

Impact & Sustainability

Novartis 11th annual
ESG investor event

December 9, 2024

 **NOVARTIS** | Reimagining Medicine



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Welcome

Vas Narasimhan
Chief Executive Officer



Inclusive access to innovative medicines

Lutz Hegemann
President, Global Health



We remain committed to executing our focused strategy

Deliver high-value medicines that alleviate society's greatest disease burdens through technology leadership in R&D and novel access approaches

Focus

4 core therapeutic areas

Cardiovascular-Renal-Metabolic,
Immunology, Neuroscience, Oncology

2 + 3 technology platforms

Chemistry, Biotherapeutics
xRNA, Radioligand, Gene & Cell Therapy

4 priority geographies

US, China, Germany, Japan

Priorities

Accelerate growth and deliver returns



Deliver **high-value medicines** (including launch excellence)

Strengthen foundations



Unleash the power of **our people**

Scale **data science and technology**

Build trust with **society**

Execution

Delivering through operational excellence



Driving efficiencies and **agile resource allocation**

Improving R&D **productivity**

Our greatest contribution to society is in advancing innovation and access to medicines

Creating sustainable impact

Value creation

Innovation and access to medicines

Future-proofing pipeline to address unmet need

Enabling access to innovative medicines

Dedicated Global Health unit

Human Capital

Diversity, equity & inclusion

Culture

Talent

Risk mitigation

Environmental Sustainability

Climate

Nature

Ethical Standards

Ethics

Compliance

Human rights

Enablers

Governance, transparency, non-financial reporting

Consistent industry-leading performance across priority ESG ratings

Rank 1 in ATMI 2024

Industry leader in Sustainalytics¹

Leaders group in MSCI

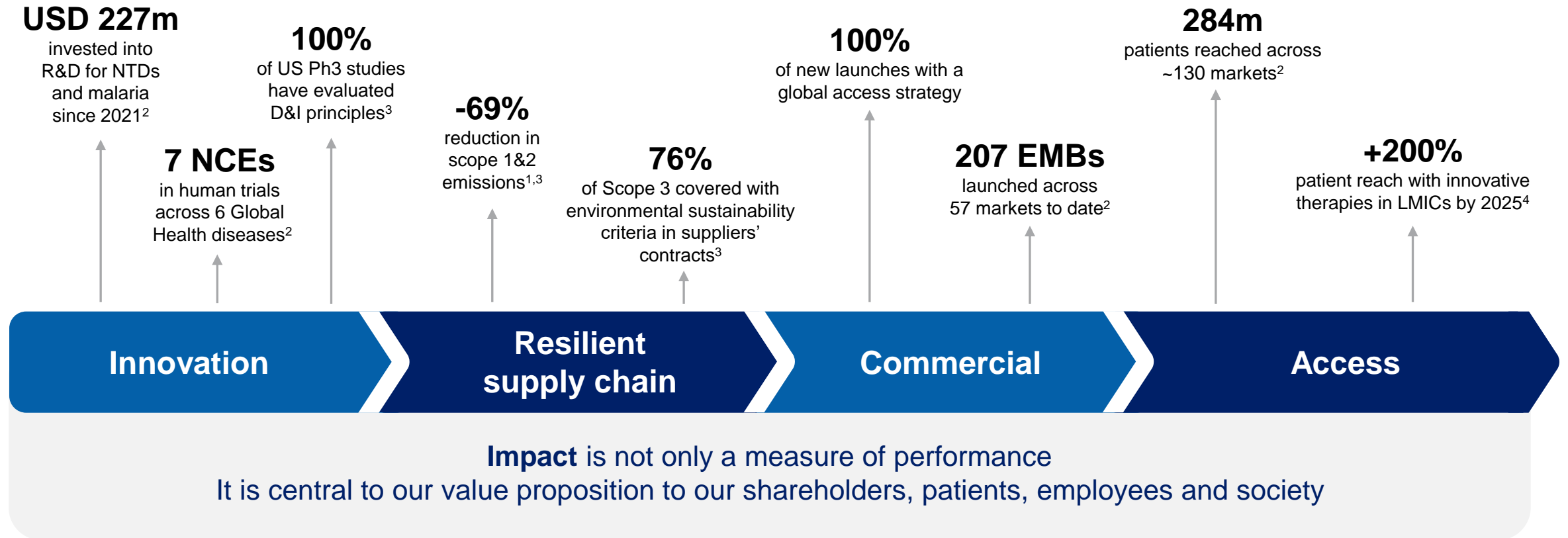
Industry leader group in ISS ESG

Double A List in CDP climate and water



ATMI – Access to Medicines Index. 1. Pharmaceuticals subindustry group. Copyright Morningstar Sustainalytics. All rights reserved.

Impact and sustainability are at the core of everything we do, and a key value driver for Novartis



EMBs – Emerging market brands. NCEs – New chemical entities. NTDs – Neglected tropical diseases. 1. Vs. 2016 baseline. 2. As of end 2023. 3. As of end Q3 2024. 4. vs. 2019 baseline; target linked to sustainability-linked bond. The second target is : +50% patient reach with global health programs in LMICs by 2025

Novartis ranks #1 in 2024 Access to Medicines Index, highlighting our commitment to inclusive healthcare



Rank

1

4 (2022)

Score

3.78

Governance of access



- Highest responsibility of access lies directly with the **Board**
- **Comprehensive** access strategy integrated within corporate strategy
- **Comparatively strong commitment** to responsible business practice (performance targets aligned with Code of Ethics)

Rank #1

Research & development



- NCD and priority diseases pipeline with **access** plans for almost all its late-stage pipeline candidates
- Access plans with greater **depth and breadth** compared to peers
- Strong **R&D capacity building** activities

Rank #1

Product delivery



- **Innovative medicines** widely registered in LMICs
- **Inclusive business model** to improve access in low-income, least developed countries
- Reporting of **outcomes** about the implementation of access strategies
- New non-exclusive voluntary licensing agreement

