



# Update on Public Commitments

## 2025

## Introduction

The Update on Public Commitments 2025 outlines the progress made toward our social impact and sustainability targets and aspirations. This document does not constitute guidance or material information according to any sustainability reporting regulation or framework. The information deemed material under such regulations is disclosed in our Report on Nonfinancial Matters 2025.

In 2020, we issued a EUR 1.85 billion sustainability-linked bond (SLB) (September 23, 2020 – September 23, 2028) to reinforce our commitment to expanding access to our medicines in low- and middle-income countries (LMICs). As we report in this document, we have achieved the 2021-2025 targets set out in the SLB.

## Our social impact and sustainability targets and aspirations

Access	Global health	People and culture <sup>1</sup>
<ul style="list-style-type: none"> <li>Implement a global access strategy for all new medicines launched</li> <li><b>SLB target:</b> Increase the number of patients reached with strategic innovative therapies in low- and middle-income countries (LMICs) by at least 200% by 2025 (compared with 2019 base year)</li> </ul>	<ul style="list-style-type: none"> <li>Invest USD 250 million to advance R&amp;D for malaria and neglected tropical diseases (NTDs) (over five years from 2021)</li> <li><b>SLB target:</b> Increase the number of patients reached with Novartis flagship programs in LMICs by at least 50% by 2025 (compared with 2019 base year)</li> </ul>	<ul style="list-style-type: none"> <li>Maintain gender representation in management<sup>2</sup></li> <li>Make the new EU Pay Transparency Directive requirements our global minimum standard for internal pay equity and pay transparency reporting<sup>3</sup></li> <li>Review our human resources practices beyond base pay to eliminate any further potential sources of bias in accordance with applicable law</li> </ul>
<b>Environmental sustainability</b>		
<b>Climate</b> <ul style="list-style-type: none"> <li>Become carbon neutral in our own operations by 2025 (Scope 1 and 2 GHG emissions from energy)</li> <li>Reduce absolute Scope 1 and 2 GHG emissions 90% by 2030 from a 2022 base year</li> <li>Maintain a minimum of 90% absolute Scope 1 and 2 GHG emissions reductions from 2030 through 2040 from a 2022 base year</li> <li>Include environmental criteria in all supplier contracts by 2025</li> <li>Reduce absolute Scope 3 GHG emissions 42% by 2030 from a 2022 base year</li> <li>Reduce absolute Scope 3 GHG emissions 90% by 2040 from a 2022 base year</li> </ul>	<b>Nature: Water</b> <ul style="list-style-type: none"> <li>Reduce water consumption in our operations by half from a 2016 base year by 2025</li> <li>No water quality impacts from manufacturing effluents by 2025 from own manufacturing sites and high-risk suppliers</li> <li>No water quality impacts from manufacturing effluents by 2030 from own manufacturing sites, labs and all active pharmaceutical ingredient (API) suppliers<sup>4</sup></li> <li>Implement water use reduction for own and supplier sites based in water-stressed basins</li> </ul>	<b>Nature: Waste</b> <ul style="list-style-type: none"> <li>Eliminate polyvinyl chloride (PVC) in product packaging by 2025<sup>5</sup></li> <li>Reduce the amount of waste sent for disposal by 50% from a 2016 base year by 2025</li> <li>Reduce the amount of waste sent for disposal by 30% from a 2022 base year by 2030</li> </ul>

<sup>1</sup> Aspirations are linked to the public pledge Novartis made in 2018 and renewed in 2023 with the United Nations' Equal Pay International Coalition (EPIC). We aim to meet these aspirations by 2027. Novartis makes employment decisions based on merit and relevant job-related factors, including the skills, qualifications and experience of the individual, without regard to sex/gender, race, ethnicity, or any other legally protected or personal characteristics unrelated to the job. As a global company, Novartis is committed to complying with all applicable laws, regulations and standards in the jurisdictions where we operate, and our policies and practices may vary accordingly to reflect local legal and regulatory requirements.

<sup>2</sup> United States-based employees of Novartis, as well as US citizens working outside the US for any Novartis affiliate, do not participate in the gender representation in management aspect of the EPIC pledge but the US does participate in all other facets of EPIC, with the goal of ensuring all our employees are given equal pay for equal work, consistent with applicable law.

<sup>3</sup> This commitment refers to the expectations of the EU Pay Transparency Directive, and not individual country legislation, which may impose stricter requirements.

