



WORLD **DIABETES** FOUNDATION

VERENIGING DIABETES FONDEN
ÅRSREGLÅB 2021
WORLD DIABETES FOUNDATION
FINANCIAL STATEMENTS FOR 2021



20 YEARS

OF IMPROVING LIVES TOGETHER



WORLD **DIABETES** FOUNDATION

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FINANCIAL STATEMENTS FOR 2021

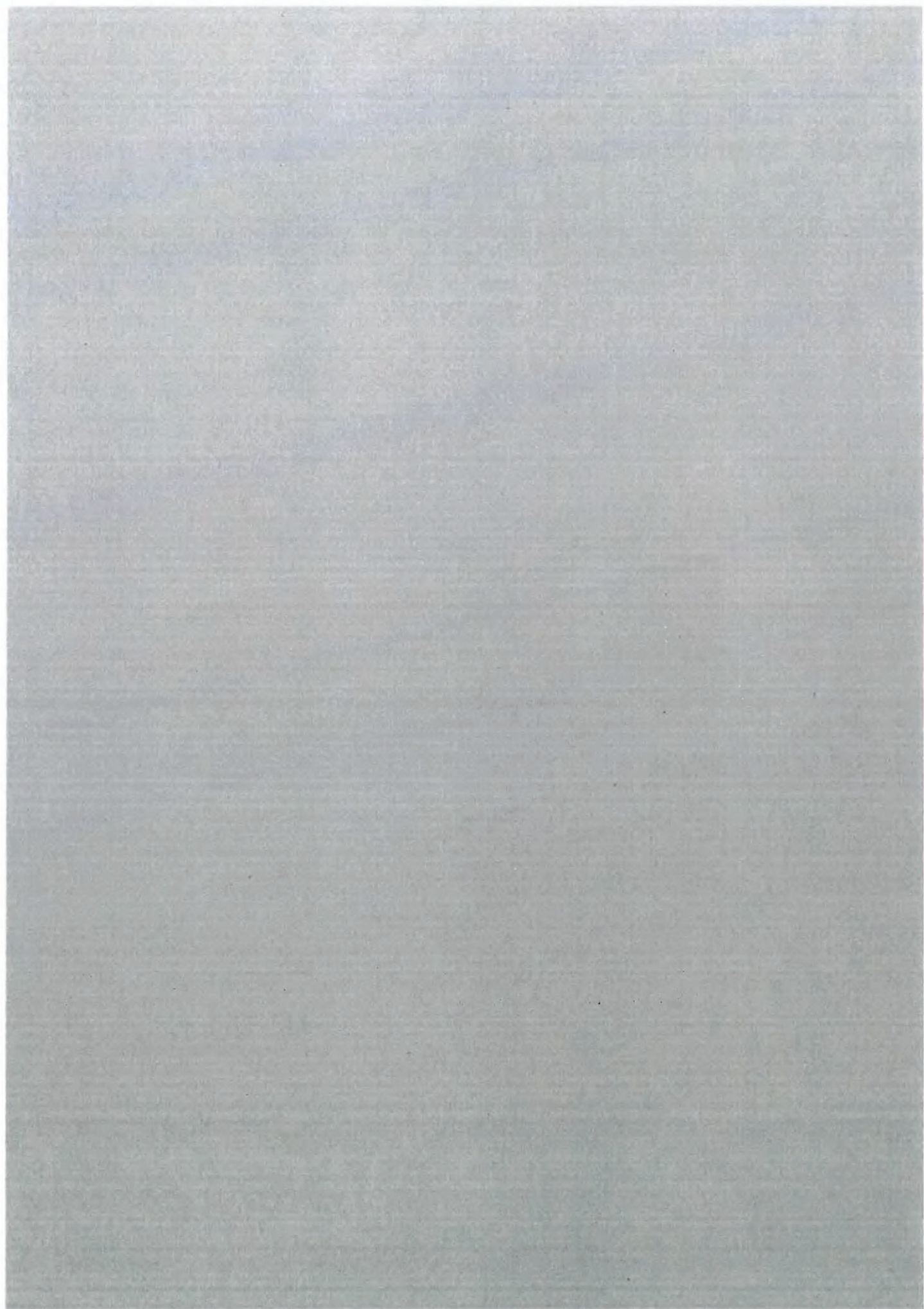
APPROVED BY THE BOARD OF DIRECTORS 10 MARCH 2022