Rank #2

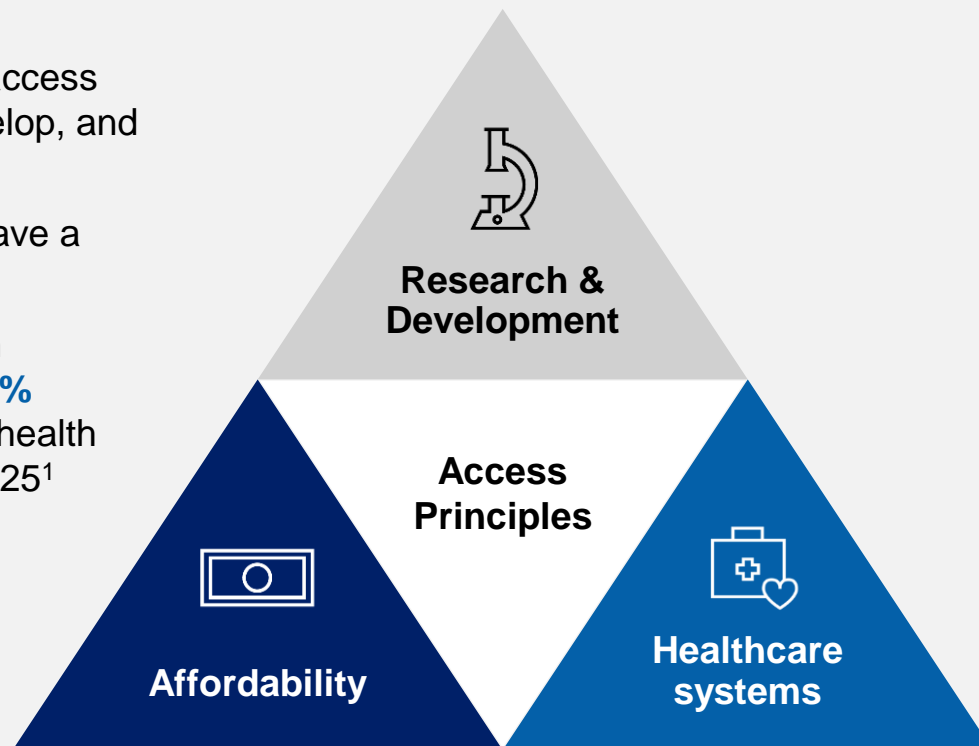
LMIC – low- and middle-income country. NCD – Non-communicable disease.

Novartis Access Principles continue to guide our efforts to create and sustain social impact...

For all new medicines, systematically integrate access in how we research, develop, and deliver globally

100% of new launches have a global access strategy

+200% patient reach with innovative therapies, **+50%** patient reach with global health programs in LMICs by 2025¹



Selected examples

R&D

Trial diversity strategy

Adaptive development: Modification of medicines for vulnerable populations

Affordability

Tiered pricing framework (incl. Emerging Market Brands)

ATOM: 1st company to contribute an innovative medicine²

Inclusive healthcare systems

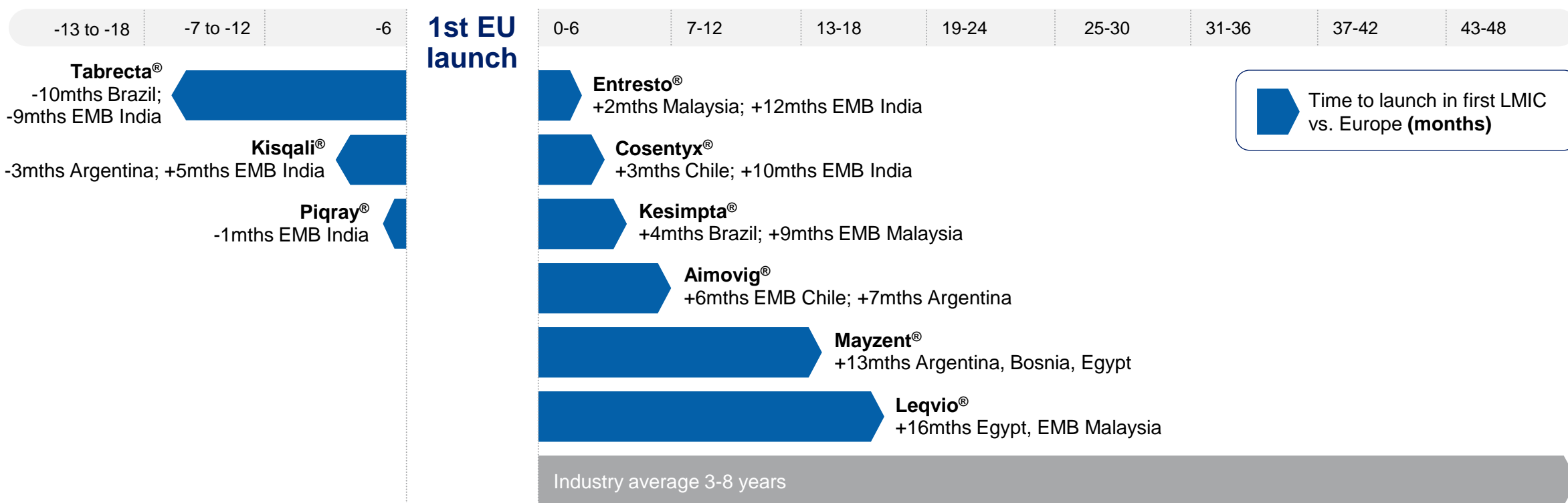
One Novartis Health System Strengthening framework

ATOM – Access to Oncology Medicines. 1. vs. 2019 baseline; target linked to sustainability-linked bond. 2. Novartis granted a “freedom to operate” license ahead of patent expiry in multiple LMICs for nilotinib in chronic myeloid leukemia.

... helping reduce time-to-launch in LMICs and support inclusive access

Significantly reducing time-lag for new launches in LMICs to average 4-8 months vs. industry of 3-8 years

Selected examples



EMB – Emerging market brand. LMIC – low- and middle-income country. Mths – Months. Sources: Information based on internal analysis and IQVIA data for launch dates.

In a complex healthcare ecosystem, partnerships and collaborations amplify our impact and access efforts

Direct impact

Research and Development

Commercial

Indirect impact

Access

via other players in the healthcare ecosystem (e.g., distributors, hospitals, governments, HCPs)

Selected partnerships and collaborations



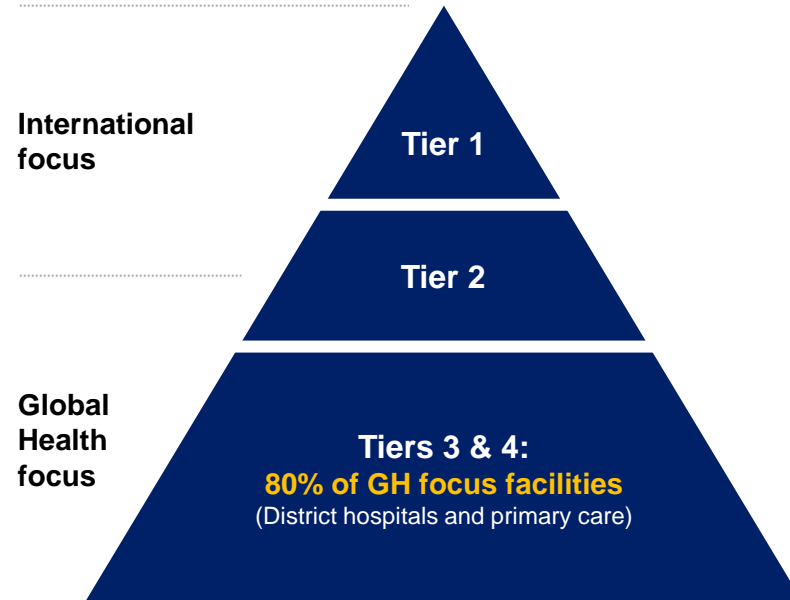
Our Cung Song Khoe program is a sustainable model creating value for patients and the business in Vietnam...



