a Board Chair and two strategic advisors, providing the company with expertise and strategic foresight.
"Through Novo Holdings' network, we've brought onboard three exceptional people, whose expertise and insights have already begun to make a meaningful impact on our growth," said Dr. Diogo R. Feleciano, Co-founder and CSO of Booster Therapeutics, adding "We're grateful for the opportunity to tap into such a wealth of experience – it's a key ingredient in our journey toward successfully bringing groundbreaking medicines to patients."

MUNA THERAPEUTICS

Muna Therapeutics captured GSK's attention at Seed Summit
Muna Therapeutics first attracted the attention of GSK at the Novo Holdings Seed Summit in 2021 for their cutting-edge approach to developing drugs for neurodegenerative diseases such as Alzheimer's. This interest culminated in a strategic research collaboration and substantial funding which was announced in December 2024.

Capital Investments

Established in 2005, Capital Investments has an analytical, value-orientated investment strategy that prioritises stable, long-term returns over short-term gains. Capital Investments has a global mandate divided into three investment areas:

1. Public investments
2. Real assets
3. Private equity and venture capital

Investing both directly and through portfolio managers in public investments and real assets, and through portfolio managers only in private equity and venture capital, Capital Investments focuses on high-quality companies and assets and establishing long-term partnerships. Approximately 59% of the Capital Investments portfolio is managed internally (direct) and 41% by external managers (indirect).

Capital Investments provides vital diversification to the Novo Nordisk Foundation asset base through its management of Novo Holdings' non-life science investments.

Year in review

In 2024, Capital Investments accounted for 41% of Novo Holdings' Investment Portfolio and is responsible for the management of DKK 95 billion of assets. The Capital Investments portfolio generated a profit of DKK 13 billion by the end of the year compared with DKK 7 billion in 2023.

Public investments

Capital Investments' public portfolio had a strong performance in 2024. The overall public investment portfolio delivered high absolute returns and outperformed versus the benchmark. This was driven by the fixed income portfolio, which delivered very strong performance, both on an absolute and a relative basis, with both direct and indirect investments performing well. The public equity portfolio delivered returns significantly above long-term average returns, however below the benchmark for the year.

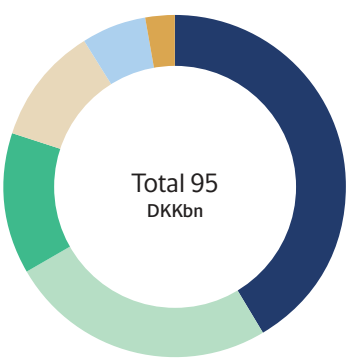
Private investments

Capital Investments' private portfolio had a solid year, with performance improving after a difficult 2023. The overall performance was underpinned by declining interest rates and growth in underlying business fundamentals. Within Real Assets, the overall return benefitted from strong performance in Capital Investments' international real estate and infrastructure activities, while the Nordic real estate portfolio is still in a recovery phase. Within Private Equity, the more mature part of the portfolio generally delivered a good performance whereas the earlier part was still impacted by the J-curve effect.

Notable investments in 2024 include:

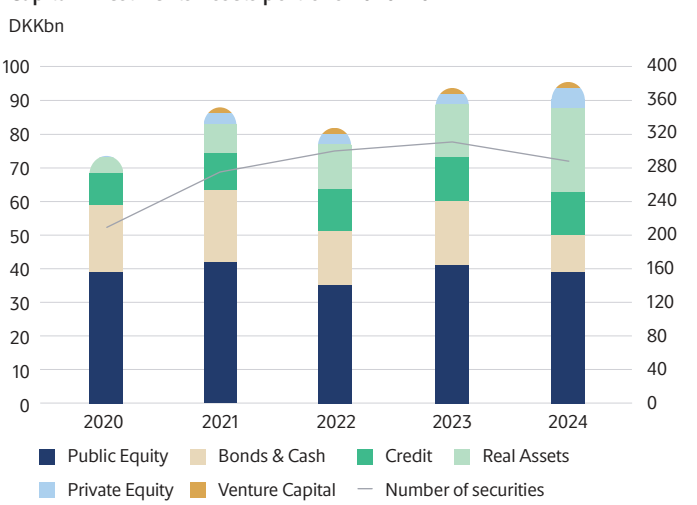
- EUR 150 million follow-on investment in EuroClear, a global provider of financial market infrastructure.
- USD 115 million in two US logistic portfolio investments in Miami, Florida and Austin, Texas.
- USD 125 million investment in Heelstone Renewable Energy, a renewable platform in the US.
- EUR 65 million repowering investment in Germany through a partnership with European Energy.

Capital Investments Assets portfolio by asset class, end of 2024



Public Equity | Real Assets | Credit | Bonds & Cash | Private Equity | Venture Capital

Capital Investments Assets portfolio 2020–2024



People and organisation

Organisational growth
To support the execution of its strategic ambitions, Novo Holdings continues to expand and internationalise. By the end of 2024 Novo Holdings[1] employed 205 people, a 15% increase from 2023. Throughout the year, the Company further enhanced its investment capabilities while also strengthening key support functions. With offices in Copenhagen, London, Boston, San Francisco, Singapore, and Shanghai, Novo Holdings has established itself as a truly global organisation. Looking ahead to 2025, the Company plans to further expand its footprint with the opening of an office in Mumbai.

Investing in People
Novo Holdings' organisation is built on robust foundations, underpinned by a compelling Employee Value Proposition, a strong corporate culture, and a growing reputation in the talent market. To ensure the company remains competitive, a great deal of focus is placed on i) Talent Attraction & Retention, ii) Culture and iii) Leadership and Development.

To enable high performance, Novo Holdings strives for Diversity, Equity and Inclusion
Novo Holdings believes that diversity, equity and inclusion are key to achieving its mission. Having varied perspectives helps generate better ideas to solve the complex problems of a changing and increasingly diverse world. It is the Company's overall aim to create and sustain an environment that actively embraces diversity and inclusion.

In 2024, Novo Holdings continued to increase diversity in the Company with deliberate focus on integrating Diversity, Equity and Inclusion across all processes and structures. Several initiatives have been initiated during 2024, e.g. structuring a more flexible workplace and including bias tests in recruitment processes.

Status of diversity in Novo Holdings 2024
By the end of 2024, Novo Holdings had 33% women in the Executive Leadership Team and 21% in the Novo Holdings Management Group. These two groups constitute the Company's two management layers. In addition,

For Novo Holdings' statements on corporate social responsibility 99a of the Danish Financial Statements Act refer to Annex A of the Novo Nordisk Foundation's (CVR: 10 58 29 89) Annual Report: **https://novonordiskfonden.dk//app/uploads/Novo-Nordisk-Foundation-2024-Annual-Report.pdf**

Gender and nationality diversity

	2020	2021	2022	2023	2024	2026 ambition
Board of Directors	14%	14%	25%	33%	33% [i]	40%
Executive Leadership Team	14%	25%	22%	33%	33% [ii]	33%
Management (Partner/Director level and above)	21%	16%	20%	20%	21% [iii]	33%
Executive Leadership Team and Management	20%	18%	20%	20%	22%	33%
Women % of all employees	35%	37%	26%	41%	43%	N/A
Non-Danes % of all employees	41%	43%	48%	50%	48%	N/A

Novo Holdings is also working actively with succession planning and talent management to continue to improve diversity within the company. The composition of the Board of Directors meets the gender diversity requirements set out in Danish legislation.

[i] 9 Board members in total, 3 of which are females
[ii] 6 ELT members in total, 2 of which are females
[iii] 62 Management in total, 13 of which are females

Building a high-performing organisation requires a constant focus on growth and development
Novo Holdings wants people to have long-term careers with the Company. It is therefore key to ensure that all colleagues remain at the forefront of their respective fields, have strong networks and have inspiring and meaningful careers at Novo Holdings. The Novo Academy is the Company's learning and development platform and in 2024 Novo Holdings enhanced its people leadership training, offered mentorship programmes, and implemented several high- impact capability building sessions to address individual learning needs.

Novo Holdings' colleagues represent 21 nationalities (48% being non-Danes) and they bring a wide range of experience and educational backgrounds to the company. By the end of 2024, 43% of Novo Holdings' total workforce were women, with female representation in management increasing to 21%, from 20% in 2023.

[1]The Novo Holdings Investment Group consists of Novo Holdings A/S and the separate entities Novo Holdings (US), Inc., Novo Holdings Equity Asia Pte. Ltd., Singapore and Novo 1999 Advisory Shanghai Ltd., China providing specific consultancy services to Novo Holdings A/S.

Investing for purpose and impact

Novo Holdings has made it the companys's responsibility to invest in science and technologies that address unmet medical needs and enable the acceleration of the green transition.

The Companys's mission is to improve people's health and the sustainability of society and the planet by generating attractive long-term returns on the assets of its owner, the Novo Nordisk Foundation. In alignment with the philanthropic purpose and focus areas of the Foundation, a significant share of Novo Holdings' investment portfolio is dedicated to the life sciences, and the company is committed to exploring how innovation within the healthcare sector and technologies to further the green transition can help solve unmet patient needs and global environmental challenges.

In all aspects of its business, Novo Holdings strives to embody its corporate values of Performance, Respect and Responsibility. The company aspires to be a leading responsible investor recognised for delivering strong financial returns and positive societal impact. It integrates environmental, social, and governance (ESG) considerations into its investment decision-making processes, and takes an engaged ownership approach towards its portfolio companies.

Novo Holdings' responsible investment approach is underpinned by three strategic objectives – as detailed below.

Health

Objective

- Provide more people with better treatments to improve health in society.

Commitment

- Allocate a significant part of the investment portfolio to life science investments through 2030.

Strategic focus

- Invest in the development and improvement of therapies, treatments and health technologies.
- Invest in companies contributing to increased quality, improved efficiency, or lower costs for healthcare solutions.
- Contribute to building the Nordic life science ecosystem and target antimicrobial resistance.

- 3 GOOD HEALTH AND WELL-BEING 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Planet

Objective

- Contribute to the green transition.

Commitment

- Allocate 10% of investment funds to the green transition by 2030.
- Emissions reduction targets, validated by Science Based Targets initiative (SBTi).

Strategic focus

- Invest in the development of bioindustrial solutions that support the efficient use of natural resources in agriculture, food, alternative materials and chemicals.
- Invest in projects that reduce greenhouse gas (GHG) emissions and enable the use of renewable energy.
- Reduce GHG emissions across operations and the investment portfolio.

- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION

People

Objective

- Create responsible and diverse workplaces.

Commitment

- By 2027, all boards with Novo Holdings representation should include at least 40% of members from the underrepresented gender or diverse backgrounds.

Strategic focus

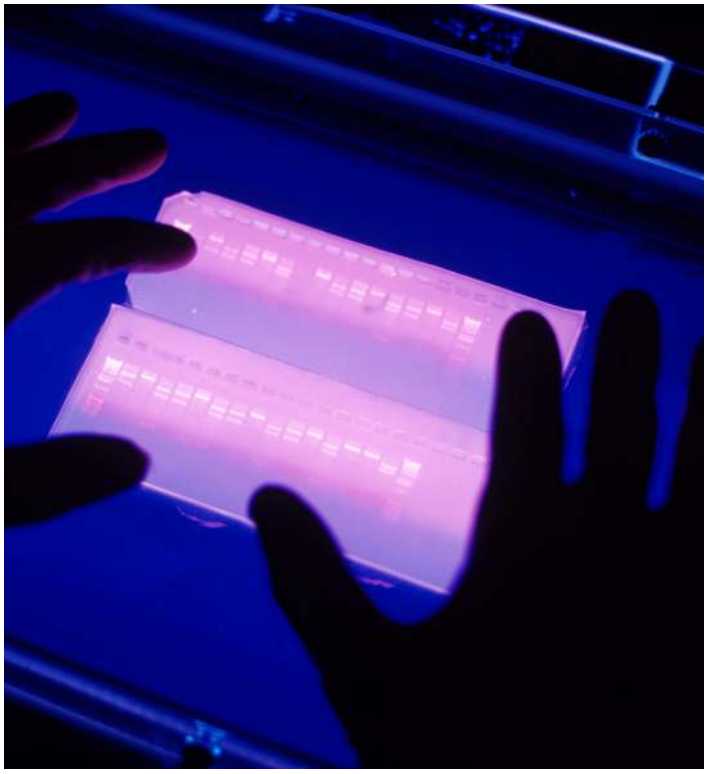
- Build, scale and futureproof innovative companies providing healthy, safe and attractive workplaces.
- Increase diversity in business leadership.
- Support portfolio companies on their ESG journey.

- 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES

Health: investments addressing unmet patient needs
As a leading global investor in the life sciences, Novo Holdings continues to prioritise innovative solutions that address unmet patient needs.
In 2024, the company invested in 32 new companies focusing on developing innovative treatments or healthcare technologies, bringing the total to 134 healthcare portfolio companies. Further, Novo Holdings supported 70 existing portfolio companies within healthcare with additional investments.

Amongst the new portfolio companies, several are working to develop novel treatments for different types of cancers, or new solutions to tackle neurodegenerative disorders, or therapies to tackle cardiometabolic diseases. These investments are aligned with Novo Holdings' aim to improve health outcomes by advancing therapies and diagnostic tools that meet the needs of patients globally.

Through its engaged ownership, the company collaborates closely with portfolio companies, providing strategic guidance to advance impactful therapies thereby ensuring that innovations reach the people who need them most.



2024 investment snapshots

Healthcare investments

Clasp Therapeutics
In March 2024, Novo Holdings co-led a USD 150 million Series A financing in Clasp Therapeutics, a biotechnology company developing groundbreaking cancer immunotherapies to help people with cancer lead longer and healthier lives. The financing will support Clasp's research into next-generation T cell engagers, which are engineered to redirect a patient's immune system to target their tumour profile with high precision. The result is off-the-shelf, antibody-like medicines capable of specifically targeting a wide range of hard-to-treat tumours.

Route 92
Novo Holdings invested USD 50 million in Route 92 Medical Inc., as part of a Series F extension in September 2024. Route 92 is a privately held medical technology company dedicated to advancing care for patients undergoing neurovascular intervention. Its product portfolio enables clinicians to rapidly restore blood flow to the brain after acute ischemic stroke, reducing procedure time and costs while improving patient outcomes. The financing will be used to accelerate the global commercialisation of the portfolio and pursue regulatory authorisations in new geographies.