CVR-nr. 26 56 17 79

Krogshøjvej 30A · DK-2880 Bagsværd

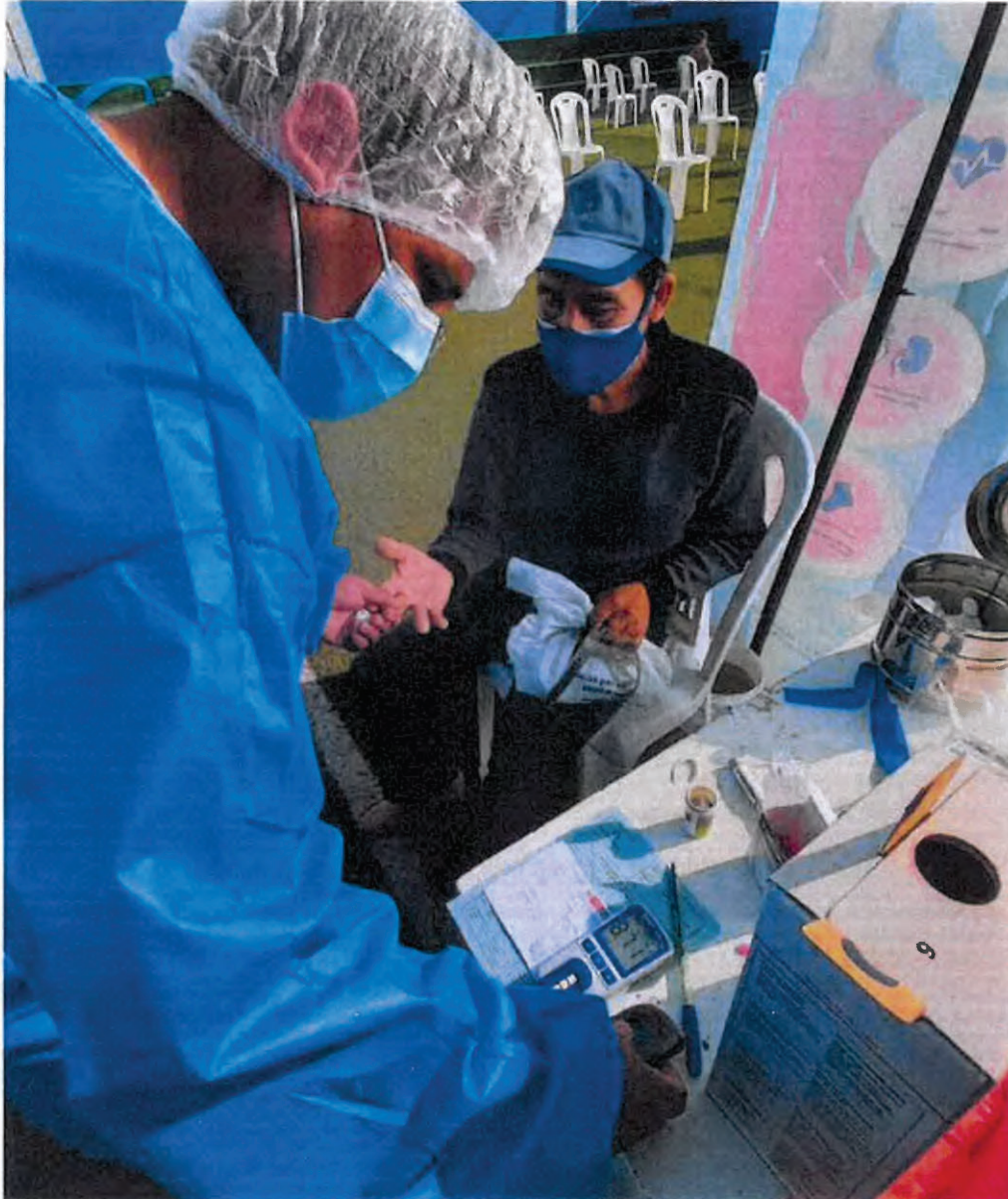
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WORLD **DIABETES** FOUNDATION



MANAGEMENT REVIEW 2021

CORE ACTIVITIES



The objective of the World Diabetes Foundation (WDF) is to further the prevention and treatment of diabetes in low and middle-income countries by providing financial support to:

- **Increased awareness of and knowledge about diabetes**
- **Prevention of the disease and its complications**
- **Education and training**
- **Distribution systems**
- **Diagnosis**
- **Access to diabetes care**
- **Monitoring**

MANAGEMENT REVIEW 2021

FINANCIAL HIGHLIGHTS

Donations

In 2021, donations from Novo Nordisk A/S totalling DKK 92.2 million were recognised as income, compared to DKK 87.4 million in the previous financial year. In addition, DKK 11.7 million has been recognised as income related to the restricted donation for the Diabetes Compass. In 2020 no income related to this was recognised.

The World Diabetes Foundation's income base derives primarily from a Donation Agreement with covering the years 2020 - 2024. The maximum donation for the 5-year period is DKK 460 million. Novo Nordisk has in addition provided a restricted donation for the implementation of the Diabetes Compass over the years 2021-2024 of DKK 50 million. This restricted donation is recognised as income as the implementation of the initiative progresses.

Novo Nordisk Foundation grant

In 2021, the Foundation recognised DKK 18.7 million in income from grants from the Novo Nordisk Foundation compared to DKK 30.7 million in 2020. The income recognised in 2021 relates to the ongoing national NCD program in Tanzania; a new NCD-humanitarian response for refugees and host communities in Lebanon and a type 1 diabetes care initiative in Eastern Africa and the Middle East. The total value of the 2 new grants is DKK 52.5 million that is recognised as income as the programmes progresses. In Further, the Foundation also received a 1-year COVID-19 grant addressing a second phase of a response to the pandemic in humanitarian settings in Jordan of DKK 7 million.

Government grant

In 2021, the World Diabetes Foundation received DKK 1.3 million in support of its operational expenses from the Ministry of Culture. In 2020, the Foundation received a similar contribution of DKK 1.2 million.

Fundraising portfolio

In 2021, donations of DKK 1.0 million were raised through various fundraising activities and donations from third parties. The funds are primarily raised via individual single donations to WDF or through individual monthly donations via WDF's external donation site. Funds donated from these sources are fully allocated to the project selected for any given year, without deduction of any administrative

fee. In 2021 the fundraising was dedicated towards 'Prevention of Chronic Disease in Guatemala'. The fundraising donations to WDF were lower than in 2020, when the total amount was DKK 1.7 million.

Distributions

Pursuant to article 8 of the Statutes of the World Diabetes Foundation, the net profit for the year should, to the widest possible extent, be distributed in the same financial year. In 2021 the Foundation made gross distributions of DKK 103.2 million compared to DKK 127.9 million in the previous year. The gross distributions thereby exceeded profit for the year by DKK 12.9 million. A number of projects supported in previous years have finalised during 2021 and unspent funds from these grants has been added to the Foundations disposable capital. Further, and quite uniquely, two specific grants approved by the Board of Directors were revoked due to unforeseen developments in the countries supported. The total value of these revoked grants corresponds to DKK 13.7 million. Because of these reversed unspent funds and grants, the Foundations disposable income increases by DKK 8.2 million in 2021 compared to year-end 2020.