High unmet need in LMICs

- NCDs on the rise, with cardiovascular (CV) disease the largest cause of death and disability globally¹
- >75% of CV deaths occur in LMICs²
- NCDs underfunded, receiving only 1-2% of global financing investment for health³

Global Health and International complementing efforts to improve health outcomes across socio-economic tiers in Vietnam



Global Health complements core business by targeting underserved territories/ patients typically not reached

>200k patients reached per year

~USD 5m sales generated per year

World Bank signed co-funding partnership of USD 10m to scale health systems model



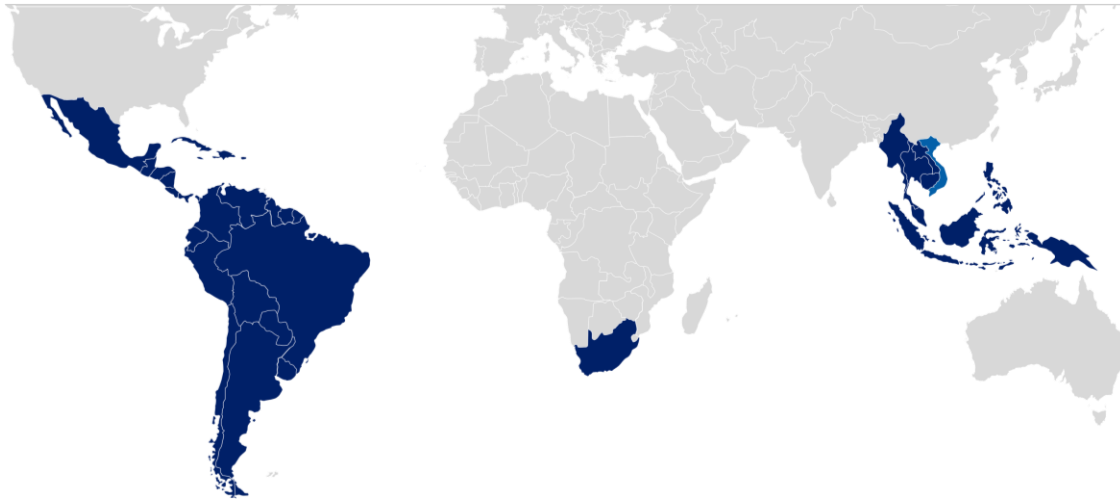
CVD – Cardiovascular diseases. LMIC – low- and middle-income country. NCD – Non-communicable disease. 1. Access to Medicine Foundation. 2. WHO NCDs 2022. 3. WHO Global NCD Compact 2022.

... with plans to further scale over the next five years

Goal of scaling up innovative partnerships...

🕒 5 years 🌍 10 countries 💰 USD 175m+ investment

Focus on **CVDs** and potentially other unmet local needs where Novartis can make unique contribution



Next wave in LMICs/UMICs with an initial focus on Latin America, Asia Pacific, South Africa

LMIC – low- and middle-income country. UMIC – Upper- and middle-income country.

... to create sustainable impact

Improve and extend patients' lives by...

Improving diagnosis of people with/at risk of CVDs

Strengthening linkage to care and increasing disease control

Reducing CV events (strokes, myocardial infarctions)

... while allowing Novartis to reach patients **not reached** through traditional channels



With Beacon of Hope, we are breaking down barriers to health inclusion to better reflect the communities we serve in the US

Trial participants should represent the patients that will use the medical innovations

However...

52% of US trials occur in 1.5% of the zip codes¹

39% of US population comprised of racial/ethnic minorities, but only account for 2-16% of clinical trial participants²

Beacon of Hope initiative

10-year collaboration in US to co-create solutions for health equity

Novartis US Foundation initiated and leads, USD 50m contribution

26 Historically Black Colleges/Universities (HBCUs)

Supporting establishment of clinical trial Centers of Excellence (CoEs)

1200 scholarships over 10 years, mentorship and internship

Supporting research in health inequity, impact of environment on health



Key accomplishments in first 3 years

Building and strengthening critical clinical trial infrastructure needs at 4 HBCUs