Antag Therapeutics
Antag Therapeutics secured EUR 80 million in a Series A financing in December 2024, with Novo Holdings participating in the round. Antag Therapeutics is dedicated to advancing next-generation therapies targeting obesity and cardiometabolic diseases. Their first-in-class lead candidate, AT-7687, is a once-weekly treatment to improve weight loss outcomes, glycaemic control, and lipid profiles without the gastrointestinal side effects typically seen in current obesity treatments. The financing will be used to accelerate the clinical development of AT-7687 and support the expansion of Antag Therapeutics's pipeline.

Planet: technologies that enable the green transition
By end of 2024, Novo Holdings' Planetary Health Investments portfolio consisted of 23 companies focusing on solutions and technologies with the potential to accelerate the green transition. Planetary Health Investments are categorised into three overarching themes, each addressing a global challenge critical to protecting and promoting planetary health:

- Feeding a growing population
- Fighting climate change
- Fostering sustainable cities

The Planetary Health portfolio includes companies operating within areas such as agriculture, food, green chemicals, alternative materials and water management.

Established in 2022 as Bioindustrial Investments, the initial focus was on biotechnologies with potential to accelerate the green transition of society. The advent of Novo Holdings' Strategy 2030 catalysed a broadened investment focus beyond biotechnology for the team and thereby also a name change. Acknowledging the need for capital to flow into large green tech projects, the broadened investment focus supports a commitment to invest in Green Tech Scaling projects, mainly targeting solutions that can reduce global greenhouse gas (GHG) emissions.

Photo: REDUCED | Martin Kaufmann

2024 investment snapshots

Planetary Health investments

Stingray Marine
Novo Holdings closed a majority stake investment in Stingray Marine Solutions, a leading provider of aquaculture technology, in November 2024. Committed to driving resource-efficiency in fish farming, Stingray's product offering removes sea lice from fish humanely and efficiently, enhancing operational performance and improving fish health.

REDUCED and MATR Foods
In April 2024, Novo Holdings led a EUR 6 million financing in REDUCED, a food-tech start-up that transforms surplus produce from the food and agriculture industries into natural food ingredients. Then in July, Novo Holdings invested in another food-tech start-up, MATR Foods, to support the scaling-up of its production of meat alternatives made from natural ingredients. Both companies use fermentation technology to meet the growing demand of nutritious food production while minimising the environmental impact.

CIRCTEC
Novo Holdings, together with A.P. Moller Holding, enabled a EUR 150 million financing in technology company CIRCTEC in May 2024, leading with a EUR 75 million investment. CIRCTEC is a leader in end-of-life tyre pyrolysis – a process that transforms waste into valuable circular materials through thermal decomposition in an oxygen-free environment. This approach addresses the pressing challenge of tyre recycling, as discarded tyres pose significant environmental and health risks, accumulating in landfills and polluting ecosystems with toxic substances. This funding enables CIRCTEC to construct Europe's largest tyre pyrolysis recycling facility in the Netherlands.

A commitment to climate action

In October 2024, the Science Based Targets initiative (SBTi) approved Novo Holdings' emissions reduction targets representing a significant step forward in the company's efforts to align with the 1.5°C pathway outlined in the Paris Agreement. This approval underscores Novo Holdings' commitment to address climate change while creating long-term value for society and its portfolio companies.

Novo Holdings has set ambitious targets to reduce GHG emissions, which include:

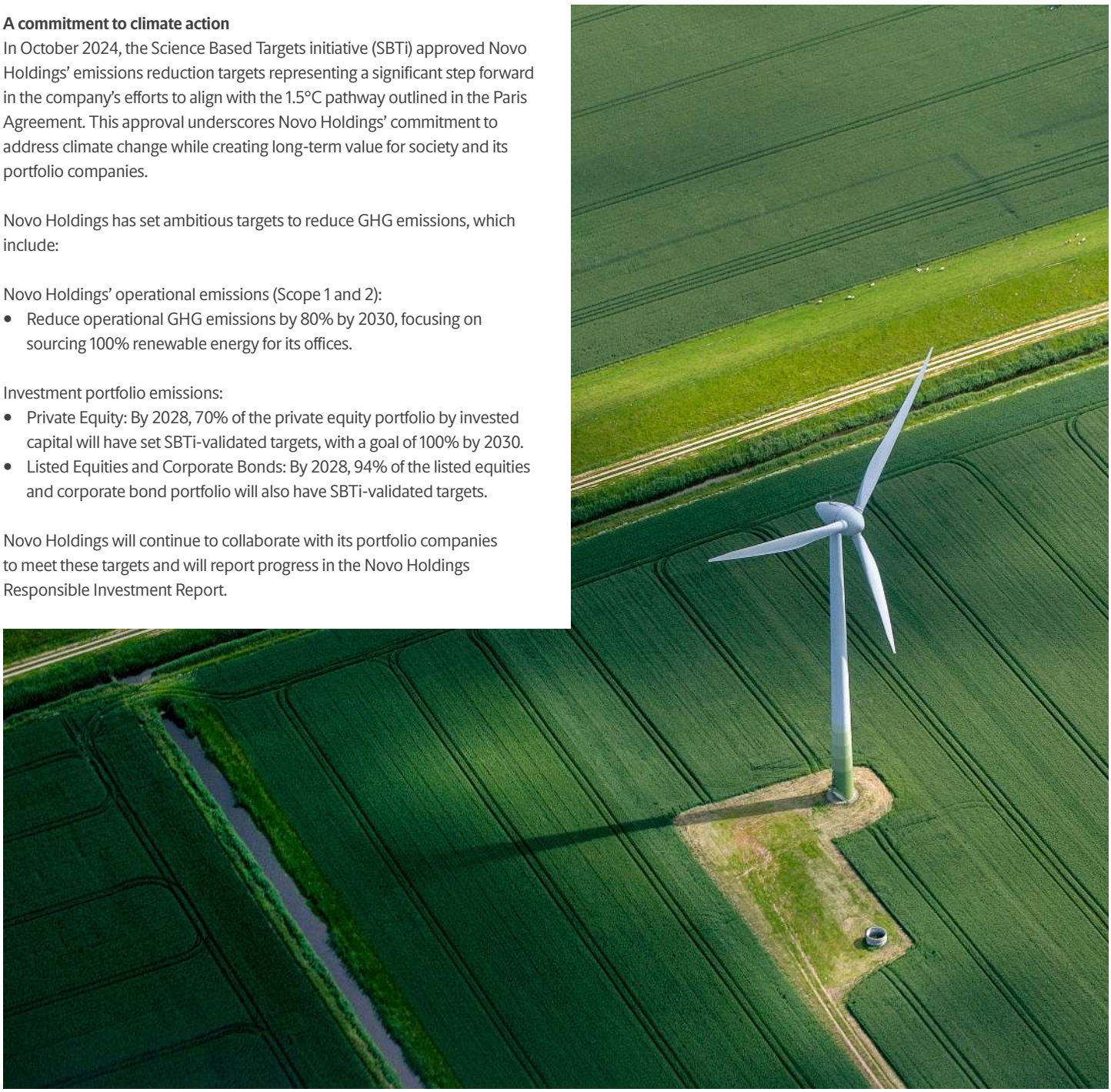
Novo Holdings' operational emissions (Scope 1 and 2):

- Reduce operational GHG emissions by 80% by 2030, focusing on sourcing 100% renewable energy for its offices.

Investment portfolio emissions:

- Private Equity: By 2028, 70% of the private equity portfolio by invested capital will have set SBTi-validated targets, with a goal of 100% by 2030.
- Listed Equities and Corporate Bonds: By 2028, 94% of the listed equities and corporate bond portfolio will also have SBTi-validated targets.

Novo Holdings will continue to collaborate with its portfolio companies to meet these targets and will report progress in the Novo Holdings Responsible Investment Report.



Financials

Financial performance 2024

The Novo Holdings Investment Portfolio showed a strong performance in 2024. Good underlying fundamentals at portfolio company level helped to deliver a strong return on both an absolute and relative basis. The Investment Portfolio returned 18.0% overall (vs. benchmark of 12.1%) during 2024, corresponding to record returns of DKK 37 billion. The company's 5- and 10-year trailing returns were 10.0% and 9.7%, respectively. Total investment returns when including Special Investments reached 19.2%.

Investment activity across all Novo Holdings' Life Science Investments teams remained high, with the company's buyout of Catalent in its Principal Investments team as the most notable transaction in 2024. The private equity portfolio as a whole delivered a 40.4% return in 2024 against a benchmark of 9.2% driven by strong performance in Principal Investments' buyout portfolio.

For life science acquisitions, Novo Holdings deployed a total of DKK 27 billion into private equity during 2024, and aside from Catalent (page 18), the company also completed its first buyout in the DACH region by acquiring Single Use Support, a leading bioprocessing company.

Novo Holdings' life science public portfolio performed below benchmarks, with a negative return of 12.3% for the year. In terms of total contribution, Convatec was the largest negative contributor.

The Venture Investments portfolio showed strong performance, with both the private and public portfolio being above benchmarks. The return for the year was 15%, against a benchmark for the period of 7.8%.

The year 2024 saw declining interest rates as well as falling inflation. Novo Holdings' bond portfolio is relatively short in duration, which is a significant contributor to out-performance against benchmarks. Overall, the Company's bonds and cash returned to positive performance in 2024 with a 4.7% return.

The fundamentals of the majority of Novo Holdings' portfolio companies remain sound and in line with the investment cases. In particular, the Growth and Planetary Health Investments Portfolios have reached many significant milestones during 2024, which positions them well to realise strong performance and valuation increases in the coming years. This strength in the underlying fundamentals also acts as an additional validation point for Novo Holdings' engaged ownership model as a driver of long-term returns.

Finally, in 2024, the company's real assets portfolio recovered from last year's negative returns, and had returns of 4.6%, although still below benchmarks of 9.0%

As per Novo Holdings' strategic direction and associated operating model, the company continued to expand its organisation over the course of 2024, bringing the number of total global colleagues to 205 by the end of the year. Operating a people business, this development was a key driver in the development of total costs, recorded at DKK 1 billion in 2024, representing a 22% growth compared with 2023 and 0.50% of the total Investment Assets by the end of 2024.

Income from the Novo Group companies and returns on Novo Holdings' Investment Assets amounted to DKK 60 billion during 2024. Less costs of DKK 1 billion, operating profit was realised at DKK 59 billion, DKK 29 billion above 2023.

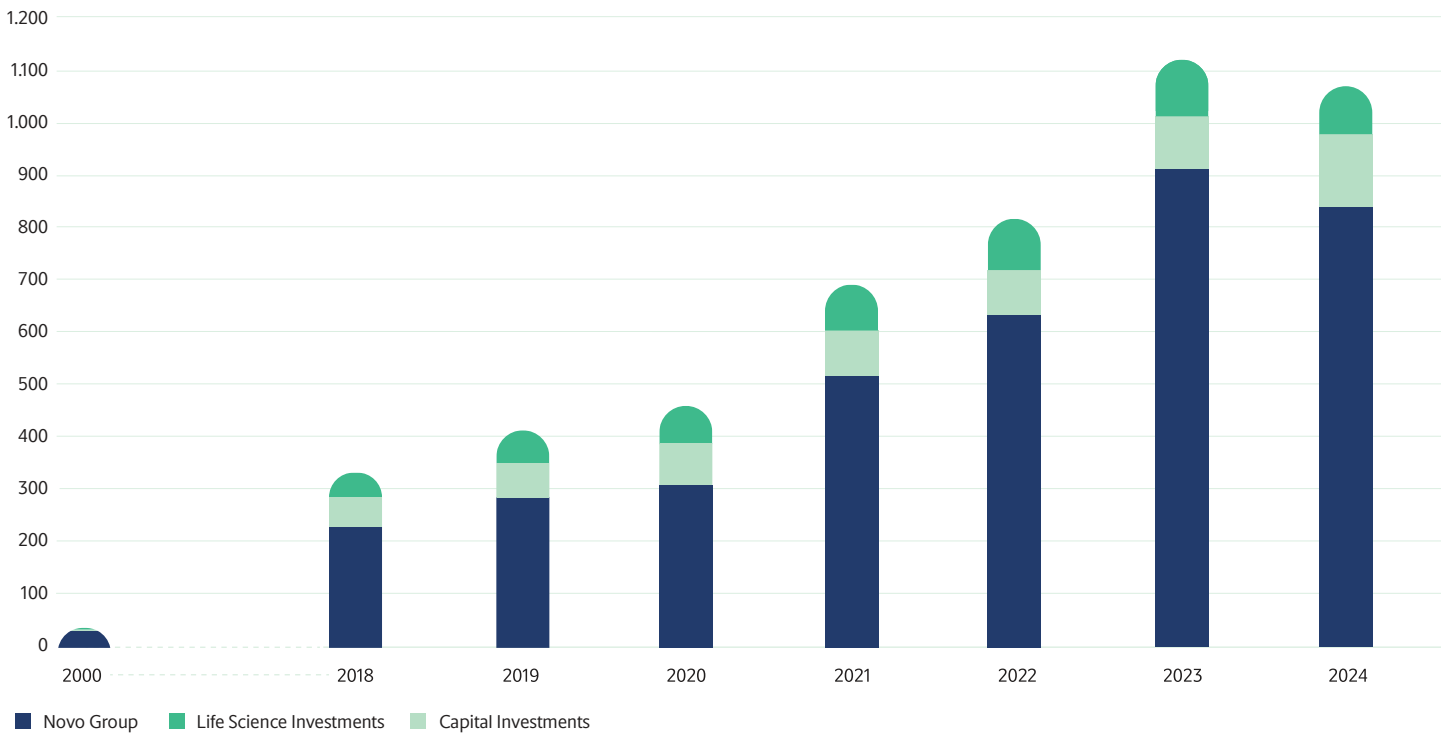
Including the Novo Nordisk Foundation's share of the joint Investment Portfolio, financial items and tax, net profit for 2024 amounted to DKK 53 billion, above Novo Holdings' forecast expectations at the beginning of the year.

Outlook for 2025

In 2024 Novo Holdings embarked on its new Strategy 2030. This strategy will continue to generate diversification globally as well as across asset classes. Additionally, the Planetary Health Investments team will enhance the Company's mission to support planetary health by supporting companies facing scaling challenges as well as developing novel biological solutions to solve some of the planet's greatest challenges. Novo Holdings will also increase its competencies and investment activity towards supporting those companies driving the green energy transition. For 2025 Novo Nordisk is not expected to initiate a share buyback programme but Novo Holdings will maintain its ownership of around 28% of the Novo Nordisk B share capital. Also, following completion of the merger of Chr. Hansen and Novozymes in 2024, Novo Holdings intends to maintain a 25.5% ownership in the combined entity, Novonesis.