Administration

The Foundation continued to maintain administrative expenses at an acceptable level.

The Foundation is required by its Statutes to keep administrative expenses below 10% of total income. In 2021, administrative expenses accounted for 7.5% of total income, slightly up from 6.4% in the year before.

Project Portfolio

To date, the World Diabetes Foundation has supported 584 partner projects in 119 countries. 134 of these are ongoing projects.

To qualify for consideration, projects should pursue sustainable, scalable approaches that help low- and middle-income countries (LMICs) meet global goals for improved care of diabetes and other NCDs.

Project applications must not only fall within the scope of the Foundation's Statutes but must also be aligned with its strategic framework.

The Foundation supports projects that are demand-driven, locally formulated, and integrated into local health systems where possible. Our priority is to support the poorest of the poor.

During the 2021 financial year, 15 project applications were approved by the Board of Directors.

MANAGEMENT REVIEW 2021

FINANCIAL HIGHLIGHTS

Long-term commitment

The UN Sustainable Development Goals (SDGs), the World Health Organization (WHO) Global Action Plan (GAP) and national strategies and action plans remain key benchmarks in the realisation of WDF's mission

WDF continued its work as official member of the WHO Global Coordinating Mechanism. The Coordinating Mechanism is tasked with supporting the implementation of the SDGs and WHO GAP, including knowledge sharing and coordination with non-state actors and philanthropic foundations. WDF also fully support the roll-out of the Global Diabetes Compact

Updated Strategy 2021-25

The global response to NCDs has gained momentum in recent years, attracting new attention to the area and creating new opportunities. WDF is responding to this changing landscape with a new strategy that increases its focus on core interventions and alignment with the principles guiding global NCD responses

The strategy responds to the urgent need to strengthen health systems and enhance the quality of diabetes care, especially at the primary level. Primary prevention is a focus because the burden of diabetes continues to rise in LMICs.

The strategy is built on two intervention areas:

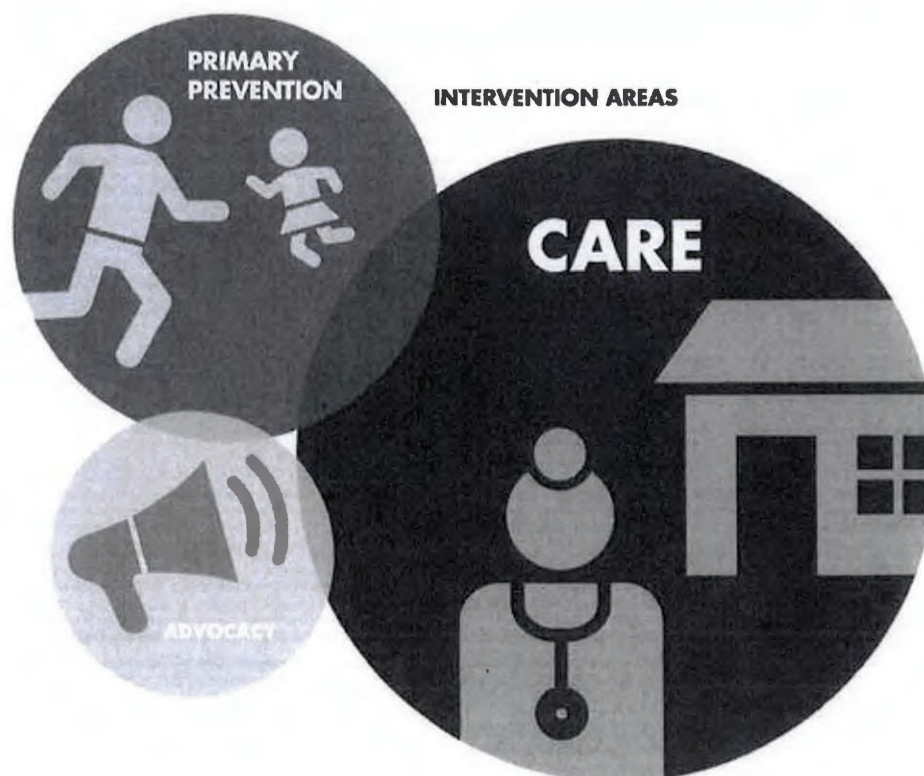
- Care, where priority will be given to strengthening diabetes care at the primary level.
- Primary Prevention, where interventions addressing the social determinants of health and targeting pregnant women and children will be prioritised with a focus on the two main risk factors, diet and physical activity.

Advocacy will act as a cross-cutting area supporting the Care and Primary Prevention intervention areas and focusing on increasing political and financial attention towards diabetes in LMICs

Three principles underpinning global and national approaches to NCD care will guide WDF's work: Integrated Care, Life-course approach and Universal health coverage

The strategy includes a call for prioritisation that will likely lead to support for fewer but larger scale projects. It also calls for an increased focus on impact, sustainability and results measurement

WDF's role as a catalyst and agent for change, including a strong poverty focus, local ownership, capacity-building and innovative financing streams, remain at the heart of WDF's work.



MANAGEMENT REVIEW 2021

FINANCIAL HIGHLIGHTS

Building blocks

Partnerships are key to WDF's work. All supported projects and initiatives are channelled through partnerships. Projects supported at country level are initiated, implemented and sustained through local partners. Over the years, we have worked with partners in more than 100 countries and at all levels – from grassroots organisations to national, regional and global entities.

In many countries, the financial and technical support provided by WDF has spanned over five years or longer, often starting with small grassroots initiatives and developing into more broad-based country programmes or larger-scale national responses.

We value meeting our partners and beneficiaries in their local environments, listening and providing technical sparring and exchange.

Another year in the shadow of COVID-19

2021 marked yet another year severely impacted by the corona virus with continued pressure on health care systems, not least in countries where financial and human resources are scarce.