Launched 2 research CoEs at Morehouse School of Medicine

Clinical trial CoE partners managing 60+ trials

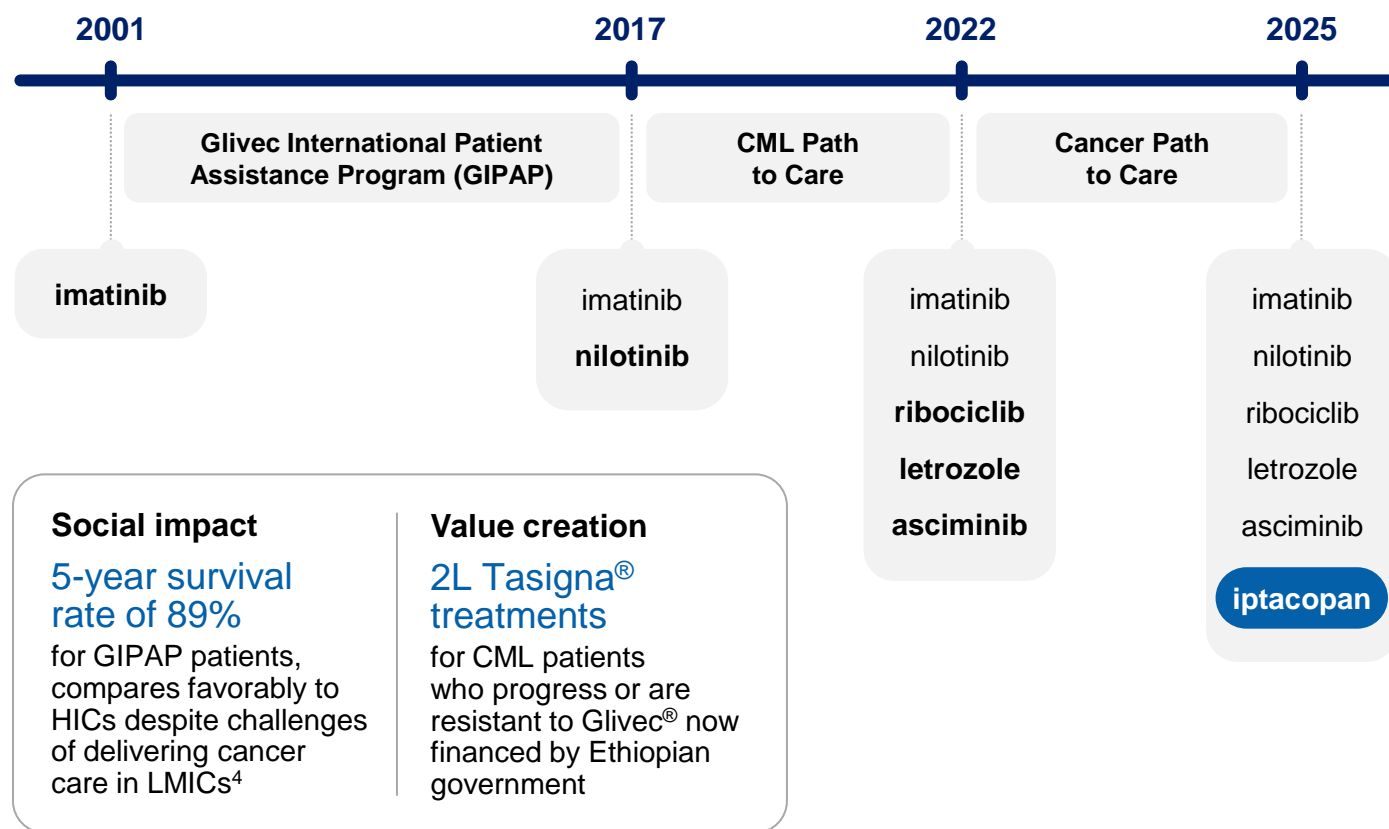
Within Development, 100% of our US Phase 3 studies have evaluated D&I principles³ in feasibility planning

1. Clinical Trial Diversification Better Practices. Trans Celerate.

2. USC researchers rise to the challenge of improving diversity in clinical trials.

3. D&I principles: Race/ethnicity/gender epidemiology variances for the indication are considered during feasibility planning and trial recruitment.

Our Max Foundation collaboration is building on success in cancer care, expanding to include iptacopan for underserved PNH patients in 2025



Unmet need in PNH

- Rare disease: global incidence of ~1.0-1.5 per million individuals^{1,2}
- Without treatment, PNH substantially reduces survival³



Building on 20-year collaboration in expanding access to complex cancer treatments

- Leverages established network of HCPs and hospitals for efficient distribution, reached **>100k patients** to date
- Builds on recent contributions: Scemblix[®] in CML, Kisqali[®] in mBC

Potential outcome/impact

- >50 countries in scope for iptacopan PNH
- Improvement in HCP capabilities
- Increased diagnosis and treatment

CML – Chronic myeloid leukemia. HCPs – Healthcare providers. HICs – High-income countries. mBC – Metastatic breast cancer. PNH – paroxysmal nocturnal hemoglobinuria. 1. Hill A et al. Nat Rev Dis Primers 2017;3:17028. 2. Jalbert JJ et al. Blood 2019;134:3407. 3. Socié G et al. Intern Med J 2016;46:1044–53. 4. EClinicalMedicine. 2020 Jan 26;19:100257.

In Sub-Saharan Africa, we have optimized our business model to expand access to innovative medicines while maintaining financial sustainability



Driving financial sustainability, whilst broadening our impact, in a manner that mitigates risk. 2020-2023 patient reach CAGR +6% (innovative medicines excl. Global Health programs).

CVD – Cardiovascular diseases. NCD – Non-communicable disease. NTD – Neglected tropical disease.

We remain focused on tackling increasing disease burdens brought on by climate change...

Novartis portfolio aligns well with diseases where there is strong evidence of increasing burden

Scientific literature (meta) review to assess the projected future impact of climate change on disease prevalence:

	Confidence ¹	Prevalence ²
Cardiovascular	●	●
NSCLC	●	◐
Malaria	●	◐
Dengue	●	◐
Diarrheal diseases	●	◐
Chagas	◐	◐
Leishmaniasis	◐	◐
Renal	◐	◐
Central nervous system	◐	◐

Many existing Novartis efforts already address the impacts of climate change on health

Integration into innovation

USD 250m R&D investment for malaria, neglected tropical diseases



Integration into access

Populations anticipated to be severely impacted by climate change e.g. Sub-Saharan Africa, mitigation of risk factors in CVD



Support of health system partners

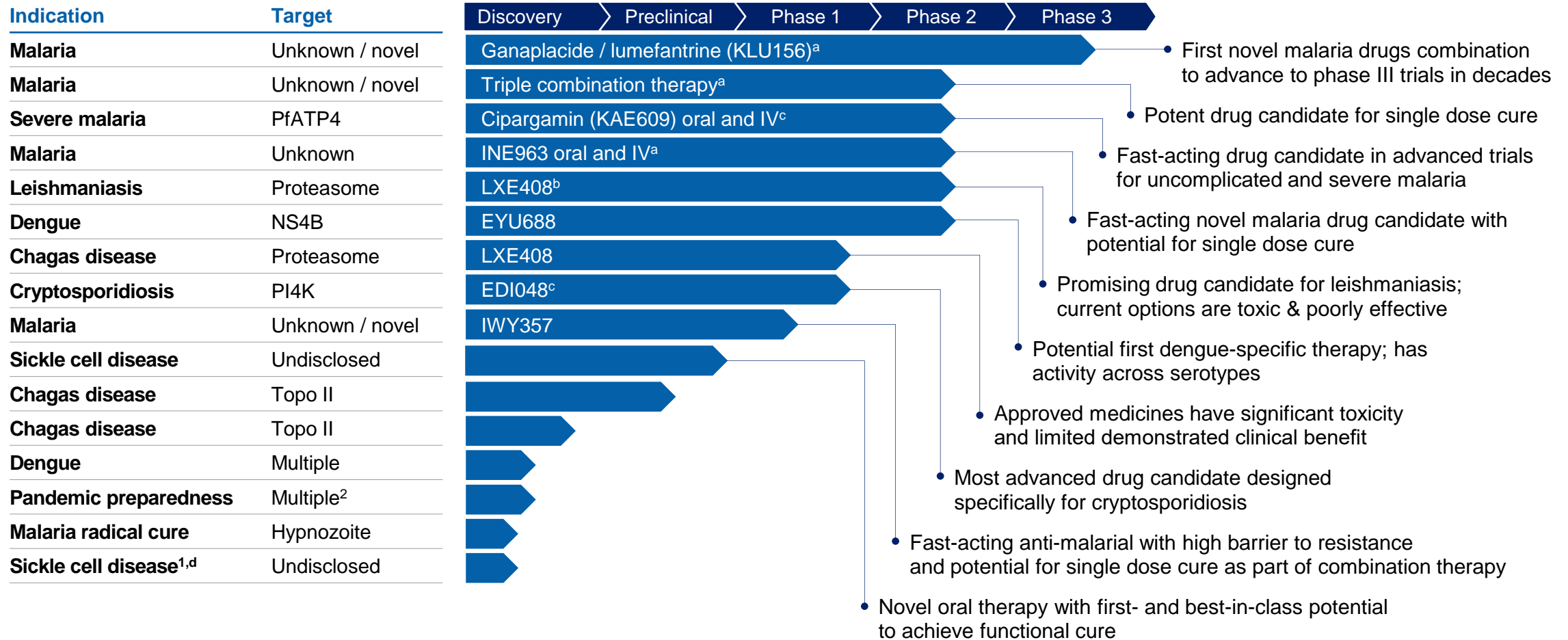
- New**
Working with SMI to decarbonize patient care pathways
- New**
Rwanda Ministry of Health to integrate population health model into primary care