<sup>4</sup> API suppliers include manufacturers of drug substances and drug products. We plan to report on progress toward the 2030 water quality target starting in the next reporting period.

<sup>5</sup> Defined as secondary and tertiary packaging at our own final product packaging sites. This is supported by efforts to eliminate PVC from primary packaging where feasible.

## Performance indicators

Access	2025	2024	Base year	Baseline	Target year	Target	Progress
New medicines launched with a global access strategy (%) <sup>6</sup>	100	100	n/a	n/a	n/a	100%	100%
<b>SLB target:</b> Patients reached with strategic innovative therapies in LMICs	<b>2 161 186</b>	1 806 386	2019	547 664	2025	≥200%	295% ■

■ 2025 data in scope for external limited assurance. The base year, baseline, target year, target and progress were not assured. See independent assurance report on pages 6-7. | n/a: not applicable

Global health	2025	2024	Base year	Baseline	Target year	Target	Progress
Investment in R&D for malaria and neglected tropical diseases (NTDs) (USD millions)	142	133	2021	n/a	2025	USD 250 m	USD 502 m
<b>SLB target:</b> Patients reached through flagship programs	<b>25 880 574</b>	26 310 195	2019	15 069 483	2025	≥50%	72% ■

■ 2025 data in scope for external limited assurance. The base year, baseline, target year, target and progress were not assured. See independent assurance report on pages 6-7. | n/a: not applicable

People and culture <sup>7</sup>	2025	2024	Base year	Baseline	Target year	Target	Progress
Gender representation (% female / % male) – Overall management (excl. US) <sup>8</sup>	<b>46 / 54</b>	45 / 55	n/a	n/a	2027	50% (± 2 ppts)	46%
Employees covered by regular pay equity study for total pay (%) <sup>9</sup>	<b>16</b>	n/a	n/a	n/a	2027	95%	16%
Employees covered by transparency on how their total pay compares to the average total pay of their peers, including split by gender (%) <sup>10, 11</sup>	<b>14</b>	n/a	n/a	n/a	2027	95%	14%
Employees covered by analysis of potential bias for key human resource processes (%) <sup>12</sup>	<b>25</b>	n/a	n/a	n/a	2027	95%	25%

n/a: not applicable

<sup>6</sup> Excluding cell, gene and radioligand therapies (RLT)

<sup>7</sup> Aspirations are linked to the public pledge Novartis made in 2018 and renewed in 2023 with the United Nations' Equal Pay International Coalition (EPIC).

<sup>8</sup> United States-based employees of Novartis, as well as US citizens working outside the US for any Novartis affiliate, do not participate in the gender representation in management aspect of the EPIC pledge but the US does participate in all other facets of EPIC, with the goal of ensuring all our employees are given equal pay for equal work, consistent with applicable law. The 2024 figure was first disclosed in FY25 to ensure historical comparability. Management comprises employees from Level 5 to the ECN.

<sup>9</sup> Total pay for the purpose of these targets is defined as a minimum of base salary, short-term incentives and long-term incentives. Some countries may apply a broader definition where legally required per local law or operationally feasible. In the United States, these studies are referred to as EEO Pay Analyses. Excluded are countries for which the Novartis methodology for internal pay equity studies is not consistent with local requirements.

<sup>10</sup> Total pay for the purpose of these targets is defined as base salary, short-term incentives and long-term incentives.

<sup>11</sup> Where data is available, the cohort size is >5 and this practice is permitted by applicable law.

<sup>12</sup> Applicable for employees in legal entities >100 employees; HR processes include: hiring, performance, career progression/promotion and exit. Analysis is based on Headcount as of April 1, 2025. Novartis makes employment decisions based on merit and relevant job-related factors, including the skills, qualifications, and experience of the individual, without regard to sex/gender, race, ethnicity, or any other legally protected or personal characteristics unrelated to the job. As a global company, Novartis is committed to complying with all applicable laws, regulations, and standards in the jurisdictions where we operate, and our policies and practices may vary accordingly to reflect local legal and regulatory requirements.