Many of WDF's partners have continued fighting the pandemic even as they implement their projects to the benefit of people living with diabetes. It has taken enormous effort. Fortunately, most have been able to continue implementing WDF partnership projects without major disruption, managing to adjust and accommodate changing circumstances in order to ensure successful implementation.

WDF's work in 2021 also continued to the best possible extent, despite restrictions preventing the WDF Secretariat and Board from visiting projects and meeting partners to the extent desired. New communication methods, new digital solutions and other innovations have, however, enabled WDF to continue its activities and support new projects in 2021.

The continued support from Novo Nordisk reached an all-time single-year high in 2021. The Novo Nordisk Foundation also approved several applications from WDF, enabling WDF to significantly scale up these specific projects.

Building on the three COVID-19 responses grants to WDF in 2020, the Novo Nordisk Foundation provided an additional COVID-19 response grant in 2021:

- COVID-19 Vaccine Programme Jordan: With a grant of DKK 7 million from the Novo Nordisk Foundation, WDF was able to support a next phase of the COVID-19 response project supported in 2020. In this second phase the main goals are to facilitate and support, in partnership

with Ministry of Health, nationwide access to COVID-19 vaccines, national NCDs registry, health teleconsultation services, medication delivery, and care for NCD patients and older people. The programme targets both refugee populations and Jordanians, thereby maintaining sustainability of the current national NCDs and COVID-19 response efforts.

Launching the Diabetes Compass

With timely diagnosis and proper treatment, diabetes is a manageable disease. Yet many healthcare providers in LMICs lack sufficient skills and resources to prevent, diagnose and treat diabetes. To address this need, Novo Nordisk A/S and the Novo Nordisk Foundation made a joint donation of DKK 100 million to WDF to kickstart a new global initiative – the Diabetes Compass.

The Diabetes Compass initiative, led and anchored at WDF, aims to improve the quality of diabetes care in LMICs by providing free, simple digital resources to enable HCPs to perform everyday tasks and overcome challenges when managing diabetes.

The Diabetes Compass is an innovative approach to developing the capability of community and primary level healthcare providers in LMICs. It will use technology to anticipate their learning needs and help them provide personalised care to their patients. While the Diabetes Compass is a global initiative, it is developed and implemented with and for local partners, ensuring that specific needs on the ground are met. The digital resources and tools will be developed jointly with the users based on an understanding of their lived experiences and local realities.

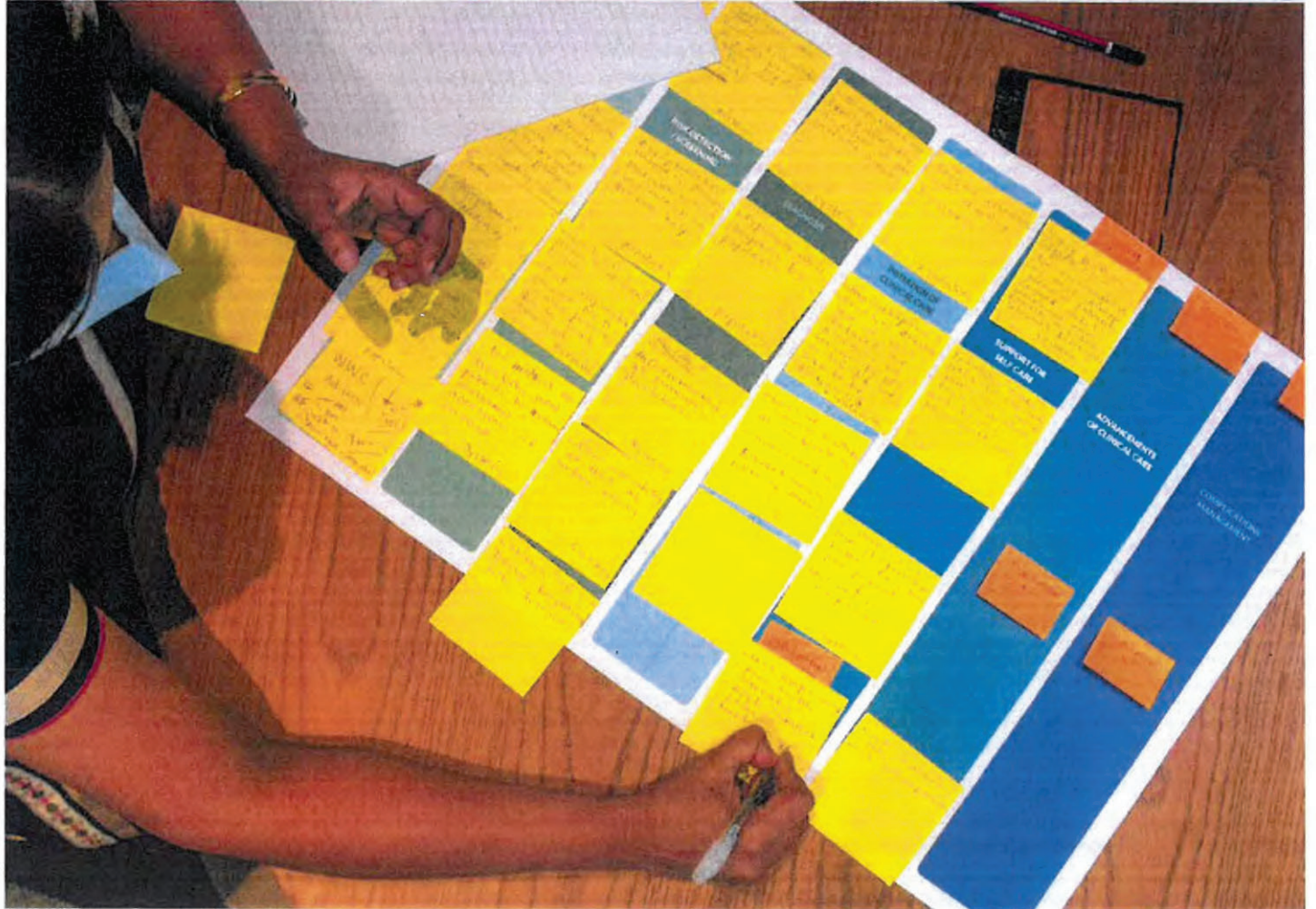
Together with WDF, partners with specialised skill sets will cooperate closely with in-country NCD experts, Ministries of Health and health organisations to build pilot cases in selected countries.

