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## A Conversation with Vince Lamanna, President and CEO of Novo Nordisk Canada Inc.

### Two Minutes with Vince Lamanna

**1. If you were not President of Novo Nordisk Canada Inc., what would you like to be?**

It would be a close toss-up between chef and vintner. Cooking and enjoying good wines are two of my greatest passions. If I could also make a career out of one of these, it would just be a bonus!

**2. What's the least enjoyable job you've ever had?**

My summer job cleaning and washing streetcars in Toronto. It wasn't the most glamorous or exciting work, but it paid the bills nicely and helped put me through university.

**3. What's the one thing you've done that you'd never want to do again?**

Bungee jumping in the Bahamas. It has been ticked off my "bucket list" and shall never be repeated.

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### Please review your career path leading to your appointment as the President and CEO of Novo Nordisk Canada Inc.

I started working at Novo Nordisk in 1990 in the finance department, after graduating from the University of Toronto's BCom program. After a short stint in finance, it did not take me long to figure out my passion was in sales and marketing. I spent the next five years in sales and was successful at blending business with the science of pharmaceuticals. I was then asked to head our government and external affairs function in Canada, which I did for the next three years. Following this experience, I held progressive management and leadership roles at Novo Nordisk, which included product manager, district business manager, associate director of marketing, sales director, and in 2006, I was appointed as President and CEO of the Canadian operation.

In my current role, I serve on the North American Executive Team and lead Novo Nordisk Canada's Senior Management Team. In addition, it's been a pleasure to also serve as Treasurer and Executive Director at BIOTEC Canada. In 2010, I was honoured to be inducted into the Canadian Healthcare Marketing Hall of Fame.

### Please give us a brief overview of Novo Nordisk's history as a corporate entity in Canada.

Novo Nordisk's Canadian roots run deep and can be traced back to the original University of Toronto labs, where Banting and Best first discovered insulin. In 1923, our Danish founders began a journey to "change diabetes" by initiating insulin production in Europe. Today, Novo Nordisk is a multinational health care company headquartered in Copenhagen, and is a recognized leader in diabetes. We currently employ 32,500 employees in 74 countries and market products in 179 countries.



In Canada, Novo Nordisk operations began in 1984 when Connaught Laboratories and Novo entered a joint venture to market human insulin in Canada. In 1994, this partnership ended and our Canadian entity was formalized as Novo Nordisk Canada Inc. Over the years, Novo Nordisk has earned an enviable reputation for consistent corporate achievement. Novo Nordisk has emerged as Canada's leading diabetes company, measured in both market value and in customer satisfaction. Today, Novo Nordisk employs approximately 250 employees across Canada.

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## What is unique about Novo Nordisk's approach to business?

The ambition, direction, and core values that characterize our company have been clearly established in our "Novo Nordisk Way." Our focused and patient-centred approach is governed by our "Triple Bottom Line" philosophy, one of balancing our financial, social, and environmental commitments. We aim to grow our business in ways that are both responsible and sustainable. Through our Changing Diabetes® and Changing Possibilities in Hemophilia® programs, we are making positive and lasting contributions in countries around the world and in communities across Canada.

In 2012, Novo Nordisk ranked number one in a Global 100 Most Sustainable Corporations listing. This top position was driven by solid performance with-in energy and carbon productivity, employee turnover, and pay equity.

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## What are the current therapeutic focuses of Novo Nordisk in Canada? Is this similar to Novo Nordisk business internationally?

Novo Nordisk Canada is a focused healthcare company currently specializing in diabetes treatments, rare bleeding disorders, and low-dose hormone replacement therapy. In select markets, we also offer treatment for growth hormone deficiency.

Since 1923, we have been dedicated to continuously improving the safety, efficacy, and convenience of diabetes treatment. Today, we offer the broadest commercial portfolio of diabetes therapies and devices and are uniquely positioned to address the multiple complexities of treating this progressive disease. For the millions of people who live with diabetes, our goal is to offer individualized treatment options so they can live their lives fully.

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## What does your new product pipeline look like and will this change today's therapeutic focus?

Our strength is, and will continue to be, our focus. As a leader in diabetes, we are committed to innovation and having the broadest diabetes pipeline in the industry. This is supported by the largest private research spending in this

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### 4. Who would you get to play you in a movie about your life?

John Travolta. We both share an Italian heritage; he's a family man who made a big comeback and has been recognized for playing both comedic and dramatic roles – a requirement for my life story. It also doesn't hurt that he's a good dancer.