Total Assets under Management

DKKbn



Novo Holdings' presence in Asia will continue to expand over the new strategy period, and the company will prioritise building its competencies in digital and sustainability at a corporate level. In 2025, Novo Holdings plans to open an office in India.

As the Company has started its new strategy period, established investment platforms are embedded within Novo Holdings for long-term sustainable returns from its investment portfolio. Strong fundamentals within Novo Holdings' portfolio companies along with continued positive momentum from the macro environment and new allocations to fast growing transformational sectors help cement the Company's expectations for 2025 for positive income and returns driven by the general market and portfolio company development.

Operational risks

As a global multi-asset class investor, Novo Holdings is exposed to a broad range of risks encompassing both operational business risks related to how it operates the company and financial risks linked to the strategic and tactical composition of the portfolio of assets under management.

Systematic risk management is key to creating and protecting the values of Novo Holdings and to successfully executing its strategy. To monitor and manage these risks, the company applies a defined process for identifying, monitoring, mitigating and reporting risks. Risks are identified, assessed and mitigation sought through a dedicated process, led by the Risk & Compliance team, with support from a dedicated Allocation and Risk Management Committee, investment areas as well as business support specialists.

A consolidated risk overview is presented annually to the Board of Directors for approval as an integral part of the annual strategy review. This process incorporates scenario analysis and risk assessment evaluating market dynamics, socioeconomic factors, and political developments that may present risks or opportunities for Novo Holdings' business. In addition to the annual risk review, quarterly financial risks updates and ad hoc reporting on operational risks are provided to ensure ongoing risk management and responsiveness.

By the end of 2024, the following seven key business and financial risks were identified (see details on page 41).

Risk	Potential impact		
	Value of Investment Portfolio	Monetary loss	Reputational
Global recession	√		
Capital market downturn	√		
Life sciences sector downturn	√		
Attraction and retention	√	√	√
Financial fraud and IT security breaches		√	√
Legal risks		√	√
Global expansion		√	√

With the establishment of a dedicated Risk & Compliance team, the Head of Risk & Compliance will succeed the Chief Financial Officer as Chair of the Allocation and Risk Management Committee. This committee is responsible for overseeing risk management across the assets under management ensuring alignment with both strategic and tactical objectives. The Allocation and Risk Management Committee convenes on a quarterly basis, supplemented with extraordinary meetings if required.

Throughout 2024, the committee's discussions have primarily focused on (i) the rising geopolitical risks, particularly the implications of the Russia-Ukraine war and US-China relations; (ii) the rapidly changing inflation and interest rates environment; and (iii) strategic asset allocation within the framework of Novo Holdings' Strategy 2030.

Looking ahead to 2025, Novo Holdings will continue to closely monitor geopolitical and macroeconomic risks, which are increasingly driving capital market dynamics and investment risks.

Statements on data ethics cf. section 99d of the Danish Financial Statements Act

To cope with the challenges that arise from the fast-moving technological development, along with evolving risks and benefits from large scale data use, Novo Holdings has developed a policy on how to use and handle data in an ethical way. The policy is based on five principles including the respect for the privacy of employees and prioritising of openness and transparency in the ongoing challenges that handling both personal data and non-identifiable data entails. Read more in Novo Holdings' Policy on data ethics: **https://assets.novoholdings.dk/f/228216/x/c32bf61d38/novoholdings_policy-on-data-ethic.pdf**

Global recession Novo Holdings' significant exposure towards the life sciences sector provides a degree of resilience for the value of its Investment Portfolio. Additionally income from the Novo Group companies is expected to be only marginally impacted in the event of a global recession. To further mitigate risk, Novo Holdings' maintains pre-defined risk tolerance levels, including high liquidity reserves, ensuring financial stability and investment flexibility.

Capital market downturn Given the current geopolitical climate and macroeconomic uncertainties including the increasing risk of trade wars, the likelihood of a capital market downturn in 2025 remains elevated. This risk is further amplified by the current high market valuations. Novo Holdings protects the value of its Investment Portfolio, through relatively high liquidity reserves and continues to diversify investments across asset classes and geographies.

Life sciences sector downturn As a deliberate strategic choice, Novo Holdings is highly exposed to the life sciences sector, with ownership in the Novo Group companies and approximately 50% of the Investment portfolio allocated to the life sciences. While the risk of a sector-wide downturn in 2025 is considered low, mitigation is pursued through diversified life sciences investments across multiple sub-sectors and companies, ensuring exposure to a broad range of innovations and market segments. The company also invests across the life sciences continuum, spanning different geographies and stages of development, while maintaining relatively high liquidity reserves to provide an additional buffer against potential sector volatility.

Attraction and retention risk Novo Holdings' employees are a key asset, and in an increasingly competitive talent market, attracting and retaining top talent remains a critical operational priority. The inability to fill key roles with individuals possessing the required capabilities and expertise poses a potential risk to business success. Attraction and retention efforts are continuously reviewed by the Remuneration Committee, the Nomination Committee, and through the company's annual organisational review, ensuring that its talent strategy remains aligned with business needs.

Financial fraud and IT security breaches As an asset manager, robust financial and IT security processes are fundamental to investment efficiency and asset management integrity. Maintaining strong controls is essential to safeguard against external and internal fraud, cyber threats, and data breaches, mitigating the risk of capital losses, data theft, or operational disruptions. Novo Holdings approach includes continuous monitoring, stringent cybersecurity protocols, and proactive risk management measures to ensure the resilience and security of Novo Holdings' financial and IT infrastructure. Beyond the potential financial losses resulting from fraud, data breaches, or cyber-attacks, such events pose a significant reputational risk to the company, potentially undermining its standing as a professional and reliable business partner.

To mitigate these risks, Novo Holdings continues to strengthen financial controls by enhancing and documenting key processes and allocating dedicated resources to manage them. Measures include automated payment processes and the implementation of callback procedures to prevent fraudulent activities in investment operations. Additionally, the company continuously enhances IT security, focusing on both infrastructure resilience and IT behaviour protocols. To support this, annual reviews and audits of its financial controls and IT security measures are conducted to ensure compliance with best practices and evolving security standards.

Legal risks Novo Holdings' investment and operational activities give rise to various legal risks, including breach of contract, litigation risks, directors' liability, non-compliance with local regulations, fraud, and criminal liability. With investments spanning multiple jurisdictions and asset classes, ensuring comprehensive legal risk management is critical to preventing financial loss and protecting Novo Holdings' reputation as a trusted and professional business partner. To mitigate these risks, the company has implemented structured operating procedures across all key processes, supported by the involvement of internal finance, legal, and tax teams throughout the investment lifecycle. These measures are further reinforced by a comprehensive insurance programme, which provides an additional layer of protection against potential liabilities.

Global expansion Novo Holdings' continued global expansion requires careful management of regulatory, operational, and human capital risks. Key challenges include tax and banking complexities in new jurisdictions, compliance risks that could result in financial penalties, and reputational risks associated with regulatory misalignment. Additionally, attracting and retaining key talent remains a priority in a highly competitive market. To ensure a robust and compliant foundation for international operations, the company conducts thorough regulatory assessments in each new market, leveraging insights from Novo Holdings' global network. Further, the company's structured onboarding programme ensures that new colleagues integrate effectively into Novo Holdings' culture, processes and corporate values.

Management's review

Governance

Corporate governance

Corporate governance codes and practices

<table>
<tr><th>Compliance</th><th colspan="3">Governance structure</th><th>Assurance</th></tr>
<tr><td rowspan="10">Danish and foreign laws and regulations

Corporate governance standards

Novo Holdings Way</td><td colspan="3">The Novo Nordisk Foundation</td><td rowspan="10">Audit of Financial Statements

Internal controls</td></tr>
<tr><td colspan="3">Board of Directors</td></tr>
<tr><td>The Chairs</td><td>Nomination Committee</td><td>Remuneration Committee</td></tr>
<tr><td colspan="3">Executive Management</td></tr>
<tr><td colspan="3">Executive Leadership Team</td></tr>
<tr><td colspan="2">Life Science Operating Committee</td><td>Capital Investments Operating Committee</td></tr>
<tr><td colspan="3">Allocation and Risk Committee</td></tr>
<tr><td colspan="3">Valuation Committee</td></tr>
<tr><td colspan="3">Organisation</td></tr>
</table>

The Novo Nordisk Foundation
Novo Holdings is a holding and investment company wholly owned by the Novo Nordisk Foundation and established in 1999 for the purpose of managing the assets of the Novo Nordisk Foundation.

The Chairs
The Chairs consist of the Chair and the Vice Chair, both of whom are elected directly by the shareholder at the general meetings. At the Annual General Meeting in 2024, Lars Rebien Sørensen was re-elected as Chair and Steen Riisgaard was re-elected as Vice Chair. The Chairs assist the Board of Directors in the planning of Board meetings, employment of Executive Management and other assignments as decided by the Board.

Nomination Committee
The Nomination Committee is a board committee mandated by Novo Holdings' Board to oversee the composition of the boards of directors in the key companies in Novo Holdings' Investment Portfolio, and to review and endorse board succession candidates for board members nominated by Novo Holdings to serve on these boards.

The Nomination Committee is appointed by Novo Holdings' Board and consists of Chair Lars Rebien Sørensen and Vice Chair Steen Riisgaard. During 2024, the Nomination Committee focused particularly on the desired competences to be represented on the boards of key companies within the Novo Holdings' Investment Portfolio and reviewed and discussed the long-term succession planning related to these.

Remuneration Committee
The Remuneration Committee is a board committee mandated by Novo Holdings' Board and assists the Board with oversight of the remuneration policy as well as the actual remuneration of Board members, board committees, Executive Management, Executive Leadership Team and the organisation.

The Remuneration Committee is appointed by the Board and consists of Chair Lars Rebien Sørensen, Vice Chair Steen Riisgaard and Board member Viviane Monges. In 2024, the Remuneration Committee focused particularly on reviewing market trends and changes to compensation in the market impacting Novo Holdings' structure and levels of its remuneration framework including base salary adjustment and short- and long-term incentive programmes.

Determination of the remuneration paid refers to market benchmarks and considers the balance between fixed and variable pay as well as the threshold, target and maximum achievement levels determined for variable pay. The assesment of the Remuneration Committee and the Board of Directors is that this approach is functioning properly and ensures a remuneration which is fair and which supports the attraction and retention of qualified candidates.

Audit Committee
During 2025 the board will also establish an Audit Committee in recognition of the growing complexity and growth of the portfolio.

Assurance
The Financial Statements in the Annual Report are audited by an independent audit firm elected at the Annual General Meeting. As part of their audit they evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Executive Management. Furthermore, they obtain an understanding of the internal controls relevant to the audit.

Board of Directors and Executive Leadership Team

Board of Directors

The Board of Directors oversees and guides Novo Holdings in realising its purpose of improving people's health and the sustainability of society and the planet.

The Board of Directors sets the strategic direction, decides on key priorities, including organisational development and budget allocation, approves specific investment proposals and is responsible for the overall risk management of Novo Holdings. During 2024, the Board of Directors had five ordinary meetings with a participation rate of 100%, against 92% in 2023. Elected once annually at the Annual General Meeting, the Board of Directors is comprised of nine members, including the Chair and the Vice Chair, and represents a broad range of relevant industry, investment and life science capabilities.

Name	Background	Positions and management duties
 Lars Rebien Sørensen, Chair Year joined Board: 2017	More than 35 years of general management experience in the pharmaceutical industry. He joined the Novozymes A/S (then Novo Nordisk A/S, Enzymes Division) Marketing team in 1982 and held several global positions in the company until his appointment as President and CEO of Novo Nordisk A/S in November 2000, a position he held until December 2016.	• Chair of the Board, Novo Nordisk Foundation, Denmark • Vice Chair of the Board, Ferring Pharmaceuticals, Switzerland • Board Member, Jungbunzlauer Suisse AG, Switzerland • Adjunct Professor, the University of Copenhagen's School of Life Sciences (appointed in 2007) • Adjunct Professor, the Centre for Corporate Governance at Copenhagen Business School (appointed in 2018)
 Steen Riisgaard, Vice Chair Year joined Board: 2013	More than 35 years of experience in industrial biotechnology. He joined the Novozymes A/S (then Novo Nordisk A/S, Enzymes Division) Research & Development team in 1979 and held several global positions in the company until his appointment as President and CEO of Novozymes A/S, from the demerger from Novo Nordisk A/S, and served in that position until April 2013.	• Chair of the Board, New Xellia Group A/S, Denmark • Board Member, Novo Nordisk Foundation, Denmark • Board Member, Corbion N.V., the Netherlands • Vice Chair of Fugleværnsfonden, Denmark
 Francis Cuss, Board member Year joined Board: 2017	More than 35 years of clinical experience across the pharmaceutical industry. In 1986, he started at GlaxoSmithKline plc (then Glaxo Inc.), UK and US, as a Director in Pulmonary Clinical Research. He has held several positions in Schering-Plough Research Institute and Bristol-Myers Squibb (BMS) Research & Development and was appointed Executive Vice President, Chief Scientific Officer and Head of Research & Development at BMS in 2013, retiring in 2017.	• Trustee for Montclair State University in New Jersey, US • Board Director of Mural Oncology (public) (MURA - Nasdaq), US, and a Member of the Audit Sub-Committee and Chair of the Compensation Sub-Committee of the MURA Board. • External Advisor at Editas Medicine, Cambridge MA, US