Tanzania and Sri Lanka will be the first official launch countries for the Diabetes Compass, acting as innovators, co-creators, and incubators for the initiative and generating learnings to take it to scale. The Tanzania Diabetes Association and the Sri Lanka College of Endocrinologists will lead the local implementation respectively.

The Diabetes Compass is fully aligned with the goals set out by the WHO Global Diabetes Compact by aiming to enhance access to quality care and striving to improve the lives of people living with diabetes.

Collaboration with Danish Red Cross

The WDF and the Danish Red Cross (DRC) began collaborating back in 2013, with a diabetes prevention project in rural Georgia. A second diabetes prevention



MANAGEMENT REVIEW 2021

FINANCIAL HIGHLIGHTS



and care project followed in Armenia in 2016. In 2021 the Novo Nordisk Foundation approved WDF's application to support a new joint project between WDF and DRC in Lebanon with DKK 27.5 million, providing a much-needed investment into that country's health system.

WDF and DRC have now signed a Memo of Understanding pledging to consolidate and expand their cooperation in order to nurture synergies, advance collaboration and push forward

programmatic and agendas and jointly leverage funding opportunities.

The agreement will pursue opportunities for collaboration within areas such as community-based NCD prevention and care and NCDs in humanitarian settings. Joint resource mobilisation and resource development such as new financing models will be explored in support of efforts to improve care for diabetes and other NCDs in fragile settings.

MANAGEMENT REVIEW 2021

FINANCIAL HIGHLIGHTS

Targeting children with type-1 diabetes

Many children with type 1 diabetes in LMICs are not diagnosed due to lack of knowledge or capacity in their local health systems, resulting in thousands of premature deaths. If they are diagnosed, many have inconsistent access to care or receive inadequate education and support

A new project to integrate type 1 diabetes care into health systems in Eastern Africa and the Middle East was launched in 2021 and is an ambitious response to this serious global health issue. The project will support ministries of health, healthcare institutions, patient organisations and other partners in building health system capacity to diagnose and care for type 1 diabetes, ultimately providing sustainable care for thousands of children and adolescents. WDF applied to the Novo Nordisk Foundation for additional funding of DKK 25 million, and this support was granted. Novo Nordisk will also contribute funding to the project through the public-private partnership Changing Diabetes® in Children (CDiC®), bringing the total project budget to slightly over DKK 70 million.

The project will roll out between 2021 and 2025 in eight LMICs: Tanzania, Kenya, Ethiopia, Rwanda, Malawi, Mozambique, Jordan, and Lebanon.

The new project will build health system capacity by training healthcare professionals to diagnose and care for type 1 diabetes; educating patients and their families; providing psychosocial support and – critically – ensuring a steady, affordable supply of insulin and glucometers. It also will focus on integrating type 1 diabetes care into the national NCD responses of the participating countries.

Quality Assurance

Individual WDF-supported projects are formalised by signing a contract with the local partner, outlining clear milestones, indicators and criteria for success and reporting requirements.

Ongoing projects are monitored closely in accordance with WDF's monitoring system which includes half-yearly reports, auditors' reports and field visits in the recipient country.

Most projects develop satisfactorily. However, delays do occur, partly in connection with the signing of contracts and start-up; partly in the actual project implementation phase. As instalments are conditional on the achievement of agreed milestones, delays create no significant financial risk for WDF.

Zero Tolerance Policy

Throughout 2021, WDF institutionalised experience from PwC audits conducted across several selected partnership countries.

This serves the dual purpose of building financial and project management capacity within partner organisations and ensuring a high level of accountability and transparency in the administration of supported grants.

In countries where PwC audits are not feasible – or where it is not financially appropriate, considering the associated risk and size of project funding, to retain the services of an international audit firm – projects are audited by local audit firms.

WDF systematically reviews and follows up on audit reports, i.e., where internal controls have been found to be inadequate or poor, and where WDF has embargoed release of further project funds until appropriate action plans have been implemented by the recipient organisation.

In the history of WDF, the Board has in a few instances chosen to close a project prematurely due to non-compliance with reporting requirements, or because the applicant institution was unable to meet the terms and conditions of the approved grant.

Outlook for 2022

The Foundation's income is expected to be in line with 2021, however, it can be impacted by the pay-out scheme of grants from the Novo Nordisk Foundation. Under the Donation agreement with Novo Nordisk A/S, the annual contribution is expected in line with 2021.

STATEMENT BY THE MANAGEMENT ON THE ANNUAL REPORT

The Board and Management have today reviewed and adopted the Financial Statements of the World Diabetes Foundation for the financial year 1 January - 31 December 2021. The Financial Statements have been prepared in accordance with the accounting policies described on pages 14 - 15. We consider the accounting policies applied appropriate and the estimates made reasonable. Furthermore, we consider the presentation of the overall Financial Statements

to be true and fair. Therefore, in our opinion the Financial Statements give a true and fair view of the financial position, assets, liabilities and the result of the operations of the Foundation.

The undersigned are responsible for fundraising included in the Financial Statement and by signature declare that fundraising has been conducted in accordance with the regulations for fundraising in Denmark.