CVD – Cardiovascular disease. NSCLC – Non-small cell lung cancer. SMI - Sustainable Market Initiatives.
2. Disease Prevalence: Low 0-500 per 100,000, Medium 500 – 2,500 per 100,000, High 2,500+ per 100,000.

1. Scientific agreement (High – 100% studies reporting same finding, Medium – >50%) and evidence (High - 5+ studies, Medium <5 studies).

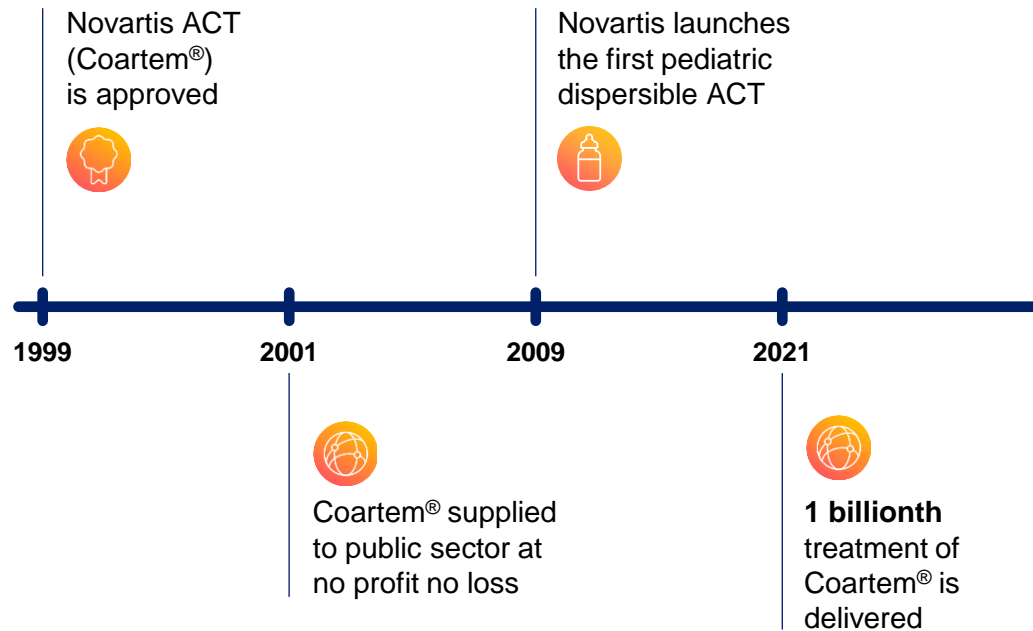
... and continue to strengthen our leading pipeline against neglected tropical diseases



1. Gene therapy. 2. Henipaviruses, coronaviruses. Developed with collaboration or funding from ^aMedicines for Malaria Venture, ^bDrugs for Neglected Diseases Initiative, ^cWellcome and ^dBill & Melinda Gates Foundation.

Our innovative pipeline in malaria reflects continued commitment over our 25+ year legacy

Novartis legacy in malaria over 25+ years



Potential of novel antimalarials in development



ACT – Artemisinin-based combination therapies. NTDs – neglected tropical diseases. COA556 & KLU156 are developed in collaboration with the Medicines for Malaria Venture, KAE609 is developed with support from the Wellcome Trust. COA566, KLU156 & KAE609 are developed with financial support from the European & Developing Countries Clinical Trials Partnership. Planned launch date shown for Coartem < 5kg baby; other dates represent best-estimates of submission to Health Authorities.

Beyond malaria, we have one of the industry's broadest pipelines addressing unmet needs in children

2.4bn

people in the world are children under age 18, equivalent to 29% of the global population¹

~50%

of medicines used in children have not been adequately studied in children²

Pediatric formulations

are often not available, significantly impairing safe and effective access to medicines³

Pharmacokinetic differences

exist in children of varying ages and may have significant implications for drug distribution, response, and potential adverse effects³

93 pediatric studies⁴; 73% of our medicines (vs. 50% of FDA benchmark⁵) are labeled for use in pediatric population or have ongoing pediatric studies

Examples

Medicines for predominantly childhood diseases

Kymriah® (relapsed/refractory ALL)

Zolgensma® (SMA)

New EDI048 (Cryptosporidiosis)

Innovative pediatric trial designs

New Iptacopan minitabket study (C3G, IC-MPGN, aHUS)

Vijoice® in PROS real world evidence study

Child-friendly formulations

Coartem® baby (malaria)

New Scemblix® (CML)

AHUS - Atypical Hemolytic Uremic Syndrome. ALL - acute lymphoblastic leukemia. C3G - Complement 3 glomerulopathy. CML - Chronic myeloid leukemia. IC-MPGN - Idiopathic Immune Complex Mediated Membranoproliferative Glomerulonephritis. PROS - PIK3CA-related overgrowth spectrum. SMA - Spinal muscular atrophy. 1. <https://data.unicef.org/how-many/how-many-children-under-18-are-in-the-world/> 2. <https://link.springer.com/article/10.1007/s00431-019-03556-9>. 3. https://health.ec.europa.eu/document/download/d1dccc60-296e-4bb1-bf4c-f947bf055c68_en. 4. Of total Novartis Phase I-IV interventional studies as of Nov-2024. 5. Combined Pediatric and Adult Trials Submitted to the US Food and Drug Administration 2012-2018 - PMC.