Name	Background	Positions and management duties
 Viviane Monges, Board member Year joined Board: 2018	More than 30 years of financial management experience, predominantly in the pharmaceutical industry. She joined Wyeth Pharmaceuticals Inc. in 1997 and has held several leadership roles in Novartis, Galderma S.A. and Nestlé Business Excellence Division.	• Board Member and Chair of the Audit Committee, Ferring Pharmaceuticals, Switzerland • Board Member and Chair of the Audit Committee, ADC Therapeutics, Switzerland • Board Member and Chair of the Audit Committee, Pharvaris, the Netherlands • Board member and member the Audit Committee, BioMerieux, France
 Henrik Poulsen, Board member Year joined Board: 2021	More than 25 years in various executive roles. He joined LEGO in 1999 rising to become Executive Vice President of Markets & Products and has held several positions in Kohlberg Kravis Roberts & Co., TDC Group and Ørsted A/S.	• Chair of the Board, Faerch A/S and Faerch Group Holdings A/S, Denmark • Chair of the Board, Chair of the Nomination Committee and Member of the Remuneration Committee, Carlsberg A/S, Denmark, Chair of the Board, Carlsberg Breweries A/S, Denmark • Vice Chair of the Board, Member of the Audit Committee, and Chair of the Remuneration Committee, Novo Nordisk A/S, Denmark • Supervisory Board Member, Bertelsmann SE & Co. KGaA, Germany • Senior Advisor, A.P. Møller Holding, Denmark
 Susanne Schaffert, Board member Year joined Board: 2023	More than 20 years of experience in the pharmaceutical industry and has held a number of significant roles within the Novartis Group, including, Global Franchise Head Immunology and Transplantation, Global Head of Investor Relations, European General Manager Novartis Oncology and latest as President of Novartis Oncology and member of the Novartis Executive Committee. She is now a professional board member in multiple companies.	• Board Member of Incyte, US • Board Member of Galapagos, Belgium • Board Member of ARTBio, US • Board Member of Vetter Pharma, Germany • Member of the Executive Education Committee of University of St. Gallen, Switzerland • Board member of Merck KgA Supervisory Board and Board of Partners, Germany

Name	Background	Positions and management duties
 Jeppe Christiansen, Board member Year joined Board: 2009	More than 35 years of experience in fund and investment management across the financial industry. In 1986, he worked as an economist in Sparekassen SDS, and has held several positions in LD Pensions, Danske Bank and Lønmodtagernes Dyrtidsfond (LD). In 2005, he established Maj Invest and has been CEO of the Maj Invest Group since its establishment.	• CEO, Maj Invest Holding A/S and Executive Director in two wholly owned subsidiaries, Denmark • Chair of the Board, Topsoe A/S, Denmark • Chair of the Board, EMLIKA Holding ApS, and two wholly owned subsidiaries, Denmark • Chair of the Board, JEKC Holding ApS, Denmark • Chair of the Board, Kraka Economics ApS, Denmark • Board Member, KIRKBI A/S, United Shipping & Trading Company, Pluto Naturfonden, Pluto Erhverv ApS and Lone Dybkjær Fonden, Denmark • Adjunct Professor of Finance, Copenhagen Business School, Denmark
 Jean-Luc Butel, Board member Year joined Board: 2017	More than 35 years of international business development experience across the healthcare industry. He joined Johnson & Johnson Medical in 1984. In 1991, he joined Becton Dickinson & Company and has held several positions in Johnson & Johnson Independence Technology, Medtronic and Baxter International Inc. From 2015 to 2017, he was a Senior Advisor for McKinsey & Company's Healthcare Systems & Services.	• Advisor, Novo Holdings Advisory Group (NAG), Denmark. • Board member, member of the Nominating Committee and member of the Audit and Supervisory Committee, Takeda Pharmaceutical Co. Ltd, Japan • Board member, Chair of the Nomination Committee and member of the audit committee, Rani therapeutics, US • Board Member, Jana Care, US • Board Member DxD Hub Singapore. Chair Health Evaluation Committee • Board member and Audit Committee member, ICON Group, Australia
 Britt Meelby Jensen, Board member Year joined Board: 2022	More than 20 years of experience in the pharmaceutical industry. She worked as a Management Consultant at McKinsey & Company before she joined Novo Nordisk in 2002, where she held several global commercial leadership roles. Subsequently, she has held CEO roles at Dako A/S, Zealand Pharma A/S, Atos Medical AB and Ambu A/S.	• CEO, Ambu A/S, Denmark • Advisor, Novo Holdings Advisory Group (NAG), Denmark. • Board Member, Hempel A/S, Denmark • Board member of the Industry Association for Employers in Denmark, IAD and The Confederation of Danish Industry

Executive Management and Executive Leadership Team

Executive Management consists of the Chief Executive Officer (CEO) and Chief Financial Officer (CFO). Executive Management is responsible for the daily management of Novo Holdings' operations and provides recommendations to the Board of Directors with respect to investments, strategic direction, organisational development and financial planning.

The Executive Leadership Team of Novo Holdings is comprised of the CEO, the CFO, the Managing Partners of Principal Investments and Capital Investments, the Chief People Officer (CPO) and the General Counsel. The Executive Leadership Team provides leadership across the organisation in support of the overall direction set for the company.

Kasim Kutay,
CEO

- With Novo Holdings since 2016
- More than 25 years of prior investment banking experience focused on the healthcare sector, with 7 years at Moelis & Company and 18 years at Morgan Stanley

Nigel Govett,
CFO

- With Novo Holdings since 2022
- More than 20 years of prior investment banking and private equity experience, including Oman Investment Fund and EQT

Christoffer Søderberg,
Managing Partner, Principal Investments

- With Novo Holdings since 2016
- More than 20 years of combined experience in consulting (BCG) focusing on private equity clients, in investment banking (Carnegie) as well as in the industry working with strategy, M&A and as CFO

Morten Beck Jørgensen,
Managing Partner, Capital Investments

- With Novo Holdings since 2005
- More than 25 years of investment experience including Nordea Markets and Novo Nordisk

Petrina Knowles Gjelstrup,
CPO

- With Novo Holdings since 2019
- More than 20 years of prior experience in HR in international companies such as A.P. Møller-Mærsk, Carlsberg, TDC and Danske Bank

Barbara Fiorini,
General Counsel

- With Novo Holdings since 2020
- More than 20 years of prior corporate and M&A legal experience from Genmab, ISS World Services and private practice

Statements

Financial statements

Stine Aaskov Lynge, Head of Talent, joined Novo Holdings in 2018. She is responsible for Novo Holdings' talent strategy, including recruiting strategy, talent development through the Novo Academy and people related projects like Novo Holdings' global experience transfer programme.

Statement of comprehensive income

1 January - 31 December

DKK million	Note	2024	2023
Income from Novo Group companies	2.1	23,095	18,578
Return from Life Science Investments	2.2	23,854	5,075
Return from Capital Investments	2.2	13,003	7,560
Total income and investment return		**59,952**	**31,213**
Costs	2.3, 2.4	-1,150	-945
Operating profit		**58,802**	**30,268**
Novo Nordisk Foundation's share of return of joint Investment Portfolio		-5,029	-3,968
Financial income		152	72
Financial expenses		-848	-964
Profit before tax		**53,077**	**25,408**
Income taxes	2.5	0	23
Net profit for the year		**53,077**	**25,431**
Other comprehensive income		0	0
Total comprehensive income		**53,077**	**25,431**

Balance sheet

Year-end 31 December DKK million	Note	2024	2023
Assets			
Novo Group companies	3.1	26,178	6,844
Life Science Investments	4.1, 4.2	134,219	102,770
Capital Investments	4.1, 4.2	94,770	98,257
Property	3.2	418	429
Total non-current assets		**255,585**	**208,300**
Investments pending settlement		994	525
Tax receivables		131	40
Other receivables		468	389
Cash at bank		2,058	1,267
Total current assets		**3,651**	**2,221**
Total assets		**259,236**	**210,521**
Equity and liabilities			
Share capital	5.1	500	500
Retained earnings		199,811	152,234
Total equity		**200,311**	**152,734**
Amounts owed to group companies	5.2	18,658	21,684
Total non-current liabilities		**18,658**	**21,684**
Real estate debt		228	219
Amounts owed to group companies	5.2	3,200	1,900
Joint Investment Portfolio, Novo Nordisk Foundation		36,258	31,490
Trade payables		133	159
Tax payables		3	0
Investments pending settlement		124	2,082
Capital Investments liabilities	4.1, 4.2	36	0
Other liabilities		109	82
Other provisions	6.2	176	171
Total current liabilities		**40,267**	**36,103**
Total liabilities		**58,925**	**57,787**
Total equity and liabilities		**259,236**	**210,521**

Equity statement

Year-end 31 December

DKK million	Share capital	Retained earnings	Total
2023			
Equity at the beginning of the year	**500**	**126,803**	**127,303**
Net profit for the year	-	25,431	25,431
Dividends paid during the year	-	0	0
Equity at the end of the year	**500**	**152,234**	**152,734**
2024			
Equity at the beginning of the year	**500**	**152,234**	**152,734**
Net profit for the year	-	53,077	53,077
Dividends paid during the year	-	-5,500	-5,500
Equity at the end of the year	**500**	**199,811**	**200,311**

Cash flow statement

1 January to 31 December

DKK million	Note	2024	2023
Dividends received, Novo Group companies		12,957	9,831
Proceeds from sale of shares in Novo Group companies		10,164	8,776
Investments in Novo Group companies		-3,333	-3,551
Divestments of Life Science Investments		95,660	11,004
Investments in Life Science Investments		-120,798	-13,433
Dividends received, Life Science Investments		698	2,406
Interest received, Life Science Investments		44	27
Divestments of Capital Investments		73,816	35,991
Investments in Capital Investments		-60,612	-44,405
Dividends received, Capital Investments		440	211
Interest received, Capital Investments		1,087	813
Interest received, banks etc.		152	43
Interest paid, banks etc.		-69	-24
Investments in property		3	-1
Operating expenses paid		-1,101	-900
Paid corporation tax		-88	585
Net cash from operating activities		**9,020**	**7,373**
Cash flows from financing activities			
Dividends paid to Novo Nordisk Foundation		-5,500	0
Contribution from the Novo Nordisk Foundation to the joint Investment Portfolio		8,700	7,400
Repayments to the Novo Nordisk Foundation from the joint Investment Portfolio		-8,929	-6,517
Repayments to the Novo Nordisk Foundation on long-term loan		-2,500	-7,400
Net cash from financing activities		**-8,229**	**-6,517**
Net cash flow		791	856
Cash and cash equivalents at the beginning of the year		1,267	411
Cash and cash equivalents at the end of the year	7.1	**2,058**	**1,267**

In 2024, Novo Holdings invested DKK 34 billion in the life sciences sector. The majority of our Life Science Portfolio companies are dedicated to developing new treatments for a range of diseases and conditions. Among them is NMD Pharma, a clinical-stage biotech company founded to deliver life-changing therapies for people with neuromuscular diseases.

Photo: NMD Pharma

Notes to the financial statement

56 **1. Basis of preparation**

1.1 General accounting policies

1.2 Significant accounting estimates and judgements

1.3 Changes in accounting policies and disclosures

1.4 New standards and interpretations not yet implemented

58 **2. Results for the year**

2.1 Income from Novo Group companies

2.2 Return from the Investment Assets Portfolio

2.3 Employee costs

2.4 Costs per area

2.5 Income tax

61 **3. Investments in Novo Group and property**

3.1 Investments in Novo Group companies

3.2 Property

62 **4. Investment Assets Portfolio**

4.1 Life Science Investments and Capital Investments

4.2 Financial instruments and financial risk management

73 **5. Capital structure**

5.1 Share capital

5.2 Amounts owed to group companies

5.3 Reconciliation of liabilities arising from financing activities

5.4 Maturity analysis - liabilities

75 **6. Remuneration**

6.1 Remuneration to the Board of Directors

6.2 Long-term incentive programme

76 **7. Other disclosures**

7.1 Cash and cash equivalents

7.2 Contractual obligations

7.3 Events after the balance sheet date

7.4 Financial definitions

7.5 Related parties

7.6 Group companies

1. Basis of preparation

1.1 General accounting policies

Basis of preparation

The separate financial statements for Novo Holdings included in this Annual Report have been prepared in accordance with IFRS Accounting Standards as adopted by the EU and additional requirements of the Danish Financial Statements Act for reporting class C enterprises (Large).

The financial statements are presented in DKK million, unless otherwise stated.

Principal accounting policies

Novo Holdings' accounting policies are described in each of the individual notes to the financial statements. Accounting policies listed in the table below are regarded as the principal policies applied by the Management.

Note	Area
3.1	Investments in Novo Group companies
4.1	Life Science Investments and Capital Investments

Applying materiality

The financial statements are a result of processing large numbers of transactions and aggregating those transactions into classes according to their nature or function. The transactions are presented in classes of similar items in the financial statements. If a line item is not individually material, it is aggregated with other items of a similar nature in the financial statements or in the notes. There are substantial disclosure requirements throughout IFRS. Management provides specific disclosures required by IFRS, unless the information is not applicable or considered immaterial to the economic decision-making of the users of these financial statements.

Translation of foreign currencies

The financial statements are presented in Danish kroner (DKK), which is the company's functional currency and presentation currency.

Transactions in foreign currencies are translated into the functional currency at the exchange rates prevailing on the transaction dates. Foreign exchange gains and losses on completion of these transactions and on the translation of monetary assets and liabilities in foreign currencies to the exchange rates prevailing on the balance sheet date are recognised in the statement of comprehensive income.

Exchange rate differences arising on the translation of non-monetary items, such as other Capital Investments at fair value recognised in the statement of comprehensive income, are recognised as part of the gain or loss on fair value adjustments.

1.2 Significant accounting estimates and judgements

The preparation of financial statements in conformity with generally accepted accounting principles requires Management to make estimates and assumptions that can have a significant effect on the application of policies and reported amounts of assets, liabilities, income, expenses and related disclosures.

Management bases its estimates on historical experience and various other assumptions that are believed to be reasonable under the circumstances, the results of which form the basis for making judgements about the reported carrying amounts of assets and liabilities and the reported amounts of revenues and expenses that may not be readily apparent from other sources. Actual results could differ from those estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Changes in estimates may be necessary if there are changes in the circumstances on which the estimate was based, or more detailed information becomes available. Such changes are recognised in the period in which the estimate is revised.

The application of the accounting policies may require Management to make judgements that can have a significant effect on the amounts recognised in the financial statement. Management's judgement is required in particular when assessing the substance of transactions that have a complicated structure or legal form.

The significant accounting estimates and judgements can potentially significantly impact the separate financial statement.
Novo Holdings believes the following to be the significant accounting estimates and related judgements used in the preparation of its financial statement:

Note	Significant accounting estimates and judgements
4.1	Fair value measurement and valuation of unquoted investments

Please refer to the specific note for further information on the key accounting estimates and judgements as well as assumptions applied.

Financial assets and liabilities

Financial assets and liabilities measured at fair value can be categorised using the fair value measurement hierarchy.

Depending on purpose, investments are classified into the following categories:
– Financial assets at fair value through the income statement
– Financial assets at amortised cost

Management determines the classification of its financial assets on initial recognition and re-evaluates this at the end of every reporting period to the extent that such a classification is required.