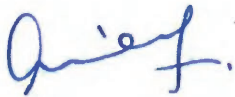
Bagsværd 10 March 2022

Management



Leif Fenger Jensen

Board of Directors



Anil Kapur
Chair



Camilla Sylvest
Vice Chair

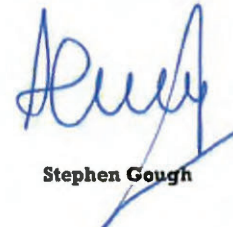


Kaushik Ramaiya



Ida Nicolaisen

Abdallah Daar



Stephen Gough



INDEPENDENT AUDITOR'S REPORT

Independent Auditor's report

To the Board of Directors of the World Diabetes Foundation and the Danish Civil Affairs Agency, the authority for non-commercial foundations

Opinion

In our opinion, the Financial Statements give a true and fair view of the financial position of the Foundation on 31 December 2021, and of the results of the Foundation's operations for the financial year 1 January - 31 December 2021 in accordance with the Danish Financial Statements Act

We have audited the Financial Statements of World Diabetes Foundation for the financial year 1 January - 31 December 2021, which comprise income statement, balance sheet, notes, and summary of significant accounting policies ("financial statements")

Basis for 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 Foundation 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's 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 Responsibility for the Financial Statements

Management is responsible for the preparation of Financial Statements that give a true and fair view in accordance with 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 Foundation'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 Foundation 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 skepticism 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 Foundation's internal control
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management

INDEPENDENT AUDITOR'S REPORT

- 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 Foundation'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 Foundation 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.

Report on other legal and regulatory requirements

Additional information required under the Danish Ministry of Culture's Executive Order No 1701 of 21 December 2010.

The Danish Ministry of Culture's Executive Order No 1701 of 21 December 2010 on contributions to operations of DKK 1.3 million.

Statement on compliance audit and performance audit

Management is responsible for the transactions comprised by the financial reporting being in accordance with the contribution to operations received, legislation and other regulations as well as with agreements concluded and generally accepted practice. Management is also responsible for due financial consideration having been shown in the administration of the funds and the operation of the company comprised by the Financial Statements. In this connection, Management is responsible for establishing systems and processes that support economy, productivity and efficiency.

In connection with our audit of the Financial Statements, it is our responsibility to perform a compliance audit and a performance audit of selected subject matters in accordance with public auditing standards. During our compliance audit, we verify with reasonable assurance for the subject matters selected whether the examined transactions comprised by the financial reporting are in accordance with the relevant provisions relating to the contribution to operations received, legislation and other regulations as well as with agreements concluded and generally accepted practice. During our performance audit, we assess with reasonable assurance whether the systems, processes or transactions examined support due financial consideration made in the administration of the funds and the operation of the company comprised by the Financial Statements.

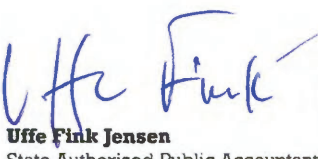
If, on the basis of the work performed, we conclude that our audit gives rise to material critical comments, we are to report on these in this statement.

We do not have any material critical comments to report in this respect.

Bagsværd 10 March 2022

PricewaterhouseCoopers
Statsautoriseret Revisionselskab
CVR no. 33 77 12 31


Jesper Randall Petersen
State Authorised Public Accountant
MNE34352


Uffe Fink Jensen
State Authorised Public Accountant
MNE27760

ACCOUNTING POLICIES

Accounting policies

The financial statements of the World Diabetes Foundation have been prepared in accordance with the Danish Foundation Act and the accounting policies described below.

Translation policies

Assets and liabilities in foreign currencies are translated into Danish kroner at the exchange rates at the balance sheet date, and exchange adjustments are recognised in the profit and loss account. USD bank and currency deposits are used to hedge against accrued distributions in USD. To the extent that the USD deposits are used to hedge against specific liabilities, exchange rate adjustments are recognised for both accrued distributions and for USD deposits in the profit and loss account as financial income and costs.

Tax

According to the Deed of Foundation, the Foundation is required to distribute the entire profit for the year, and therefore no tax is expected for the Foundation. Consequently, no provision has been made for deferred tax on temporary differences, as these are eliminated by provisions for future distribution and subsequently offset by a 104% tax value of the deduction in respect of amounts granted by the Foundation.

Recognition of income

Income is calculated on the basis of the following donation programme and extraordinary grant

Deed of donation

The annual general meeting of Novo Nordisk A/S in 2020 approved a new donation for the financial years 2020 to 2024

The donation from Novo Nordisk A/S in financial years 2020 to 2024 is calculated as 0.085% of Novo Nordisk's total diabetes care net sales. The Annual Contribution is capped at DKK 92.2 million in 2021, increasing one million per year until 2024 or 15% of Novo Nordisk's taxable income, whichever is the lowest in the given financial year

Donations from Novo Nordisk A/S under the Donation agreement are received every month based on the monthly accounts of the Novo Nordisk Group. Income is recognised when the amounts, which the Foundation has been promised, can be calculated.

Distributions from World Diabetes Foundation

When the World Diabetes Foundation undertakes to support a project by signing a project contract, or in other ways commits itself to making distributions, the amount is recognised in the profit and loss account as a grant included in the profit distribution of the Foundation. No discounting is made of future payments of grants, and it is assumed that the recipients will fulfil all requirements, to be reflected in the form of milestones, for payment of the grants.

Administrative expenses

Total administrative expenses of the Foundation may not exceed 10% of the Foundation's total income. The Foundation's total income is measured as the sum of donations from Novo Nordisk A/S and financial income. Administrative expenses include salaries and pensions as well as other administrative expenses in the Foundation's secretariat, remuneration to the Board of Directors, fees to the auditors and to Novo Nordisk A/S and affiliates for various ad hoc services and service level agreement.

