

KEY PERFORMANCE INDICATORS

Indicator ¹	2006	2005	2004	2003	2002
Economic					
Group net sales in USD billions	37.0	32.2	28.2	24.9	20.9
Group net income in USD billions (% of Group net sales)	7.2 (19)	6.1 (19)	5.6 (20)	4.9 (20)	4.7 (23)
Research & Development in USD billions (% of Group net sales)	5.4 (15)	4.8 (15)	4.1 (14)	3.7 (15)	2.8 (14)
Purchased goods and services ² in USD billions (% of Group net sales)	17.9 (48)	15.7 (49)	13.0 (46)	11.0 (44)	9.1 (44)
Net value added (NVA) in USD billions (% of Group net sales)	18.1 (49)	15.7 (49)	14.9 (53)	13.7 (55)	12.5 (60)
– to associates in USD billions (% of NVA)	9.1 (51)	7.9 (51)	7.0 (47)	6.3 (45)	5.1 (41)
– retained for future growth in USD billions (% of NVA)	5.2 (29)	4.1 (26)	4.3 (29)	4.3 (31)	3.3 (26)
– to authorities in USD billions (% of NVA)	1.5 (8)	1.3 (8)	1.3 (9)	1.2 (9)	1.1 (9)
– to financial institutions in USD billions (% of NVA)	0.3 (1)	0.3 (2)	0.3 (2)	0.2 (2)	1.6 (13)
– to shareholders/dividends in USD billions (% of NVA)	2.0 (11)	2.1 (13)	2.0 (13)	1.7 (13)	1.4 (11)
Social					
Number of associates (headcount)	100 735	90 924	81 392	78 541	72 877
Resignations, separations, hiring (% of associates)	8, 4, 19	8, 4, 16	7, 3, 15	-	-
Number of associates trained on Code of Conduct (e-learning courses) ³	14 574	33 000	-	-	-
Cases of misconduct reported	651	442 ⁴	410 ⁵	-	-
Cases of misconduct substantiated	228	142 ⁴	204 ⁵	-	-
Dismissals/resignations (related to misconduct)	130	78 ⁴	107 ⁵	-	-
Access to Medicine ⁶ : value in USD millions	755	696	570	371	255
Access to Medicine ⁶ : patients reached in millions	33.6	6.5	4.25	2.76	-
Number of suppliers informed (turnover more than USD 10 000)	42 200	39 000	30 000	-	-
Number of suppliers to confirm key standards (self-declaration)	8 600	5500	4600	-	-
Number of suppliers audited (including labor standards)	92	55	5	-	-
Health, Safety & Environment⁷					
Lost time accident rate [accidents per 200 000 hours worked]	0.40 ⁸	0.44 ⁹	0.48	0.7	0.71
Resources					
Water use [million m ³]	90.1	91.5	86.4	92.6	89.9
Energy [million GJ]	18.0	16.9	16.3	16.0	15.7
Emissions					
Emission CO ₂ /GHG, Scope 1: Combustion and processes [1000 t]	488	458	470	477	471
Emission into Air: hal- and nonhalogenated VOCs [t]	1 769	1 407	1 317	1 676	1 736
Total Operational Waste [1000 t]	303	288	228	224	251

¹ Data reported in the “Economic” and “Social” sections above (except “Number of suppliers” items) include the entire Group;

Data reported in “Number of suppliers” items and “Health, Safety and Environment” section (except “Lost time accident rate”) exclude the new Vaccines and Diagnostics Division

² Element of indirect economic contributions

³ Other mandatory courses: Human Rights, E-compliance and Records Management

⁴ From April to December 2005

⁵ From October 2003 to September 2004

⁶ See table page 69

⁷ Details see: www.novartis.com/hse

⁸ Excludes Hexal/Eon Labs and Vaccines and Diagnostics

⁹ Excludes Hexal/Eon Labs