Recognition and measurement

Purchases and sales of financial assets are recognised on the settlement date. These are initially recognised at fair value.

Fair value disclosures are made separately for each class of financial instruments at the end of the reporting period.

Financial assets are removed from the balance sheet when the rights to receive cash flows have expired or have been transferred, and Novo Holdings has transferred substantially all the risks and rewards of ownership.

Financial assets 'at fair value through the income statement'

Financial assets at fair value through the income statement consist of investments and forward exchange contracts. Equity investments are included in investments assets.

Net gains and losses arising from changes in the fair value of financial assets are recognised in the income statement as income from investments.

The fair values of quoted investments are based on current bid prices at the end of the reporting period. Financial assets for which no active market exists are carried at fair value based on a valuation methodology.

Financial assets 'at amortised cost'

Financial assets at amortised cost are cash at bank and non-derivative financial assets solely with payments of principal and interest.
If collection is expected within one year (or in the normal operating cycle of the business, if longer), they are classified as current assets. If not, they are presented as non-current assets.

Other receivables are recognised initially at fair value. Subsequently, they are measured at amortised cost using the effective interest method, less allowance for doubtful receivables.

Financial liabilities 'at amortised cost'

Financial liabilities at amortised cost consist of bank overdrafts, trade payables and other liabilities.

The Joint Investment Portfolio is measured at fair value by using the cash flows from the underlying assets in the portfolio. The underlying assets in the portfolio are measured at fair value.

1.3 Changes in accounting policies and disclosures

No changes have been made to the principal accounting policies, and the policies have been applied consistently to all the years presented.

A re-classification of certain transactions costs from Costs to Total Income and Investment Return has been made.

1.4 New standards and interpretations not yet implemented

Novo Holdings has adopted all new and amended standards and interpretations issued by IASB and endorsed by the EU effective as of 1 January 2024. The application of new and amended accounting standards has not had material impact on the Financial Statements in 2024 and no future periods from the adoption of these new IFRS's are anticipated. Management's assessment is that the above-mentioned changes in accounting standards and interpretations will not have any significant impact on the financial statements upon adoption of these standards.

2. Results for the year

This section provides information related to Novo Holdings' operating profit and tax to help the reader get a deeper understanding of the company's performance in 2024.

2.1 Income from Novo Group companies

DKK million	2024	2023
Dividends received from Novo Nordisk A/S	12,502	9,028
Dividends received from Novonesis A/S	455	803
Gain from sale of shares in Novo Nordisk A/S	10,138	8,747
Total income for the year	**23,095**	**18,578**

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Accounting policy
Dividends and realised gains are included in 'Income from Novo Group companies´ in the statement of comprehensive income.

2.2 Return from the Investment Assets Portfolio

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Accounting policy
Realised and unrealised gains and losses on fair value adjustments are recognised in the statement of comprehensive income in the financial year in which they arise. Realised gains and losses on sale of financial assets are calculated on the basis of the original purchase price. Purchase and sale of investments are recognised on the trade date.

Dividend income from financial assets at fair value through profit or loss is recognised in the statement of comprehensive income within 'Return from Life Science Investments' / 'Return from Capital Investments' when the right to receive payments is established.

Realised direct transaction costs and earnings related to Life Science Investments and Capital Investments are included under realised gains and losses. Indirect costs are included under costs.

DKK million	2024			2023		
	Life Science Investments	Capital Investments	Total	Life Science Investments	Capital Investments	Total
Realised gain and return for the year, net	-1,941	8,097	6,156	2,222	1,911	4,133
Appreciation to fair value, net	25,795	4,906	30,701	2,853	5,649	8,502
Total investment result for the year	**23,854**	**13,003**	**36,857**	**5,075**	**7,560**	**12,635**

2.3 Employee costs

DKK million	2024	2023
Wages and salaries	262	219
Long-term incentives	122	110
Pension costs, defined contribution plans	24	19
Other employee costs	15	10
Total employee costs	**423**	**358**
Allocation of employee costs by category:		
Life Science Investments	200	175
Capital Investments	65	49
Administration & management	158	134
Total employee costs	**423**	**358**
Hereof remuneration to Executive Management:		
Salaries and short-term incentives	20	23
Long-term incentives	32	21
Pension	1	1
Total remuneration to Executive Management	**53**	**45**
Average number of full-time employees	**126**	**113**

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Accounting policy
Wages, salaries, social security contributions, paid annual leave and sick leave, bonuses, and non-monetary benefits are recognised in the year in which the employees render the associated services. Where the company provides long-term employee benefits, the costs are accrued to match the rendering of the services.

Since 2017, long-term incentive programmes (LTIP) have been agreed for all employees subject to them meeting certain targets. The LTIP is a capped programme measured against specific and pre-defined hurdles.

The Board of Directors and Executive Management constitute the Key Management Personnel. The total remuneration to Key Management Personnel amounts to DKK 64 million (DKK 55 million in 2023). Refer to note 6.1 for remunation to the Board of Directors. The total remunation of the Board of Directors amounts to DKK 11 million (DKK 10 million in 2023).

2.4 Costs per area

DKK million	2024	2023
Costs regarding Life Science Investments	673	623
Costs regarding Capital Investments	55	39
Administration & management	422	283
Costs	1,150	945
Direct transaction costs	280	219
Total costs for the year	**1,430**	**1,164**

Pursuant to section 96 (3) of the Danish Financial Statement Act information about the Auditor's fee is stated in the consolidated financial statements of the Novo Nordisk Foundation.

Costs consists of employee costs of DKK 423 million (DKK 358 million in 2023) and external costs of DKK 727 million (DKK 587 million in 2023). For more information in relation to employee costs, please refer to note 2.3.

External costs mainly include costs related to IT, facility management, travel and external advisors.

Total costs including results from Novo Holdings operating entities Novo Holdings US, Inc., Novo Holdings Equity Asia Pte. Ltd. and Novo 1999 Advisory Shanghai Ltd. are DKK 1,111 million (DKK 913 million in 2023).

2.5 Income taxes

DKK million	2024	2023
Computation of effective tax rate		
Statutory tax rate	22.0%	22.0%
Non-taxable income less non-deductible expenses	-19.5%	-17.3%
Deduction in accordance with the transparency rule	-2.5%	-4.8%
Effective tax rate	**0.0%**	**-0.1%**

The taxable income mainly consists of returns from Capital Investments, which were positive in 2024.

When assessing Danish corporation tax, the company and all Danish subsidiaries are taxed jointly. Novo Holdings is acting as the administrative company of the joint taxation. The Danish group companies are jointly liable for corporation tax on the consolidated taxable income.

The income tax paid for the Danish tax group in the current year was DKK 23,822 million (DKK 16,756 million in 2023). There have been some adjustments to prior years which predominantly arise from a receivable on the final tax assessment for 2023 tax payments regarding tax disputes. The adjustments to prior years have resulted in tax receivable of DKK 1,308 million (payable of DKK 170 million in 2023).

From 1 January 2024 Novo Holdings has been subject to Global Minimum Tax (OECD BEPS Pillar 2 rules). The rules have not had a material impact on the tax position of Novo Holdings in 2024.

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Accounting policy

Corporation taxes in the statement of comprehensive income include tax payable for the year. Tax payable/receivable includes tax payable computed on the basis of the expected taxable income for the year and any adjustment for tax payable for previous years.
Novo Holdings is covered by the tax rules concerning compulsory joint taxation, due to which the company is jointly taxed with its Danish subsidiaries. Corporation tax is allocated between profit-making and loss-making Danish companies in ratio to their taxable income. Provision is made for tax using the full allocation method. However, Novo Holdings applies the tax transparency rules and distributes its taxable income to the Novo Nordisk Foundation when the taxable income is positive.

3. Investments in Novo Group and property

3.1 Investments in Novo Group companies

DKK million	2024	2023
Cost at 1 January	6,844	3,322
Additions during the year	3,333	3,551
Disposals during the year	-26	-29
Transfer between Life Science Investments and Novo Group companies	16,027	0
Carrying amount at 31 December	**26,178**	**6,844**

The Novo Group companies are valued at historical costs.

At the date of the merger between Novozymes (Novonesis) and Chr. Hansen, the carrying amount, equal to the fair value, of the Chr. Hansen shares was transferred from Life Science Investments to Novo Group companies.

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Accounting policy
Investments in the category 'Novo Group companies' are defined as being the directly owned shares in Novo Nordisk A/S and Novonesis A/S. Investments in Novo Group companies are included in the financial statements at cost. If cost exceeds the recoverable amount, the carrying amount is written down to recoverable amount.

The cost at disposals is calculated by using the weighted average.

Direct transaction costs related to Novo Group companies are included in the carrying amount.

3.2 Property

DKK million	2024	2023
Cost at 1 January	478	477
Additions during the year	0	1
Disposals during the year	-3	0
Cost at 31 December	**475**	**478**
Depreciation at 1 January	**-49**	**-41**
Depreciation for the year	**-8**	**-8**
Depreciation at 31 December	**-57**	**-49**
Carrying amount at 31 December	**418**	**429**

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Accounting policy
Property is measured at historical cost less accumulated depreciations and any impairment loss. Depreciation is based on the straight-line method over estimated useful life of the assets (building: 50 years). Land is not depreciated.

4. Investment Assets Portfolio

4.1 Life Science Investments and Capital Investments

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Accounting policy
Life Science Investments are defined as direct or indirect investments in financial assets that are primarily related to either healthcare or bioindustrial segments and which do not meet the definition of investments in Novo Group companies. Investments that do not meet the definition of any of the above two categories are defined as Capital Investments.

Subsidiaries, associates and other financial assets that fall into the category of either Life Science or Capital Investments are recognised in accordance with IFRS9 at fair value through profit or loss. Investments are initially recognised at fair value and subsequently adjusted to fair value.

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Significant accounting estimates and judgements
Life Science Investments and Capital Investments are valued at fair value. By nature, uncertainties exist regarding fair value assessment of investments not based on observable market data. Consequently, preparation of the financial statements requires the application of certain estimates and judgements.

The material area of estimation or judgement for each of the applied valuation approaches is set out below:

Valuation approach	Valuation methodology	Estimation and assumptions	Value DKK million 2024	Value DKK million 2023
Income-based approaches	Discounted cash flows	Cash flows and discount rates	66,361	27,545
Market-based approaches	Trading multiples	Selection of comparable companies, trading multiples, sales and profit forecast	23,545	18,202
Value trigger approach	Relative adjustments based on pre-defined value triggers	Relative adjustment to previous valuation	9,827	9,732
Financing round approach	Price at recent financing round	N/A	8,021	3,113
LP approach	Adjusted reported NAV	Latest reported NAV adjusted for capital calls, capital returns and pricing development (if relevant)	37,753	27,255
Cost approach	Cost at recent transaction	N/A	8,271	7,415
Total			**153,778**	**93,262**

Management reviews and assesses the value of the individual investments on an ongoing basis with specific and planned reviews of the total Investment Assets Portfolio on a quarterly basis.

The discount rates used range from 5% to 17% whereas the EV/EBITDA multiples are in the range from 15x to 28x. These ranges should be seen as a result of Novo Holdings' diversified Investment Assets Portfolio.

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Accounting policy
Fair value is the price that would be received by selling an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Novo Holdings has implemented fair value guidelines and procedures which ensure a consistent fair value measurement of each individual investment over time. Moreover, the fair value guidelines provide a framework for reasonable, consistent and transparent selection of valuation methodologies for valuing the investments. The selection criteria are in line with the value hierarchy in IFRS 13.

DKK million	2024			2023		
	Life Science Investments	Capital Investments	Total	Life Science Investments	Capital Investments	Total
Cost at 1 January	77,884	75,274	153,158	75,666	65,784	141,450
Additions during the year, net	21,681	-8,429	13,252	2,218	9,490	11,708
Transfer	977	-189	788	0	0	0
Transfer between Life Science Investments and Novo Group companies	-3,413	0	-3,413	0	0	0
Cost at 31 December	**97,129**	**66,656**	**163,785**	**77,884**	**75,274**	**153,158**
Value adjustments at 1 January	24,886	22,983	47,869	22,033	17,334	39,367
Appreciation to fair value, net	25,795	4,906	30,701	2,853	5,649	8,502
Transfer	-977	189	-788	0	0	0
Transfer between Life Science Investments and Novo Group companies	-12,614	0	-12,614	0	0	0
Value adjustments at 31 December	**37,090**	**28,078**	**65,168**	**24,886**	**22,983**	**47,869**
Fair value at 31 December	**134,219**	**94,734**	**228,953**	**102,770**	**98,257**	**201,027**
Hereof investment with positive value	134,219	94,770	228,989	102,770	98,257	201,027
Hereof investments with negative value	0	36	36	0	0	0

Fair value estimation

Hierarchy of fair value inputs

Investments measured at fair value are classified according to a fair value hierarchy depending on the inputs used in the valuation method. The fair value hierarchy distinguishes between observable and unobservable inputs, which are classified at one of the following levels:

- Level 1 – Unadjusted quoted market prices for identical assets in an active market.
- Level 2 - Inputs, other than quoted market prices included within Level 1, which are observable either directly (i.e. as prices) or indirectly (i.e. derived from prices). Quoted prices for similar assets are level 2 inputs.
- Level 3 – Inputs for the asset that are not based on observable market data.

Securities traded on active markets are classified at level 1. Securities traded on inactive markets are generally classified at level 2. Securities in private unlisted operating companies are generally classified at level 3.

Investments in private investment companies are classified at level 2 or level 3, depending on the nature of their investment portfolios, their ability to liquidate their underlying investments and any other restrictions on the disposition of the investments. If the investment can be redeemed at the reported net asset value on the measurement date or in the near future, the investment is classified at level 2. Otherwise, the investment is classified at level 3.

Policy for determining when transfers between levels are deemed to have occurred

Transfers to level 3 occur when quoted market prices (level 1) or other observable inputs (level 2) are no longer available. Transfers out of level 3 occur if quoted market prices (level 1) or other observable inputs (level 2) become available (e.g. when a private company goes public through an IPO, equity investments in the company transfers from level 3 to level 1 as the shares can be valued using the quoted market price (level 1).

Valuation methods and input

The general principle applied in the selection of valuation approach maximises the use of observable inputs and minimises the use of unobservable inputs.

If a security trades in an active market, the closing price is applied. An active market is defined as one in which transactions for the security occur with sufficient frequency and volume to provide pricing information on an ongoing basis.