Project expenses

Project costs include costs incurred in connection with the monitoring and facilitation of the project portfolio of the Foundation, including salary costs, information material and communication about diabetes in developing countries as well as costs directly related to project coordination with local partners, including authorities, NGO's and companies

Salary expenses

Salary expenses are split proportionally between administrative expenses and project expenses based on time registration on either administration tasks or project tasks

Receivable with Novo Nordisk A/S

Receivable with Novo Nordisk A/S comprise primarily donations for the last month which the World Diabetes Foundation have been promised, but which have not yet been received.

ACCOUNTING POLICIES



Accrued distributions

Accrued distributions comprise grants that have not yet been paid, as the milestones have not yet been achieved or as the projects will not be initiated until later, which means that the promise relates to future periods.

Deferred income

Deferred income reflects a restricted upfront payment from Novo Nordisk A/S for a specific initiative to be developed and implemented over the period 2021-2024. Income will be recognised as the project progresses and upon achievement of agreed milestones.

Payables Novo Nordisk A/S

Payables to Novo Nordisk A/S reflects invoices from Novo Nordisk A/S for services provided during the year awaiting settlement.

Other liabilities

Other liabilities primarily comprise employee related costs regarding bonus and holiday pay.



INCOME STATEMENT

World Diabetes Foundation	NOTE	2021	2020
		DKK '000	DKK '000
Donations from Novo Nordisk A/S and others	1	124,990	121,027
Administration expenses	2,3	9,306	7,805
Project expenses	2,4	23,657	13,681
Profit/(loss) before financial income and expenses		92,027	99,541
Financial income	5	0	292
Financial expenses	5	1,685	573
Profit/(loss) for the year		90,342	99,260
Proposed distribution			
Distributions for the year before reversals		103,219	127,889
Reversals - completed projects		-21,059	-5,138
Distributions	7	82,160	122,751
At disposal for future distributions		8,182	-23,491
		90,342	99,260

BALANCE SHEET AT 31ST DECEMBER

ASSETS

World Diabetes Foundation	NOTE	2021	2020
		DKK '000	DKK '000
Blocked account		260	260
Tied-up assets		260	260
Receivable Novo Nordisk A/S		0	4,226
Other receivable		0	1,232
Total receivable		0	5,458
Bank and currency deposits		291,497	258,803
Disposable assets		291,497	264,261
Total assets		291,757	264,521

BALANCE SHEET AT 31ST DECEMBER

LIABILITIES AND EQUITY

World Diabetes Foundation	NOTE	2021	2020
		DKK '000	DKK '000
Tied-up capital		260	260
Disposable capital		17,622	9,441
Total equity	6	17,882	9,701
Trade payables		206	179
Accrued distributions	7	219,509	200,017
Deferred income		38,297	50,000
Payable Novo Nordisk A/S		8,503	0
Other liabilities		7,360	4,624
Total short-term liabilities		273,875	254,820
Total equity and liabilities		291,757	264,521

NOTES

NOTE 1 Donations received	2021	2020
	DKK '000	DKK '000
Donation from Novo Nordisk A/S	92,245	87,427
Donation from Novo Nordisk A/S, ear-marked for Diabetes Compass	11,698	0
Novo Nordisk Foundation	18,726	30,662
Donation from others	1,040	1,726
Donation from Ministry of Culture	1,281	1,212
Total donations	124,990	121,027

NOTE 2 Employee costs	2021	2020
	DKK '000	DKK '000
Wages and salaries	17,137	14,914
Pensions	1,623	1,341
Other employee costs	375	448
Total employee costs	19,135	16,703
Average number of employees	23	19

NOTES

NOTE 3 Administration expenses	2021	2020
	DKK '000	DKK '000
Salary costs	6,841	5,700
Remuneration to the Board of Directors	447	447
Rent	229	259
IT & telephony	100	76
Service level agreement with Novo Nordisk A/S and NNIT A/S	308	328
Audit and other accounting services	110	147
Travel expenses	2	0
Stakeholder communications & image building	66	166
Other expenses - Board of Directors	0	78
Translation services	16	0
Other administration expenses	1,187	614
Total administration expenses	9,306	7,805
Of the total income of the Foundation, administration expenses amounted to	7.45%	6.43 %

NOTES

NOTE 4 Project expenses	2021	2020
	DKK '000	DKK '000
Salary costs	12,294	11,003
Travel expenses	300	210
Rent	686	817
Annual review and other publications	0	0
IT & telephony	157	173
Service level agreement with Novo Nordisk A/S and NNIT A/S	1,242	831
Stakeholder communications & image-building	263	46
Other expenses - Board of Directors	0	5
Auditing of local projects	79	299
External cost, Diabetes Compass	6,892	0
Other project expenses	1,744	297
Total project expenses	23,657	13,681

NOTE 5 Financial income and expenses	2021	2020
	DKK '000	DKK '000
Interest income on bank deposits	0	292
Exchange rate gain	0	0
Total financial income	0	292
Interest expenses	969	479
Exchange rate loss	716	94
Total financial expenses	1,685	573
Net financial items	-1,685	-281

NOTES

NOTE 6 Equity	2021	2020
	DKK '000	DKK '000
Tied-up capital	260	260
Disposable capital	17,622	9,441
Total equity	17,882	9,701

NOTE 7 Accrued distributions	2021	2020
	DKK '000	DKK '000
Accrued distributions at the beginning of the year	200,017	166,286
Current year distributions	82,160	122,751
Current year payments	-72,714	-78,345
Exchange rate gain/(loss)	10,046	-10,675
Accrued distributions at the end of the year	219,509	200,017

Distributions are scheduled to be payable in the period 2021-2026 as follows:

2021	-	139,624
2022	138,581	39,818
2023	50,471	19,262
2024	29,356	905
2025	551	408
2026	550	-
Accrued distributions	219,509	200,017

