

Key performance data

Financial			2003	2002	2001	2000
Profit and loss figures	Net turnover	DKK million	26,541	25,187	23,776	20,811
	Employee costs	DKK million	9,311	8,640	7,435	6,352
	Research and development costs	DKK million	4,193	4,139	3,970	3,390
	Operating profit	DKK million	6,384	5,979	5,614	4,816
	Profit before tax	DKK million	7,383	6,300	6,030	4,840
	Net profit	DKK million	4,858	4,095	3,865	3,087
Profit and loss key figures	Research and development costs	% of turnover	15.8	16.4	16.7	16.3
	Operating profit margin	%	24.1	23.7	23.6	23.1
	Net profit margin	%	18.3	16.3	16.3	14.8
	Effective tax rate	%	34.2	35.0	35.9	36.2
Balance figures	Cash and current asset investments	DKK million	3,090	1,738	3,062	3,845
	Short-term liabilities	DKK million	6,820	6,133	6,139	5,621
	Total assets	DKK million	34,394	31,496	28,905	24,920
Balance key figures	Equity ratio	%	73.3	72.8	69.7	68.1
	Return on invested capital (ROIC)	%	19.1	20.1	23.1	22.0
Share data	Earnings (net profit) per share	DKK	14.24	11.81	11.18	8.84
	Dividends per share	DKK	4.40	3.60	3.35	2.65
	Share capital (nominal) at year-end	DKK million	709	709	709	754
	Quoted price at year-end for B shares	DKK	241	205	342	285
Environmental						
Resources	Water consumption	1,000 m ³	2,621	2,044	1,790	1,429
	Energy consumption (direct/indirect supply)	1,000 GJ	2,299	2,083	1,838	1,732
	Raw materials and packaging materials	1,000 tons	110	93	88	76
Wastewater	Volume	1,000 m ³	2,169	1,714	1,424	1,121
	COD	Tons	1,187	971	830	723
	Nitrogen	Tons	122	111	86	63
	Phosphorus	Tons	21	17	15	11
By-products (biomass)	Volume	1,000 m ³	181	155	147	141
	Nitrogen	Tons	1,846	1,649	1,415	1,167
	Phosphorus	Tons	555	504	423	353
Waste	Waste (total)	Tons	21,356	12,935	14,866	10,551
	Non-hazardous waste	Tons	9,370	7,032	7,300	–
	Hazardous waste	Tons	11,986	5,903	7,566	–
	Recycling percentage of total waste	%	41	41	50	45
Emissions to air	Organic solvents	Tons	140	149	75	78
	Ozone-depleting substances	Kg	1,047	1,351	915	1,561
	CO ₂	1,000 tons	153	149	143	139
	SO ₂	Tons	158	162	245	270
	NO _x	Tons	291	283	251	272
Environmental Impact Potentials	Global warming	1,000 tons CO ₂ -eqv	155	152	145	142
	Ozone layer depletion	Kg CFC ₁₁ -eqv	43	83	41	153
	Acidification	Tons SO ₂ -eqv	361	360	421	460
	Eutrophication	Tons NO ₃ -eqv	1,598	1,417	1,291	1,040
Social						
Basic employee statistics	Number of employees ¹⁾		19,241	18,372	16,693	13,752
	Female	%	49.4	49.7	50.7	50.8
	Male	%	50.6	50.3	49.3	49.2
	Rate of absence ²⁾	%	3.1	2.7	3.8	4.0
	Employee turnover rate ²⁾	%	7.1	6.4	7.7	10.6
Health and safety	Frequency of occupational injuries ²⁾	Per million working hours	5.4	8.9	8.2	8.4
	Frequency of occupational illnesses ²⁾	Per million working hours	1.1	1.1	2.2	1.7
Training costs	Annual training per employee ³⁾	DKK	7,518	8,189	8,201	8,393

1) The number of employees is the headcount at the end of 2003 and equals 19,241. The full-time equivalent of this headcount equals 18,756.

2) 2002–2003 figures cover all employees, whereas figures for 2000–2001 comprise only employees in Denmark and employees at production sites outside Denmark.

3) The average spent on training costs is per employee based on headcount.

For the full data set and accounting principles, visit novonordisk.com/sustainability/data and novonordisk.com/sustainability/performance.

The CATCH environmental information system is part of the CATCH concept. Using a web tool, environmental data are submitted from 13 of the 14 production sites and transferred to a central data warehouse for further aggregation. The last site will be included in 2004. All environmental data except 'ozone-depleting substances' are managed through CATCH.

For more information on financial performance, see the *Annual Financial Report*.