Should a security not trade in an active market, it is initially booked and held at cost in the first twelve months succeeding the investment, unless any material events occur within this timeframe. If the transaction price differs from fair value (day-one gain/loss) the day-one gain/loss is only recognised if fair value is evidenced by a quoted price in an active market for an identical asset or liability or based on a valuation technique that uses only data from observable markets. Deferred day-one gain/loss is recognised when the underlying instrument e.g. a purchase agreement is realised. Beyond the twelve months window, the valuation methodology follows the following hierarchy:

When independent broker quotes representing contemporaneous trades exist, these will be applied in estimating the fair value of the security.
If a portfolio company has carried out any financing rounds within the last twelve months and the pricing in the financing round is likely to represent a fair value, the fair value estimate is based on the price obtained in the financing round.

If neither independent broker quotes nor pricing from financing rounds are available, the fair value will be based on application of a modelling approach, which again follows a strict hierarchy:

1. If the company runs an established business with an identifiable stream of continuing earnings or cash flows that are considered to be maintainable, and it is possible to identify comparable companies in terms of risk attributes and earnings growth prospects, the fair value shall be based on application of the market approach (i.e. relevant multiples based on a set of comparable companies);

2. If no comparable companies in terms of risk attributes and earnings growth prospects can be identified, the fair value shall be based on application of an income approach (i.e. a discounted cash flow model);

3. If the company does not run an established business with an identifiable stream of continuing earnings or cash flows that are considered to be maintainable, the fair value shall be based on a value-trigger approach, by which the fair value changes based on the occurrence of value-triggering events.

Fair value measurement by hierarchy

DKK million	31 December 2024			
	Level 1	**Level 2**	**Level 3**	**Total**
Life Science Investments				
Public Equity	12,507	0	0	12,507
Private Equity	0	0	100,738	100,738
Venture Capital	5,059	0	15,670	20,729
Credit	0	0	245	245
Total Life Science Investments	**17,566**	**0**	**116,653**	**134,219**
Capital Investments				
Public Equity	35,773	3,664	0	39,437
Private Equity	12	0	6,033	6,045
Venture Capital	0	0	2,367	2,367
Credit	3,116	4,776	4,720	12,612
Real Assets	0	0	24,005	24,005
Bonds	3,524	6,744	0	10,268
Total Capital Investments	**42,425**	**15,184**	**37,125**	**94,734**
Total investments	**59,991**	**15,184**	**153,778**	**228,953**

Change in value in 2024 not based on observable market data (level 3):

Asset class	At 1 January	Reclassification	Additions during the year	Disposals during the year	Change in hierarchy due to investments that completed an IPO during the year	Gains through profit or loss, net*	Total
Public Equity	2,839	0	0	-2,841	0	2	0
Private Equity	57,566	0	28,907	-3,432	-1,047	24,777	106,771
Venture Capital	14,326	0	4,697	-1,901	-125	1,041	18,038
Credit	1,811	0	3,698	-455	0	-90	4,964
Real Assets	16,720	0	7,571	-1,168	0	882	24,005
Total Investments at fair value	**93,262**	**0**	**44,873**	**-9,797**	**-1,172**	**26,612**	**153,778**

*Of this amount, DKK 27,685 million relates to unrealised gains on investments held at year-end 2024, compared with DKK 4,661 million losses at year-end 2023. The gains include a gain from a newly acquired entity partly related to a day-one gain on the share purchase agreement. The share purchase agreement is fulfilled in 2024 resulting in the day-one gain being realised.

Fair value measurement by hierarchy

DKK million	31 December 2023			
	Level 1	**Level 2**	**Level 3**	**Total**
Life Science Investments				
Public Equity	30,090	0	2,839	32,929
Private Equity	0	0	52,940	52,940
Venture Capital	4,308	0	12,395	16,703
Credit	0	0	198	198
Total Life Science Investments	**34,398**	**0**	**68,372**	**102,770**
Capital Investments				
Public Equity	36,410	4,617	0	41,027
Private Equity	21	0	4,626	4,647
Venture Capital	0	0	1,931	1,931
Credit	4,074	7,373	1,613	13,060
Real Assets	0	0	16,720	16,720
Bonds	15,142	5,730	0	20,872
Total Capital Investments	**55,647**	**17,720**	**24,890**	**98,257**
Total investments	**90,045**	**17,720**	**93,262**	**201,027**

Change in value in 2023 not based on observable market data (level 3):

Asset class	At 1 January	Reclassification	Additions during the year	Disposals during the year	Change in hierarchy due to investments that completed an IPO during the year	Gains through profit or loss, net*	Total
Public Equity	0	0	3,211	-94	0	-278	2,839
Private Equity	52,892	488	8,125	-4,220	-1,086	1,367	57,566
Venture Capital	12,136	-488	4,094	-787	-91	-538	14,326
Credit	3,497	0	247	-76	0	-1,857	1,811
Real Assets	12,876	0	5,274	-303	0	-1,127	16,720
Total Investments at fair value	**81,401**	**0**	**20,951**	**-5,480**	**-1,177**	**-2,433**	**93,262**

*Of this amount, DKK 4,661 million relates to unrealised losses on investments held at year-end 2023, compared with DKK 2,042 million gains at year-end 2022.

The following table details the applied valuation methods for determination of fair value for each asset class:

Asset class	Valuation methodology used	Unobservable input used	Sensitivity in fair value in case of changes in unobservable input
Public Equity	• Closing prices according to exchange markets • Estimated market price based on observable input*	• N/A	• N/A
Private Equity (direct)	• Discounted cash flows • Trading multiples • Cost at recent transaction	• Cash flows and discount rates • Trading multiples • Cost at recent transaction	• If trading multiples decreased by 10%, the fair value would decrease by DKK million 3,174 (2023: DKK 2,495 million) • If the WACC increased by 0.25pp, the fair value would decrease by DKK 3,834 million (2023: DKK 734 million)
Private Equity (LP)	• Adjusted reported NAV	• Latest reported NAV adjusted for capital calls, capital returns and pricing development (if relevant)	• N/A
Venture Capital (Public)	• Closing prices according to exchange markets	• N/A	• N/A
Venture Capital (Private – direct)	• Discounted cash flows • Trading multiples • Relative adjustment based on pre-defined value triggers • Cost at recent transaction • Financing round	• Cash flows and discount rates • Trading multiples • Value trigger assumptions • Cost at recent transaction • Price at financing round	• If trading multiples decreased by 10%, the fair value would decrease by DKK 14 million (2023: DKK 21 million) • If the WACC increased by 0.25pp, the fair value would decrease by DKK 6 (2023: DKK 0)
Venture Capital (Private - LP)	• Adjusted reported NAV	• Latest reported NAV adjusted for capital calls, capital returns and pricing development (if relevant)	• N/A
Credit	• Closing prices according to exchange markets • Estimated market price based on observable input	• N/A	• N/A
Credit (Private - LP)	• Adjusted reported NAV	• Latest reported NAV adjusted for capital calls, capital returns and pricing development (if relevant)	• N/A
EM debt	• Closing prices according to exchange markets • Estimated market price based on observable input	• N/A	• N/A
Real Assets (Private – Direct)	• Discounted cash flows • Cost at recent	• Cash flows and discount rates • Price at financing round	• If the WACC increased by 0.25pp, the fair value would decrease by DKK 1,085 million (2023: DKK 1,093 million)
Real Assets (Private – LP)	• Adjusted reported NAV	• Latest reported NAV adjusted for capital calls, capital returns and pricing development (if relevant)	• N/A
Bonds	• Closing prices according to exchange markets • Estimated market price based on observable input	• N/A	• N/A

* The fair value of certain total return swaps and bonds included as collateral under Public Equity is estimated based on observable input.

4.2 Financial instruments and financial risk management

Financial instruments

Novo Holdings contracts derivatives to hedge financial assets based on individual considerations. The table below shows the derivatives contracted to hedge currency exposure on investments which give rise to value adjustments in the statement of comprehensive income:

DKK million	31 December 2024		31 December 2023	
	Contract amount	Market value	Contract amount	Market value
USD	-5,066	-72	-4,997	39
EUR	357	-1	66	-1
GBP	-1,166	-1	-588	0
SEK	-26	0	-18	-1
CHF	0	0	-99	-4
Other	0	0	0	0
Total	**-5,901**	**-74**	**-5,636**	**33**

Novo Holdings' policy regarding currency hedging is described in the following section on financial risk management.

Financial risk management

In its ordinary course of activities, Novo Holdings actively manages a variety of financial risks including currency risk, credit risk, interest rate risk, price risk, liquidity and concentration risk. Novo Holdings identifies, measures and monitors risk through various control mechanisms as detailed in the following sections, including maximum approved counterparty exposure and diversifying exposures and activities across a variety of instruments, markets and counterparties. The financial risks are continually monitored by the Allocation & Risk Management Committee to ensure that appropriate steps are taken if the portfolio allocation deviates from the defined long-term risk targets.

Type	Financial risk level	Basis for financial risk level assessment
Currency risk	Medium	Relatively high unhedged allocation towards USD
Credit risk	Low	Low allocation to high yield bonds
Interest rate risk	Low	High allocation to short-term bonds
Price risk	High	High allocation to diversified growth assets
Liquidity risk	Medium	Medium allocation to liquid assets
Concentration risk	Medium	Diversified investment portfolio. Medium allocation to single investment assets

Currency risk

Currency risk is the risk of financial loss from change in currency rates. Currency risk arises as Novo Holdings invests in financial assets in other currencies than DKK. Most of the expenses are denominated in DKK.

Risk management policies and procedures

The financial assets in the Investment Assets Portfolio are primarily exposed to USD, EUR and GBP. Novo Holdings policy is not to hedge equity-based assets, but to hedge bond-based and liquid assets based on individual considerations.

Hedging of currency exposure is carried out through currency derivatives, which generally have a maturity period that would not exceed six months.

The currency exposure is monitored on a quarterly basis by the Allocation & Risk Management Committee and reported to the Novo Nordisk Foundation on a yearly basis.

The following table details the exposure to currency risk:

	Value 31 December 2024		Value 31 December 2023	
	Local currency, million	DKK million	Local currency, million	DKK million
Traded investment assets				
USD	18,889	135,371	12,809	86,506
EUR	5,372	40,062	5,307	39,563
GBP	2,057	18,495	2,004	17,231
Other	-	12,746	-	9,735
FX derivatives				
USD	707	-5,066	740	-4,997
EUR	48	357	9	66
GBP	130	-1,166	68	-588
Other	-	-26	-	-117
Cash in foreign currency				
USD	112	801	169	1,141
EUR	41	306	3	26
GBP	1	8	1	10
Other	-	127	-	8

The following table details the sensitivity to currency fluctuations:

	31 December 2024		31 December 2023	
	Unhedged exposure Local currency million	Impact on gain/loss for 2024 (DKK million)	Unhedged exposure Local currency million	Impact on gain/loss for 2023 (DKK million)
10% USD appreciation	18,294	13,111	12,238	8,265
10% GBP appreciation	1,928	1,734	1,937	1,665

The unhedged exposure relative to the total exposure in USD was 96% in 2024 (94% in 2023). The exposure and sensitivities in the table above includes non-monetary items. Based on monetary items alone, the impact on gain/loss in 2024 from a 10% USD appreciation and a 10% GBP appreciation would be DKK 223 million (DKK 486 million in 2023) and DKK -16 million (DKK 13 million in 2023), respectively. A depreciation in currencies would have an equal but opposite impact.

Credit risk

Credit risk occurs in relation to bonds and other contractual obligations and is the risk of financial loss from failure of a counterparty to meet the contractual obligations.

Risk management policies and procedures

Novo Holdings policy is to limit the risk of financial loss from counterparty default by having most of the interest-bearing investments in Danish government bonds and domestic mortgage credit bonds with low credit risk and a minor share in high yield debt with lower credit rating. Credit ratings are considered and monitored by the investment teams to evaluate the risk of loss from default. Investments are made across a variety of issuers to reduce the concentration of credit risk. Based on individual consideration of each asset, it is decided whether the credit risk should be hedged through derivatives.

The debt investments with high credit risk are mainly classified within Venture Capital (convertible bonds) and Credit (corporate debt in developed market). The following table illustrates the exposure of the Investment Assets Portfolio to credit risk:

DKK million	2024	2023	Credit risk assessment
Public Equity*	972	6,196	Low risk
Venture Capital	422	242	High risk
Credit	12,856	13,258	Medium/High risk
Real Assets	288	288	Medium/High risk
Bonds	10,268	20,872	Low risk
Total	**24,806**	**40,856**	

* The credit risk assessment for public equity is based on the bonds included as collateral for total return swaps.

The credit risk assessment for receivables classified as current assets is low.

A default on a financial assets is when the counterparty fails to make contractual payments within 60 days of when they fall due.

Interest rate risk

Interest rate exposure arises in relation to interest-bearing investments and is the risk of financial loss from a change in interest rates.

Risk management policies and procedures

Novo Holdings' policy is to allocate the majority of the interest-bearing asset exposure to Danish government bonds and domestic mortgage credit bonds, and a minority to high yield debt. The interest rate risk is not hedged through derivatives, but the duration of the portfolio is adjusted to a desired exposure.

The table below details the market value and the duration of the interest-bearing investments. The future payments from the floating rate interest bearing assets will fluctuate with the short-term market interest rates. However, the fair value will not fluctuate significantly with changes in market interest rates.

An increase of one percentage point in the interest rate would, other things being equal, result in a decrease in the interest bearing investments of DKK 206 million (2023: DKK 439 million).

DKK million	2024		2023	
	Fair value	Duration (years)	Fair value	Duration (years)
Floating	10,159	0.2	13,893	0.3
Fixed	5,549	1.3	17,277	1.4
Mix	9,098	1.3	9,686	1.7
Total	**24,806**	**0.8**	**40,856**	**1.1**

Price risk

Price risk is the risk that the value of the Investment Assets Portfolio will fluctuate due to changes in the market price, caused by factors specific to the individual investment, the sector in which the investment operates or factors generally affecting all similar investments traded in the market.

Risk management policies and procedures

Novo Holdings invests both directly and indirectly through positions in mutual funds and private equity funds. The price risk is generally not hedged through derivatives. To minimise the price risk while still achieving an attractive return, the Investment Assets Portfolio is allocated according to a predefined set of risk tolerance levels with the following specific risk measures:

1. Sustaining the contribution to society: The risk of not maintaining the real purchasing power of the Investment Assets Portfolio (net of grant payouts) over the coming 10 years, excluding the effect from the cash inflow from Novo Nordisk and Novonesis.
2. Sustaining the portfolio value: The risk that the Investment Assets Portfolio will lose 25% or more in value over the coming 5 years, including the effect from grant payouts and excluding cash inflow from Novo Nordisk and Novonesis.
3. Limiting the exposure to single investments: No single investment can represent more than a certain amount (%) of the Investment Assets Portfolio.