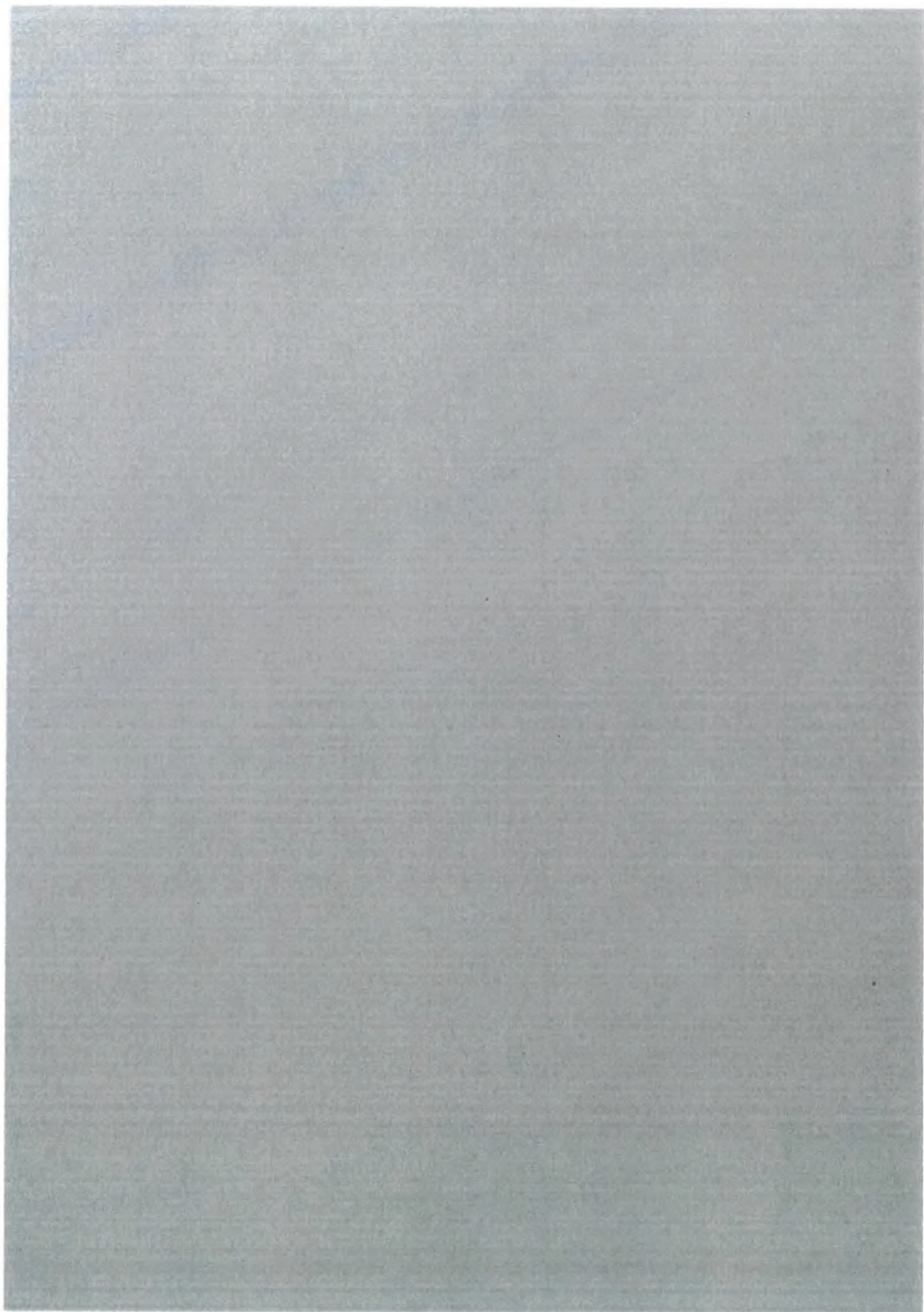
NOTE 8 Contingent liabilities

The Foundation has entered into sub-lease and facility management agreements with respectively six and twelve months' notice, equivalent to contingent liabilities of DKK 753k (DKK 742k). Moreover, the Foundation has entered into IT/hosting agreements of 3, 6 and 12 months' notice with a contingent liability of 249k (256k). The Foundation has additional Service Level Agreement expenses with twelve months' notice with a contingent liability of DKK 169k (DKK 165k).

CODE OF CONDUCT

Our aim is to alleviate human suffering related to diabetes and its complications among those least able to withstand the burden of the disease.

1. We will recognise people with diabetes and related diseases as dignified humans in all our activities and communications
2. We will display respect for the culture and values of the communities and countries within which we work
3. We will facilitate implementation of the UN Sustainable Development Goals by striving to reduce vulnerability of people served through our grants – addressing basic health needs, promoting equity (in particular gender equity), and fostering sustainable solutions
4. We will give support regardless of race, gender or creed of the recipients in the developing world based upon assessment of needs and capabilities to meet these needs
5. We will promote local ownership of sustainable initiatives in co-operation with governments, private institutions and civil society
6. We will help build and strengthen local capacity to ensure that the recipients, including girls and women, are empowered, as key players in the development process
7. We will seek to support and create synergy between both top-down and bottom-up approaches that apply participation and partnership as both a means and a goal
8. We will be accountable to both those we seek to assist and those from whom we accept resources
9. We will adopt and require our partners to adopt a zero tolerance policy to corruption and bribery
10. We will be open and transparent, and report on the impact of our work, and the factors limiting or enhancing that impact





The World Diabetes Foundation is dedicated to supporting the prevention and treatment of diabetes in the developing world

The World Diabetes Foundation creates partnerships and acts as a catalyst to help others do more

The World Diabetes Foundation strives to educate and advocate globally in an effort to create awareness, care and relief to those impacted by the disease



WORLD **DIABETES** FOUNDATION

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