### 5. What music do you enjoy, and what would be your personal theme song?

I truly enjoy a wide range of music from R&B to rock 'n' roll. However, of late, I have a greater appreciation for Classic Rock, courtesy of my son the drummer. My personal theme song would have to be "I Did It My Way" by Frank Sinatra.

### 6. What is your favourite wine?

Definitely Amarone and other select varietals from the Valpolicella region

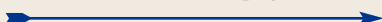
### 7. Is there anything you can't live without?

Apart from my family who keep me honest and grounded, it would have to be a good laugh! We all work too hard not to have fun along the way.

### 8. If you were to compete in London 2012, what would be your Olympic event and why?

It would have to be Soccer. I absolutely love this sport. It's in my DNA. I played throughout my youth at a competitive level and represented Ontario as a teenager.

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### 9. What would be your ideal vacation?

My ideal vacation would be a biking tour through Tuscany with my lovely wife Lorraine. It would be an amazing way to take in the culture, sights, tastes, and superb wines of this amazing region.

### 10. What is the last book you read?

*Cold Hard Truth* by Kevin O'Leary. It provided interesting and sometimes provocative perspectives on entrepreneurship, business, and life.

### 11. What is your favourite movie/TV show?

One of my favourite movies would have to be "Planes, Trains, and Automobiles." Having been in sales with many frequent flier miles, it's easy to relate to the challenges and lighter side of business travel. John Candy also went to my high school.

### 12. What is the best advice you've ever been given?

Never set your personal bar too low and never apologize for being ambitious. When you want what you've never had, you must do what you've never done.

### 13. If you could spend a day with anyone (dead or alive), who would you choose and why?

My grandfather. I would be inspired and humbled to have the opportunity to have a more meaningful conversation on our family heritage, his overcoming adversity as an immigrant, and his perspective on life and success.



Novo Nordisk's *Changing Diabetes World Tour* visits Canada. Vince Lamanna addresses a crowd at Banting House National Historic Site of Canada in London, Ontario

therapy area. Our future diabetes innovations include new generations, delivery routes, and devices for both insulin and incretin based therapy. In the area of hemophilia, we will strive to expand our portfolio of coagulation factors. We also have development projects targeted to establish a presence in the treatment of obesity and inflammation.

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## Have you recently launched any new corporate initiatives you would like to share with us?

The year 2011 marked a great milestone in our classroom-based partnership program "Everyone Jump...Kids Changing Diabetes." More than 100,000 students across Canada have now participated in this education initiative since the program began in 2005.

In 2011, we launched the "Diabetes Innovation Award Program," with Novo Nordisk awarding funding to three Canadian scientists. The aim is to support new and established scientists in their exploration of novel hypotheses in the area of diabetes and obesity research.

Our employee "Take-Action" fundraising program for the 2011 JDRF Ride for Diabetes Research, resulted in an employee-driven donation of more than \$80,000. Our target for 2012 is to reach \$100,000 or more!

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## What key business objectives and priorities have you established for Novo Nordisk in the short and longer term?

Our Canadian ambition sets out three major strategic priorities for our organization. First, is delivering on exceptional patient-centred treatments, programs, and services to improve outcomes and satisfaction. Second, is

investing in our people and enhancing our organization's development. Ensuring our core competencies are in step with the changing marketplace is critical to our ability to innovate and bring value to our customers. Third is our focus on improving our commercialization positions in our diabetes and biopharmaceutical franchises.

Another major challenge of our industry is ensuring patients have access to the medicines they need at the right time. From 2010 to 2011, Canada reimbursed significantly fewer drugs overall and fewer first-in-class drug therapies than the OECD average, which presents a treatment barrier for Canadian patients compared to other developed nations.

### What are the major issues you see facing our industry and how should they be addressed?

One of the major challenges I see is competing for time and adapting to the evolving role and influence of multiple health care professionals. As the health care delivery model continues to evolve in Canada – with regionalization, fragmentation, new players, and decision makers – we have to quickly align ourselves with these new customer needs to deliver better value.

### What would you attribute Novo Nordisk's recent success to?

Put simply, our success is driven first by our superior products, but, more importantly, by the achievements of our people. Our employees, both in the field and at our head office, are passionate, engaged, and dedicated to our company's success. The year 2011 marked the sixth consecutive year Novo Nordisk was recognized as one of Canada's fastest growing pharmaceutical companies. Even with this growth, we maintained our focus on our people and we were recognized again as a Top 100 Employer in the Greater Toronto Area in 2011. **CPM**



Novo Nordisk Canada employees gather in Toronto, Ontario in December of 2011