The defined risk measures and portfolio allocation are monitored on a quarterly basis by the Allocation & Risk Management Committee and reported to the Boards of Novo Holdings on a quarterly basis and of the Novo Nordisk Foundation on a yearly basis. In addition to the measures above, the Committee uses simulated portfolio returns in historical stress scenarios to evaluate the current and forward-looking price risk.

The value exposed to price risk is the value of the Investment Assets Portfolio, which is detailed in the following table:

DKK million	31 December 2024				31 December 2023			
	Life Science Investments	Capital Investments	Total Investments	%	Life Science Investments	Capital Investments	Total Investments	%
Public Equity	12,507	39,437	51,944	22	32,929	41,027	73,956	37
Private Equity	100,738	6,045	106,783	47	52,940	4,647	57,587	29
Venture Capital	20,729	2,367	23,096	10	16,703	1,931	18,634	9
Credit	245	12,612	12,857	6	198	13,060	13,258	7
Real Assets	0	24,005	24,005	10	0	16,720	16,720	8
Bonds	0	10,268	10,268	5	0	20,872	20,872	10
Total	**134,219**	**94,734**	**228,953**	**100**	**102,770**	**98,257**	**201,027**	**100**

A decrease of 10% in the average price would, other things being equal, result in a decrease in the portfolio value of DKK 22,895 million (DKK 20,103 million in 2023). An increase in the average price of 10% would have an equal but opposite impact.

Liquidity risk

Liquidity risk is the risk of not being able to raise enough cash to meet the financial obligations when they fall due. Novo Holdings' level of financial obligations is minimal compared with the level of liquid financial assets, and the direct liquidity risk is therefore immaterial. However, Novo Holdings has a material indirect financial obligation to support the Novo Nordisk Foundation's grant-giving obligations. The main financial obligation is to ensure the Novo Nordisk Foundation's substantial commitments to charity, investment activities and the Foundation's commitment to providing a stable basis for the commercial and research activities of the companies in the Novo Group.

Risk management policies and procedures

The liquidity risk is monitored on a quarterly basis by the Allocation & Risk Management Committee and reported to the Board of Novo Holdings on a quarterly basis and the Novo Nordisk Foundation on a yearly basis. The Investment Assets Portfolio is allocated to ensure that the Novo Nordisk Foundation can liquidate assets at any time, without incurring losses from forced disposals, for a value corresponding to i) actual committed as well as expected 5-year grant payout obligations plus, ii) an additional buffer. The current liquidity reserve is assessed by grouping all investments into different liquidity categories with a weight from 0% to 100%. The categorisation is based on daily trading volumes, which are used to estimate the time needed to divest the investments without impacting the trading prices negatively.

In addition to the liquidity reserve, the expected cash inflow (i.e. dividends and share buybacks) from Novo Nordisk and Novonesis also supports that the Novo Nordisk Foundation can meet current and future grant payout obligations. The strategic allocation of the Investment Assets Portfolio provides for the ability to manage a liquidity shortfall, including in the unlikely event that the cash inflows from Novo Nordisk and Novonesis cease.

To further ensure that the Novo Nordisk Foundation will have enough liquidity to meet its financial obligations, the target amount of bonds in the Investment Assets Portfolio is set to exceed the current grant payout obligations.

Finally, the company also monitors its short-term liquidity, which is measured by the amount of highly-liquid, short-term bond investments with high credit rating in the Investment Assets Portfolio.

Concentration risk

Concentration risk is the potential for a loss in value of an investment portfolio or in a single investment asset when an individual or group of exposures move together in an unfavourable direction. The implication of concentration risk is that it generates such a significant loss that recovery is unlikely.

By the end of 2024, the Investment Assets Portfolio was valued at DKK 229 billion and was balanced with 59% allocated to Life Science Investments and 41% allocated to Capital Investments. The Investment Assets Portfolio is allocated towards equity, with public equity representing 22% and private equity representing 47% of the portfolio, respectively. The bond portfolio represents 5% of the Investment Assets Portfolio, venture capital represented 10%, real assets 10% and credit 6%. The geographical representation of the Investments Assets Portfolio is largely unchanged compared with the beginning of the year, with around 10% of the portfolio exposed to DKK, 59% to USD, and 18% to EUR. The largest single investment asset represented 15% of the Investment Assets Portfolio at the end of 2024.

Risk Management policies and procedures

The concentration risk is monitored on a quarterly basis by the Allocation & Risk Management Committee and is reported to the Board of Novo Holdings on a quarterly basis and the Novo Nordisk Foundation on a yearly basis.

Novo Holdings reduces the risk by having a diversification strategy when investing. Novo Holdings invest across the full continuum of the life sciences sector, from early start-ups to global well-established companies. Capital Investments provides Novo Holdings with global exposure outside the life sciences sector. The investment strategy complies with the risk tolerance framework agreed with the Novo Nordisk Foundation.

5. Capital structure

5.1 Share capital

Share capital	No.	Nominal value DKK million
A share capital (shares of DKK 1)	115,400,000	115
B share capital (shares of DKK 1)	384,600,000	385
Total share capital as of 31 December	**500,000,000**	**500**

Any share amount of DKK 1 of the A share capital carries 10 votes, while any share amount of DKK 1 of the B share capital carries 1 vote.

There have been no changes in the share capital during the last 5 years and the share capital has been fully paid in.

Proposed distribution of profit	2024	2023
Proposed dividend	6,200	5,500
Retained earnings	46,877	19,931
	53,077	**25,431**

Paid ordinary dividend per share equals DKK 11 (2023: DKK 0)

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Accounting policy
Dividends are recognised as a liability in the period in which they are declared at the Annual General Meeting.

Capital
Novo Holdings has a material indirect financial obligation towards the Novo Nordisk Foundation's grant-giving obligations. The financial obligation is met by generating attractive long-term returns on the Investment Assets Portfolio and the Novo Group companies in line with the investment strategy. Equity, long-term debt owed to group companies and the Novo Nordisk Foundation's share of the joint investment portfolio can be viewed as managed capital by Novo Holdings and is used to achieve this.

No specific KPI's or ratios are set for Novo Holdings' capital structure. Novo Holdings' principle is to distribute dividends to ensure that the Novo Nordisk Foundation will have enough liquidity to meet its financial obligations including the expected grant payouts for the upcoming year.

As described in note 4.2 Novo Holdings' liquidity and concentration risks are monitored on a quaterly basis by the Allocations & Risk Management Committee and reported to the Board of Novo Holdings on a quarterly basis and to the Novo Nordisk Foundation on a yearly basis.

5.2 Amounts owed to group companies

DKK million	2024	2023
Contractual undiscounted cash flows		
Within a year	3,200	1,900
More than 5 years	24,603	29,567
Total	**27,803**	**31,467**
Carrying amount at 31 December	**21,858**	**23,584**

In connection with an extraordinary dividend of DKK 30,000 million in 2022, Novo Holdings has entered into a loan agreement with the Novo Nordisk Foundation. The interest rate on the loan is fixed at 3.5% and interest is accrued to the principal amount on an annual basis. The loan is to be repaid in December 2032 at the latest. DKK 3,200 million of the amount is expected to be repaid to the Novo Nordisk Foundation in 2025. The term of the loan can be extended by the Novo Nordisk Foundation. The fair value of the loan is DKK 22,253 million (DKK 24,196 million in 2023). The average annual interest amounts to DKK 747 million.

The fair value of the liability has not been based on observative market data (Level 3 in the fair value hierarchy). The expected cash flows have been discounted by using an average interest rate of 3.23%.

5.3 Reconciliation of liabilities arising from financing activities

DKK million	2024					
	1 January	**Repayments**	**Proceeds**	**Additions**	**Other**	**31 December**
Real estate debts	219	0	0	0	9	228
Amounts owed to group companies	23,584	-2,500	0	0	774	21,858
Joint Investment Portfolio	31,490	-8,929	8,700	5,029	-32	36,258
Liabilities arising from financing activities	**55,293**	**-11,429**	**8,700**	**5,029**	**751**	**58,344**

DKK million	2023					
	1 January	**Repayments**	**Proceeds**	**Additions**	**Other**	**31 December**
Real estate debts	248	0	0	0	-29	219
Amounts owed to group companies	30,044	-7,400	0	940	0	23,584
Joint Investment Portfolio	26,657	-6,517	7,400	3,968	-18	31,490
Liabilities arising from financing activities	**56,949**	**-13,917**	**7,400**	**4,908**	**-47**	**55,293**

5.4 Maturity analysis - liabilities

DKK million	2024			
Contractual undiscounted cash flows	**Within a year**	**Within 2-5 years**	**More than 5 years**	**Total**
Non-derivative liabilities				
Amounts owed to group companies	3,200	0	24,603	27,803
Real estate debt	10	40	438	488
Trade payables	133	0	0	133
Other liabilities and provisions	168	117	0	285
Total liabilities	**3,511**	**157**	**25,041**	**28,709**

DKK million	2023			
Contractual undiscounted cash flows	**Within a year**	**Within 2-5 years**	**More than 5 years**	**Total**
Non-derivative liabilities				
Amounts owed to group companies	1,900	0	29,567	31,467
Real estate debt	9	36	419	464
Trade payables	159	0	0	159
Other liabilities and provisions	139	114	0	253
Total liabilities	**2,207**	**150**	**29,986**	**32,343**

6. Remuneration

6.1 Remuneration to the Board of Directors

DKK thousands	2024				2023			
	Board fee	Committee work	Travel and other allowance	Total	Board fee	Committee work	Travel and other allowance	Total
Lars Rebien Sørensen	1,794		261	2,055	1,794		75	1,869
Steen Riisgaard	1,196		112	1,308	1,196		75	1,271
Jean-Luc Butel	598	500	373	1,471	598	500	298	1,396
Viviane Monges	598	150	186	934	598	150	183	931
Jeppe Christiansen	598		112	710	598		75	673
Francis Cuss	598		336	934	598		372	970
Henrik Poulsen	598		112	710	598		75	673
Britt Meelby Jensen	598	500	112	1,210	598	500	75	1,173
*Susanne Schaffert	598	500	224	1,322	448	375	111	934
	7,176	**1,650**	**1,828**	**10,654**	**7,026**	**1,525**	**1,339**	**9,890**

Committee work consists of Novo Advisory Group.
*Susanne Schaffert joined the Board May in 2023.

6.2 Long-Term Incentive Programme

In 2017, a Long-Term Incentive Programme (LTIP) was introduced for all employees in Novo Holdings, under which certain targets must be met within a three-year period. In the following years, additional Long-Term Incentive Programmes were introduced, setting performance targets for a four-year period. Based on the investment returns for 2024, Novo Holdings has made provision for these incentive schemes.

DKK million	2024	2023
Other provisions		
Provision for incentive fees at 1 January	171	152
Paid during the year	-113	-90
Appreciation during the year, net	118	109
Provision for incentive fees at 31 December	**176**	**171**

7. Other disclosures

7.1 Cash and cash equivalents

DKK million	2024	2023
Cash at bank	2,058	1,267
Cash and cash equivalents	**2,058**	**1,267**

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Accounting policy
Cash and cash equivalents consists of cash offset by short-term bank overdrafts. Where short-term bank overdrafts are consistently overdrawn, they are excluded from cash and cash equivalents. The movement in such facilities is presented under financing activities in the cash flow statement.

7.2 Contractual obligations

At year-end, Novo Holdings was contractually obligated to make callable follow-on investments or capital contributions of the total outstanding amount:

DKK million	2024	2023
Contractual obligations related to Life Science Investments	3,948	6,556
Contractual obligations related to Capital Investments	15,352	13,864
Total contractual obligations	**19,300**	**20,420**

7.3 Events after the balance sheet date

There have been no events after the balance sheet date which would have a significant impact on the assessment of Novo Holdings financial position as of 31 December 2024.

In connection with the merger of Novozymes and Chr. Hansen, Novo Holdings A/S exchanged its 22% stake in Chr. Hansen to new B-shares in Novozymes at an exchange ratio of 1.0227 for each individual Chr. Hansen share.

7.4 Financial definitions

Equity ratio
Total equity at year-end as a percentage of total assets at year-end.

7.5 Related parties

Related party transactions
The Novo Nordisk Foundation, Novo Holdings (US) Inc., Novo Holdings Equity Asia Pte. Ltd., Novo 1999 Advisory Shanghai Ltd., the Sonion Group, the Xellia Group, the Novo Nordisk Group, the Novonesis Group, the NNIT Group, the BBI Group, the Altasciences Group, the Ritedose Group, the MKG Group, the KabaFusion Group, the Dades Group, the Ellab Group, the Catalent Group, the Single Use Support Group, the Stingray Group, other subsidiaries, associated companies and the Boards and Executive Managements of the Novo Nordisk Foundation and Novo Holdings are considered to be related parties. All agreements have been negotiated on market-based terms, and the majority of the agreements are valid for one year.

Other than the below-mentioned intercompany transactions and normal remuneration to Management disclosed in Note 2.3 "Employee costs", no transactions have been concluded with the Board of Directors, Executive Management or other related parties.

Ownership
Pursuant to section 112(1) of the Danish Financial Statements Act, no consolidated financial statements have been prepared. Novo Holdings is a wholly-owned subsidiary of the Novo Nordisk Foundation and is consolidated into the group financial statements of the Novo Nordisk Foundation.