Environmental sustainability <sup>13</sup>	2025	2024	Base year	Baseline	Target year	Target	Progress
<b>Climate</b>							
Scope 1 and 2 GHG emissions from energy (1 000 tCO <sub>2</sub> e) <sup>14</sup>	<b>200.0</b>	233.3	n/a	n/a	2025	Carbon neutral	Carbon neutral <sup>15</sup> <span style="color: green;">Δ</span>
Supplier emissions covered by contracts that include environmental criteria (%) <sup>16</sup>	<b>97</b>	76	n/a	n/a	2025	100%	97% <span style="color: green;">Δ</span>
Scope 1 and 2 GHG emissions (1 000 tCO <sub>2</sub> e) <sup>17</sup>	<b>202.1</b>	235.7	2022	365.3	2030	-90%	-45% <span style="color: green;">Δ</span>
Scope 3 GHG emissions (1 000 tCO <sub>2</sub> e) <sup>18</sup>	<b>4 074.4</b>	4 207.5	2022	4 872.4	2030	-42%	-17% <span style="color: green;">Δ</span>
Scope 1, Scope 2 and Scope 3 GHG emissions (1 000 tCO <sub>2</sub> e) <sup>18, 19</sup>	<b>4 249.5</b>	4 443.2	2022	5 237.7	2040	-90%	-19% <span style="color: green;">Δ</span>
<b>Nature: Water</b>							
Water consumption (million m <sup>3</sup> ) <sup>20</sup>	<b>4.2</b>	4.4	2016	10.3	2025	-50%	-59% <span style="color: green;">Δ</span>
Own manufacturing sites meeting water quality standards (%) <sup>21, 22</sup>	<b>97</b>	97	n/a	n/a	2025	100%	97% <span style="color: green;">Δ</span>
High-risk suppliers meeting water quality standards (%) <sup>21</sup>	<b>100</b>	100	n/a	n/a	2025	100%	100% <span style="color: green;">Δ</span>
<b>Nature: Waste</b>							
Sites that have eliminated polyvinyl chloride (PVC) in product packaging (%) <sup>23</sup>	<b>100</b>	100	n/a	n/a	2025	100%	100% <span style="color: green;">Δ</span>
Total waste not recycled (1 000t)	<b>16.5</b>	15.3	2016	54.6	2025	-50%	-70% <span style="color: green;">Δ</span>
			2022	20.1	2030	-30%	-18% <span style="color: green;">Δ</span>

<sup>Δ</sup> 2025 data in scope for external limited assurance. The climate and water quality targets were extracted from the Report on Nonfinancial Matters. The base year, baseline, target year, target and progress were not assured. The independent assurance report is available in the Report on Nonfinancial Matters 2025, pages 43-45. | n/a: not applicable

<sup>13</sup> Environmental data for the current year is based on actuals from January to September, with estimates for October to December, unless indicated otherwise. 2024 comparative data, in line with our standard reporting methodology, have been updated to reflect actual performance. As a result, data for 2024 may not align with metrics published in FY2024 disclosures. Excludes the Novartis entity Abadia Retuerta in Spain

<sup>14</sup> Excludes emissions from fugitive sources

<sup>15</sup> Residual emissions neutralized through purchase of 124.3 ktCO<sub>2</sub>e of carbon removal credits, 70.8 ktCO<sub>2</sub>e of biomethane certificates, and 4.9 ktCO<sub>2</sub>e of sustainable aviation fuel certificates

<sup>16</sup> Suppliers with contracts that include environmental sustainability criteria covered 97% of Scope 3 GHG emissions at the end of the reporting period, representing an increase of 21 ppts compared with the prior year. Suppliers not yet covered are part of a smaller and more fragmented supplier base, for which full contractual implementation is more challenging. We have addressed this with an update to our procurement process that requires these suppliers, who account for 3% of our Scope 3 GHG emissions, to confirm acceptance of the Third Party Code.

<sup>17</sup> Excludes emissions from fugitive sources, in line with the SBTi Corporate Net-Zero Standard

<sup>18</sup> Scope 3 calculations for Categories 1 and 2 are based on 11 months of actual data (Jan–Nov) with December figures estimated. Categories 6 and 9 are based on actual data for the full reporting year.

<sup>19</sup> Excludes emissions from investments and categories not considered applicable to our business model and strategy in 2025, in line with the SBTi Corporate Net-Zero Standard

<sup>20</sup> Target water consumption includes water discharged via treatment and water lost through evaporation or other destinations.