Our greatest contribution to society is in advancing innovation and access to medicines

Creating sustainable impact

Value creation

Innovation and access to medicines

Future-proofing pipeline to address unmet need

Enabling access to innovative medicines

Dedicated Global Health unit

Human Capital

Diversity, equity & inclusion

Culture

Talent

Risk mitigation

Environmental Sustainability

Climate

Nature

Ethical Standards

Ethics

Compliance

Human rights

Enablers

Governance, transparency, non-financial reporting

Consistent industry-leading performance across priority ESG ratings

Rank 1 in ATMI 2024

Industry leader in Sustainalytics¹

Leaders group in MSCI

Industry leader group in ISS ESG

Double A List in CDP climate and water



ATMI – Access to Medicines Index. 1. Pharmaceuticals subindustry group. Copyright Morningstar Sustainalytics. All rights reserved.

Environmental sustainability and supply chain resilience

Steffen Lang
President, Operations



With climate change and health intrinsically linked, pharmaceutical companies have a role to play in both climate risk mitigation and adaptation

▲ **1.5°C**

above pre-industrial level likely to be exceeded in the next 5 years¹

100m

tons of CO₂ emissions potentially generated by clinical research, equivalent to yearly emissions of Belgium³

250,000

additional deaths per year are expected to be caused by climate change between 2030 and 2050⁵

~5%

of GHG emissions contributed by the healthcare sector²

77














countries have committed within WHO ATACH to develop climate resilient and low carbon, sustainable health systems⁴

>50%

of all infectious diseases are aggravated by climate change⁶

1. World Meteorological Organization 2024 report. 2. Lancet Countdown 2019 report on health and climate change. 3. 2019 Sustainable Healthcare Coalition, Making Clinical Trials Sustainable, <https://shcoalition.org/clinical-trials/>. 4. 2024, WHO - Alliance for Transformative Action on Climate and Health, [Commitments to climate change and health](#). 5. World Health Organization 2023 fact sheet on climate change. 6. Nature Climate Change 2022 review.

We are making significant progress toward our 2025 targets, having already achieved our water and waste reduction goals

	2025 target 	2024 target 	2024 9M ¹ progress 
 Climate	Carbon neutral in own operations (Scope 1 & 2) ²	-70%	 -69% (-18% vs. 2023)
	Environmental criteria in all supplier contracts ³	70%	 76%
 Water	Water consumption reduced by half in our operations	-50%	 -56% (-7% vs. 2023)
	No water quality impacts from manufacturing effluents ⁴	Own sites: 95% Suppliers: 90%	 97%  95%
 Waste	Eliminate PVC in secondary and tertiary packaging	90%	 87%
	Waste disposal reduced by half in our operations	-65%	 -70% (-13% vs. 2023)

Our focus is on achieving absolute emissions reduction through energy efficiency, renewable electricity, thermal decarbonization, and neutralizing residual emissions via biomethane certificates and carbon removal offsets

 On-track  Already achieved 2025 targets

1. Q3-2024 performance vs. 2016 baseline is based on rolling 12 months (Q4-2023 to Q3-2024). 2. Percentage reflects absolute reduction from energy sources; carbon neutrality allows for neutralization of emissions that cannot be further reduced. 3. % of Scope 3 emissions covered by environmental criteria in suppliers' contracts. 4. Assessment based on the water maturity ladder for own sites and prioritized suppliers, target refers to L3 achievement (L1: training, legal compliance, L2: quantification and risk assessment, L3: PEC/PNEC<1).

Working towards our 2030 climate targets and newly added Nature pillar

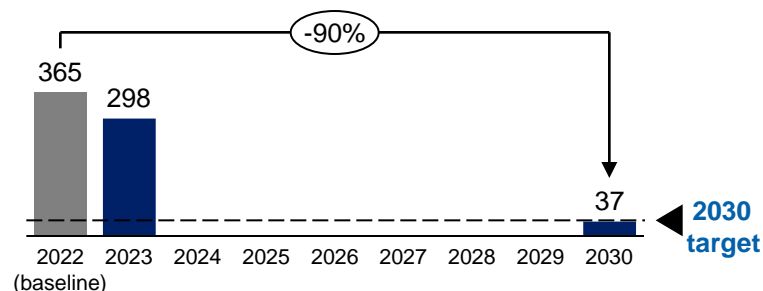
2030 targets (vs. 2022 baseline)

Climate

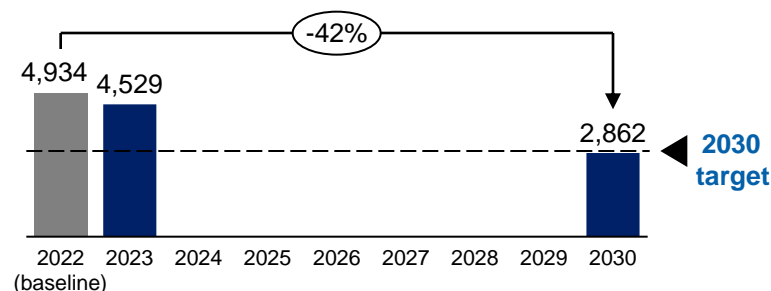
Becoming net zero



Scope 1 & 2:
Reduce by 90%
(vs. 2022)



Scope 3:
Reduce by 42%
(vs. 2022)



Nature

Contributing to Nature Positive¹



Newly added

Updated

Water

- Implement water use reduction for own and supplier sites based in water stressed basins²
- No water quality impacts³ from manufacturing effluents incl. sites, labs and API suppliers

Updated

Waste

- Reduce the amount of waste sent for disposal⁴ by 30%

New

Biodiversity & Raw materials

- Specific targets will be defined based on materiality assessments

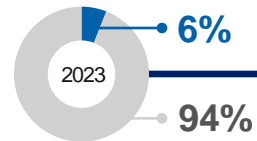
1. Nature Positive Initiative defines "Nature Positive" as "Halt and Reverse Nature Loss by 2030 on a 2020 baseline and achieve full recovery by 2050" (Global Biodiversity Framework 2022). 2. Basin-specific targets will be established for material sites in own operations and upstream suppliers based on Science Based Targets Network guidance. 3. All own sites and labs; key API suppliers should meet our water quality standard of PEC/PNEC<1. 4. We already reduced waste by ~63% by 2022 vs. 2016 and we further aim to reduce our waste by 30% by 2030 vs. 2022 (c.75% reduction vs. 2016).