The consolidated financial statements of the Novo Nordisk Foundation can be ordered at:

Novo Nordisk Foundation
Tuborg Havnevej 19
DK-2900 Hellerup
Municipality of Gentofte, Denmark

DKK million	2024	2023
Novo Nordisk Foundation		
Sale of services to the Novo Nordisk Foundation	45	81
Purchase of services from the Novo Nordisk Foundation	37	15
Interest on loan to the Novo Nordisk Foundation	774	940
Long term portion of loan from the Novo Nordisk Foundation (see note 5.2)	18,658	21,684
Short term portion of loan from the Novo Nordisk Foundation (see note 5.2)	3,200	1,900
The Novo Nordisk Foundation's share of joint Investment Portfolio	36,258	31,490
The Novo Nordisk Foundation's share of result from joint Investment Portfolio	5,029	3,968
Dividend payment to the Novo Nordisk Foundation	5,500	0
Novo Nordisk A/S		
Dividend payment from Novo Nordisk A/S	12,502	9,028
Participation in share buyback programme (sale of shares)	10,164	8,776
Sale of fill-finish sites (Catalent) to Novo Nordisk A/S	82,146	0
Purchase of services from Novo Nordisk A/S	3	2
Novonesis A/S		
Dividend payment from Novonesis A/S	455	803
Purchase of services from Novonesis A/S	1	1
NNIT A/S		
Purchase of services from NNIT A/S	0	9
Indkøbsselskabet Novo Holdings A/S		
Purchase of services from Indkøbsselskabet Novo Holdings A/S	0	16
Novo Holdings (US), Inc.		
Purchase of services from Novo Holdings (US), Inc.	435	399
Novo Holdings Equity Asia Pte. Ltd		
Purchase of services from Novo Holdings Equity Asia Pte. Ltd.	47	32
Novo 1999 Advisory Shanghai Ltd.		
Purchase of services from Novo 1999 Advisory Shanghai Ltd.	18	16
Other subsidiaries and associates		
Loans to subsidiaries	7,018	7,814
Loans from subsidiaries	868	823
Contingent liabilities regarding commitments to subsidiaries	1,011	632
Loans to associates	100	175

7.6 Group companies

Listed by investment category and secondarily degree of control.

Novo Group

Subsidiaries	***Ownership/voting rights****
Novo Nordisk A/S, Denmark	28.1%/77.1%
Novonesis A/S, Denmark	25.5%/63.4%

Life Science Investments

Subsidiaries	
21st. Bio A/S, Denmark	58%
Acesion Pharma ApS, Denmark	57%
Aloop Therapeutics ApS, Denmark	100%
Altasciences HoldCo A/S, Denmark	100%
Antraka ApS, Denmark	100%
Availity HoldCo A/S, Denmark	100%
Avilex Pharma ApS, Denmark	56%
BBI HoldCo A/S, Denmark	100%
Biomason Inc., USA	59%
BiOrigin ApS, Denmark	100%
Breye Therapeutics ApS, Denmark	51%
Creek GP, LLC, USA	100%
Creek Holdings, LP, USA	98%
Echo TopCo A/S, Denmark	64%
ERT HoldCo A/S, Denmark	100%
HyperBio Therapeutics ApS, Denmark	100%
NH European Plant Breeding A/S, Denmark	100%
NH GP PE FI S.a.r.l, Luxembourg	100%
NH Kronos GP, LLC, USA	100%
NH Kronos Ultimate Holdings, LP, USA	89%
NH PE FI SCSp, Luxembourg	100%
Novo DP2, Inc., USA	100%
Novo Holdings Invest Asia A/S, Denmark	100%
Novo Invest 1 A/S, Denmark	100%
Novo Invest 2A A/S, Denmark	100%
Novo Invest 2H A/S, Denmark	100%
Novo Invest 2I A/S, Denmark	100%
Novo Maia, LP, USA	77%
Novo Ventures 1 P/S, Denmark	100%
Obis Medicines ApS, Denmark	58%
ReFuelBio ApS, Denmark	78%
Rheumalogics ApS, Denmark	57%
Ritedose HoldCo A/S, Denmark	100%
Riva Therapeutics, Inc., USA	85%
Sedna HoldCo AS, Norway	76%
Single Use Support TopCo GmbH, Austria	100%
Sonion HoldCo A/S, Denmark	100%
Starfish HoldCo A/S, Norway	100%
SUS MEP Warehouse A/S, Denmark	100%
Xellia HoldCo A/S, Denmark	100%

Associates	
Akylox Therapeutics ApS, Denmark	24%
Antag Therapeutics ApS, Denmark	29%
Asgard Therapeutics AB, Sweden	20%
AvenCell Therapeutics Inc., USA	20%
Bactolife ApS, Denmark	25%
Biosyntia ApS, Denmark	34%
Centauri Therapeutics Ltd., United Kingdom	21%
Chromologics ApS, Denmark	27%
Claris Biotherapeutics, Inc., USA	48%
Cleveland Diagnostics Inc., USA	25%
Commit Biologics ApS, Denmark	33%
Convatec Group Plc., United Kingdom	20%
Draupnir Bio ApS, Denmark	24%
Engimmune Therapeutics AG, Schwitzerland	31%
Elo Life Systems, USA	21%
Evosep ApS, Denmark	20%
F2G Limited, United Kingdom	22%
Glycomine, Inc., USA	31%
Hemab ApS, Denmark	21%
Heparegenix GmbH, Germany	28%
Hoba Therapeutics ApS, Denmark	36%
Inspirna, Inc., USA	23%
KIUV Bioscience, USA	31%
MATR Foods ApS, Denmark	27%
Orexo AB, Sweden	28%
Reduced ApS, Denmark	22%
Reunion Neuroscience Management Inc., USA	27%
Revagenix, Inc., USA	45%
Route 92 Medical Inc., USA	20%
STipe Therapeutics ApS, Denmark	31%
Tarveda Therapeutics, Inc., USA	37%
The Protein Brewery BV, Netherlands	36%
Tribune Therapeutics AB, Sweden	33%
Vestaron Corporation, USA	25%

Capital Investments

Subsidiaries

Dades A/S, Denmark	58%
NNIT A/S**, Denmark	33.5%
Komplementarselskabet Novo Capital Investors ApS, Denmark	100%
Novo Capital Investors P/S, Denmark	100%
Novo Capital Investors US, Inc., US	100%

Associates

Glentra Holding P/S, Denmark	20%
Glentra GP ApS, Denmark	20%
NIP Norway Gardermoen Logistikkbygg Holding AS, Norway	27%
Renewable Energy Partnership P/S, Denmark	33%
Renewable Energy Partnership 1 GP ApS, Denmark	33%
Repowering Partnership DE ApS, Denmark	50%
Urban Partners A/S, Denmark	25%

Others

Subsidiaries

Arya BidCo Ltd., United Kingdom	100%
Ejendomsselskabet Novo Holdings P/S, Denmark	100%
Ejendomsselskabet Novo Holdings Komplementar ApS, Denmark	100%
Indkøbsselskabet Novo Holdings A/S, Denmark	100%
NH AIFM P/S, Denmark	100%
Novo Holdings Business & People Support P/S, Denmark	100%
Novo Holdings DK Investment Advisor P/S, Denmark	100%
Novo Holdings Equity Asia Pte. Ltd., Singapore***	100%
Novo Holdings GP ApS, Denmark	100%
Novo Holdings (US), Inc., USA***	100%
Novo Holdings US Investment Advisor, Inc., USA	100%

* Voting rights are only disclosed if different from ownership. Voting rights are calculated nominally, i.e. excluding treasury shares.
** NNIT A/S is listed as a subsidiary given that Novo Holdings A/S and the subsidiary Novo Nordisk A/S together own 51% of the shares and votes in the company.
*** The companies are separate legal entities that provide certain consultancy services to Novo Holdings, mainly within the areas of identifying, analysing, and negotiating investment opportunities among life science and biotech companies in the US and Asia. They also conduct related follow-up activities, such as board memberships and control and reporting efforts. Novo Holdings Equity Asia Pte., Ltd. owns all shares in Novo 1999 Advisory Shanghai Ltd., China, which also provides certain consultancy services to Novo Holdings.

For a complete overview of the subsidiaries in the Novo Holdings A/S group, please refer to the consolidated financial statements of the Novo Nordisk Foundation.

Statements

Management's statement and Auditor's report

Kristen Lonero joined Novo Holdings in 2022 and is the Office Manager for the Boston office. Novo Holdings' office in Boston includes members of several of the company's investment teams, namely Principal Investments, Venture Investments and Planetary Health Investments.

Management's statement

The Executive Management and Board of Directors have today considered and adopted the Annual Report of Novo Holdings A/S for the financial year 1 January – 31 December 2024.

The Annual Report is prepared in accordance with IFRS Accounting Standards as adopted by the EU and further requirements in the Danish Financial Statements Act.

In our opinion, the financial statements give a true and fair view of the financial position at 31 December 2024 of the Company and of the results of the Company's operations and cash flows for 2024.

In our opinion, Management's review includes a true and fair account of the development in the operations and financial circumstances of the Company, of the results for the year and of the financial position of the Company as well as a description of the most significant risks and elements of uncertainty facing the Company.

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

Hellerup, 5 March 2025

Executive Management

Kasim Kutay
CEO

Nigel Govett
CFO

Board of Directors

Lars Rebien Sørensen
Chair

Steen Riisgaard
Vice Chair

Jean-Luc Butel

Henrik Poulsen

Jeppe Christiansen

Viviane Monges

Francis Cuss

Britt Meelby Jensen

Susanne Schaffert

Independent Auditor's report

To the Shareholder of Novo Holdings A/S

Opinion
In our opinion, the Financial Statements give a true and fair view of the Company's financial position at 31 December 2024, and of the results of the Company's operations and cash flows for the financial year 1 January - 31 December 2024 in accordance with IFRS Accounting Standards as adopted by the EU and further requirements in the Danish Financial Statements Act.

We have audited the Financial Statements of Novo Holdings A/S for the financial year 1 January - 31 December 2024, which comprise statement of comprehensive income, balance sheet, equity statement, cash flow statement and notes, including material accounting policy information "financial statements".

Basis of opinion
We conducted our audit in accordance with International Standards on Auditing (ISAs) and the 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 our report. We are independent of the Company 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.

Statement on Management Review
Management is responsible for Management's Review.

Our opinion on the financial statements does not cover Management's Review, 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 Management's Review and, in doing so, consider whether Management's Review is materially inconsistent with the financial statements or our knowledge obtained during the audit, or otherwise appears to be materially misstated.

Moreover, it is our responsibility to consider whether Management's Review provides the information required under the Danish Financial Statements Act.

Based on the work we have performed, in our view, Management's Review 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 in Management's Review.

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 IFRS Accounting Standards as adopted by the EU and further requirements in 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 Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting in preparing the financial statements unless Management either intends to liquidate the Company 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 judgment 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 Company'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 Company'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 Company to cease to continue as a going concern.

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

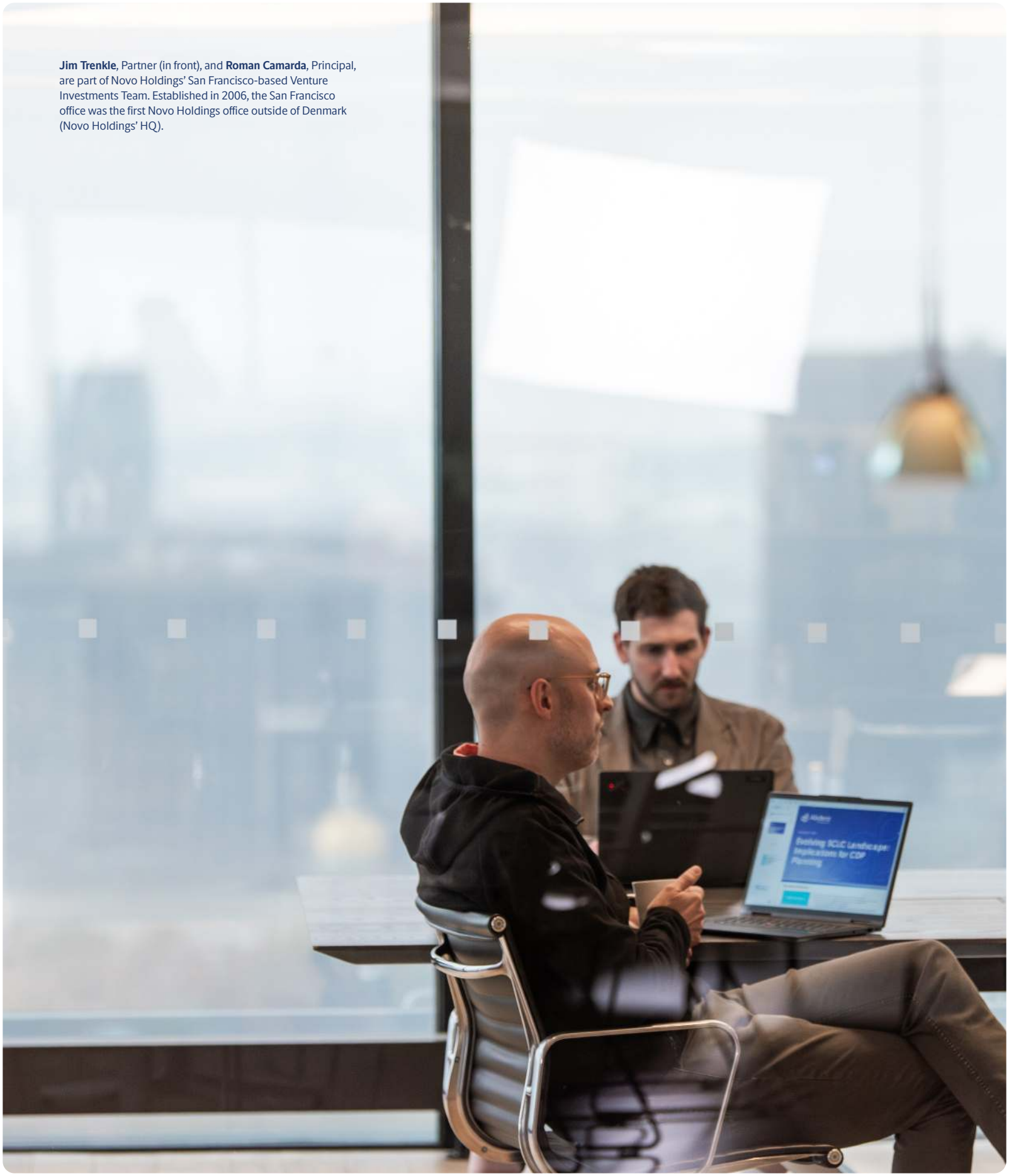
We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Hellerup, 5 March 2025

PricewaterhouseCoopers
Statsautoriseret Revisionspartnerselskab
CVR No 33 77 12 31

Lars Baungaard
State Authorised Public Accountant
mne23331

Tue Stensgård Sørensen
State Authorised Public Accountant
mne32200



Jim Trenkle, Partner (in front), and **Roman Camarda**, Principal, are part of Novo Holdings' San Francisco-based Venture Investments Team. Established in 2006, the San Francisco office was the first Novo Holdings office outside of Denmark (Novo Holdings' HQ).

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