Transitioning to net-zero by 2040 with a clear roadmap across the value chain



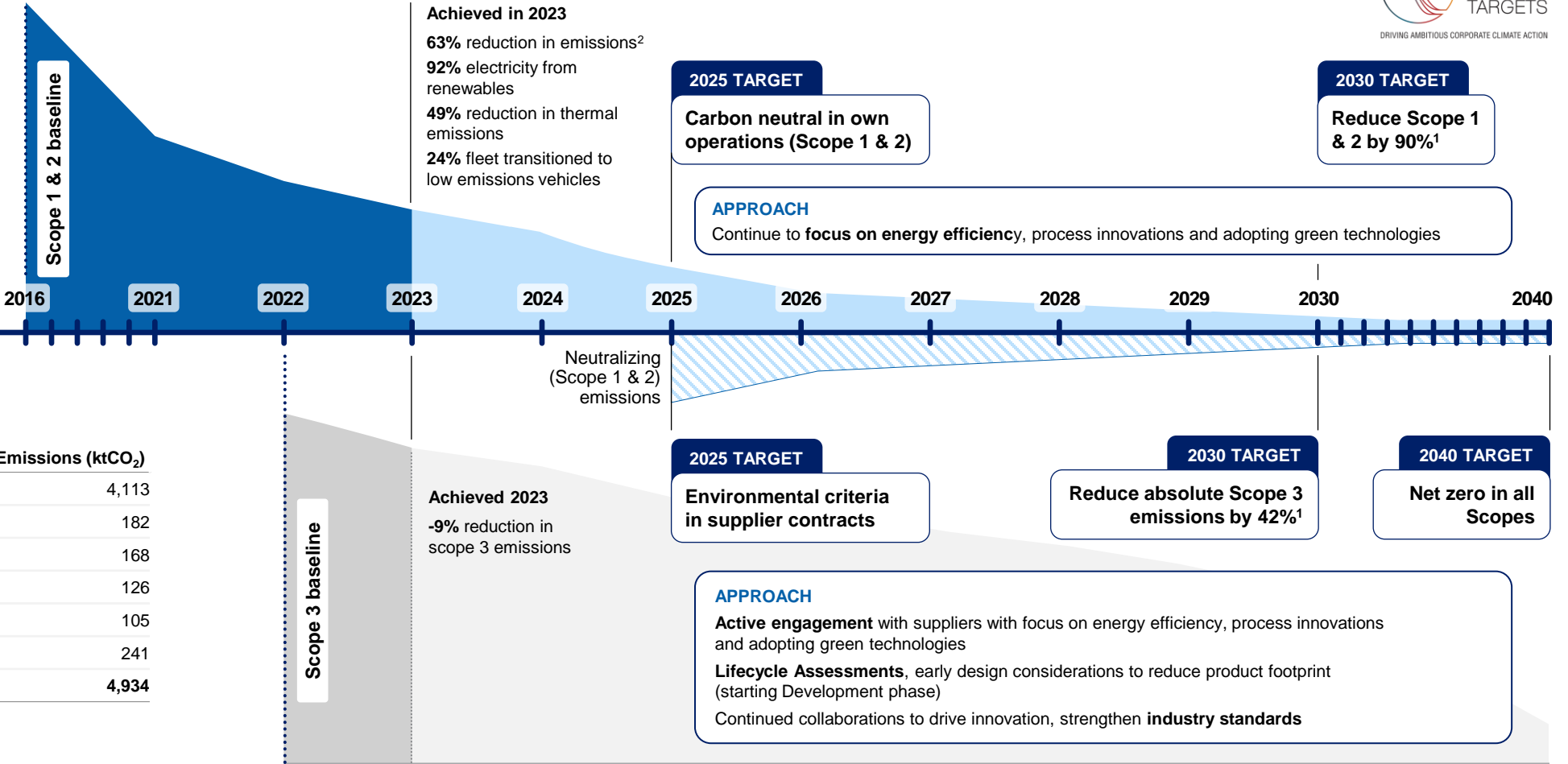
2016 emissions from own operations

Scope	Emissions (ktCO ₂)
Scope 1	
Onsite generation	260
Fleet	97
Scope 2	
Purchased electricity	330
Purchased steam & hot water	111
Base emissions	798



2022 emissions from value chain

Scope	Emissions (ktCO ₂)
Scope 3	
Purchased goods & services	4,113
Capital goods	182
Fuel and energy related activities	168
Upstream transportation & distribution	126
Investments	105
Others	241
Base emissions	4,934



1. Vs. 2022 baseline. 2. 69% reduction in Scope 1 & 2 emission reduction in 2024 9M

Actively engaging with suppliers and collaborating with industry peers as we transition towards net zero

Onboarding



- ✓ Integrating **Environmental Sustainability (ES) criteria** into **supply contracts** with a standard weighting
- ✓ **76% of our Scope 3** emissions covered with ES criteria (goal of achieving full coverage by end 2025)

Engaging



- ✓ **Strengthening Scope 3 reporting:** plan to collect actual emission data directly from our suppliers
- ✓ Launched SiGREEN¹: invited 200+ prioritized suppliers to share product-specific emissions data

Partnering



- ✓ Leveraging partnerships such as **ENERGIZE² program** to support pharma suppliers
- ✓ Established **common minimum sustainability sector standards³**



Key challenges remain: Varying supplier maturity in prioritizing sustainability, limited availability of green technologies, absence of a unified climate policy across countries

1. SiGREEN is a Siemens-based digital platform rolled out in 2024 to collect supplier emissions data for products and services procured by Novartis. 2. ENERGIZE, a program founded by Novartis and 8 other peers during COP26, aims to increase access to renewable energy for suppliers. 3. Through Sustainable Market Initiatives and Pharma Manufacturing Forum groups to collectively influence our shared suppliers

We have conducted a technical assessment of our direct operations and upstream supply chains following the TNFD approach

Key insights

>50% of our sites are near nature-sensitive areas

Our progress on climate, waste, water **aligns with the TNFD framework**

- Direct operations **<5% of the impact¹**, covered by existing environmental sustainability strategy
- Upstream supply chain **>95% of the impact**, driven by land use, water withdrawals, and Scope 3 emissions
- Downstream and end-of-life analysis is ongoing with focus on distribution, PiE, and product end-of-life use

Contributing to nature positive

In addition to our work on climate, water and waste, we plan to:

Biodiversity

Conduct nature assessments at priority sites in close proximity to nature-sensitive area. Where material, establish a nature management plan

Site location analysis



Raw materials

Implement sustainable sourcing for prioritized commodities, piloting paper-based packaging first

Commodity deep-dives

Packaging



Use in products



1. GHG emissions, water use and water quality. PiE – Pharmaceuticals in the Environment. TNFD – Taskforce for Nature related Financial Disclosures.

To secure our future impact, we must ensure supply chain resilience...

Resilient supply chain is critical to be agile and responsive to market disruptions and ensure continued supply of medicines to our customers and patients

Mitigating actions

Diverse network with dual supply



Maintain a critical mass of internal supply network which is complemented with broad external supplier partnerships

>80%

Dual supply points for key brands

Product centricity



Dedicated product management and supply risk management ensure supply continuity for key brands

>95%

Sales supported by dedicated product management team

Strategic inventory



Adequate level of finished goods inventory and stock policies across the value chain and in top markets

>3.5 months

Inventory coverage of finished goods for key brands

Adequate capacity



Strong capacity planning process in place to anticipate demand and secure supply incl. make vs. buy decisions

>99.8%

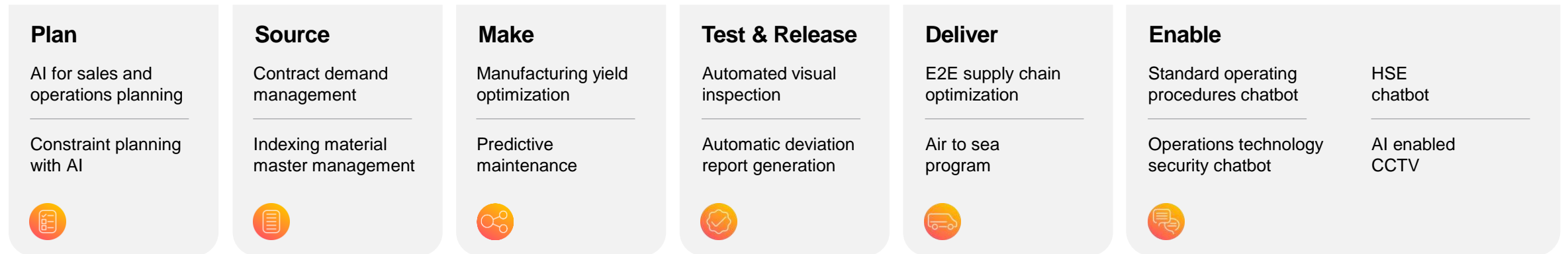
Customer Service Level YTD¹

1. Year to date 2024.

... and continuously work towards greater efficiencies

Potential to scale AI across Operations, with effective enterprise data management and digitization of processes

AI and automation select use-cases



Pre-requisites to scale AI

Enterprise data management | Data scoping, critical data elements prioritization, data quality tracking (led by the enterprise data owner)

Process digitization | Process mapping, digitization maturity and planning, benefits tracking (led by the global process owner)

Conclusion

Lutz Hegemann
President, Global Health













We are making progress on our ESG targets and sustainability-linked bond commitments

ESG Pillar	Mid-term public targets/aspirations (selected)	2024 target	2024 Q3 actual
Innovation & Access	+200% patient reach in LMICs with Strategic Innovative Therapies by 2025 ¹ (1.6m) - bond target	1.4m	● 1.4m
	+50% patient reach with Global Health flagship programs ² by 2025 ¹ (22.6m) - bond target	22.6m	● 18.0m
	100% of new launches have a global access strategy	100% of pre-defined launches	● On track
Human Capital	Gender balance in management (maintain EPIC pledge commitment) ³	48-52%	● 48%
Environmental Sustainability	Carbon neutral (scope 1 and 2 emissions) by 2025 ⁴	-70% ⁵	● -69%
	Waste disposal reduced by 50% by 2025 ⁴	-65% ⁵	● -70%
	Eliminate PVC in packaging ⁵ by 2025 ⁴	-90% ⁵	● -87%
	Water consumption reduced by half in our operations by 2025 ⁴	-50% ⁵	● -56%

● On track ● Met 2025 Target

EPIC – Equal Pay International Coalition. LMIC – Low-income and lower-middle income countries. PVC – Polyvinyl Chloride. 1. vs. 2019 baseline; target linked to sustainability-linked bond. 2. Malaria, Leprosy, Chagas disease, Sickle Cell Disease. 3. Renewed EPIC pledge from 2024. All employment decisions at Novartis are based on job-related factors, including the skills, qualifications, and experience of the individual, without regard to gender, race, ethnicity, or any other personal characteristics unrelated to the job. As a global company, Novartis complies with the laws of all jurisdictions within which it operates. 4. vs. 2016 baseline. 5. Defined as secondary & tertiary packaging; primary packaging when feasible.

Adjusting our 2024 disclosure strategy, we are well-positioned to meet the requirements for non-financial disclosure and due diligence regulations

Selected regulations ¹	Applicable	Key requirements	Status
 Swiss Article 964 Transparency on Non-financial	FY 2023	Say on non-financial reporting at AGM; TCFD reporting (FY2024)	 On track: Reporting in accordance with TCFD since 2020
 EU Corporate Sustainability Reporting Directive (CSRD)	FY 2025	Double materiality analysis will determine disclosures with limited assurance ^{2,3}	 On track: Implementation ongoing for 1 st Sustainability Statement in 2026
 EU Taxonomy	FY 2025	Disclosure of sustainable ('green') share of eligible and aligned revenue, CAPEX, and OPEX	 On track: Eligibility and alignment pilot assessments ongoing
 EU Corporate Sustainability Due Diligence Directive (CS3D)	FY 2027	Human rights, environmental due diligence ⁴	 On track: Strengthening existing human rights, environmental due diligence
 EU Pay Transparency Directive	FY 2027	Expanded scope of pay transparency, pay equity analysis, gender pay gap, covering total pay	 On track: Committed to make this our global minimum standard

TCFD – Task Force on Climate-related Financial Disclosures 1. Other regulations include: California Climate Disclosure Bill (disclose value chain emissions and climate-related financial risks). 2. Two cross-cutting, ten topical sector-agnostic standards. 3. EU Commission plans to publish a feasibility assessment for moving to reasonable assurance by 2028. Inclusion of sustainability data into the Annual Report is not applicable to non-EU companies like Novartis. 4. Across own operations, chain of activities (upstream, from business partners to raw material sourcing; downstream, distribution, transport, storage).

Conclusions

We are committed to maximize our **social impact** by advancing **innovation** and **access** to medicines



To secure our future impact, we are ensuring environmental **sustainability** and supply chain **resilience**



We are making progress on our **ESG goals** and non-financial **disclosure requirements**



Q&A panel

Lutz Hegemann

President,
Global Health



Steffen Lang

President,
Operations



Mavic Cuevas

Head ESG,
Investor Relations