<sup>21</sup> Assessment based on water quality maturity ladder for internal/external suppliers: Level 1: training, legal compliance; Level 2: quantification and risk assessment; and Level 3 (PEC/PNEC<1); PEC: Predicted Environmental Concentrations, PNEC: Predicted No Effect Concentrations.

<sup>22</sup> As in the prior year, 97% of Novartis manufacturing sites and all high-risk suppliers were able to demonstrate that they meet water quality standards, i.e., all three levels of our water quality maturity ladder. Internally, we consider our water quality targets for 2025 to be met. For one Novartis manufacturing site located on a campus owned and operated by another company, we have limited influence over investment decisions for campus infrastructure. It is currently not feasible for us to upgrade the wastewater treatment infrastructure.

<sup>23</sup> Percentage of sites that have eliminated PVC as at the end of the reporting year

## Basis of preparation

The metrics in this document were prepared as outlined in the sections “Scope and reporting boundaries” and “Data collection and reporting” in the Report on Nonfinancial Matters 2025, pages 7-8. The reporting criteria for the assured metrics are presented below.

### Reporting criteria

#### **SLB target: Patients reached with strategic innovative therapies in LMICs and Patients reached through flagship programs in LMICs**

- [Final Listing Prospectus](#), dated September 21, 2020.
- Strategic innovative therapies include Entresto, Lucentis, Cosentyx, Jakavi, Promacta and others. New therapies may be added to this list on an annual basis subject to management's approval. See the sustainability-linked bond [Final Listing Prospectus](#) for more information. Novartis flagship programs: malaria, leprosy, Chagas disease and sickle cell disease.
- Low- and middle-income countries (LMIC) countries are outlined in Novartis sustainability-linked bond [Final Listing Prospectus](#) Annex A.
- Patients reached is calculated based on annual sales volume and on volume per patient considering in particular the following elements: daily treatment doses, treatment duration and treatment compliance rate. See the sustainability-linked bond [Final Listing Prospectus](#) for more information. The assumptions for the daily treatment dose, treatment duration and treatment compliance rate are defined for each country/brand combination and are kept unchanged until December 31, 2025. The quantity of leprosy treatments delivered is provided by the World Health Organisation (“WHO”). For the sale or out-licensing of one of the underlying therapies (brand-country combination), the number of patients reached continues to be considered as long as Novartis retains risks and rewards over the respective sales volume in relation to the partner of Novartis (revenue shown at supply price). The methodology does not take into account the theoretical possibility that an individual patient may be treated for different diseases with more than one Novartis product.

### Climate

Where applicable, our climate-related targets covering the following greenhouse gases as defined by the GHG protocol: carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), nitrous oxide (N<sub>2</sub>O), hydrofluorocarbon (HFCs). We do not generate significant emissions related to perfluorocarbons (PFCs), sulfur hexafluoride (SF<sub>6</sub>) and nitrogen trifluoride (NF<sub>3</sub>). Any legal entity, Novartis site, R&D program, or supplier incorporated into Novartis and/or brought under the scope of environmental sustainability reporting since January 1, 2024, is not in scope for our 2025 environmental sustainability targets. Reporting Boundary for environmental targets aligns with the reporting boundary outlined in our Report on Nonfinancial Matters 2025, page 7 with the following exceptions:

- **Scope 1 and 2 greenhouse gas (GHG) emissions from energy:** Scope 1 and 2 GHG emissions (see reporting criteria for Scope 1 and 2 GHG emissions below) excluding Scope 1 process emissions. It considers emissions from energy consumption and is reported in thousands of metric tons of CO<sub>2</sub>e.
- **Supplier emissions covered by contracts that include environmental criteria:** Scope 3 GHG emissions allocated to suppliers that have accepted our environmental sustainability (ES) criteria as a percentage of total supplier-related Scope 3 GHG emissions at the end of the previous reporting period. All suppliers whose emissions fall under supplier-related Scope 3 categories 1-6 are included. Suppliers accept the environmental sustainability criteria through a dedicated ES Criteria Annex, Third Party Code v3 or higher, or an equivalency check. Exceptions from environmental sustainability criteria may be granted based on an analysis of their business activity and environmental sustainability risk.
- **Scope 1 and 2 GHG emissions:** Scope 1 and Scope 2 market-based GHG emissions excluding emissions from fugitive sources. This exclusion is in line with the SBTi Corporate Net-Zero Standard. Scope 1 and 2 GHG emissions are reported in thousands of metric tons of CO<sub>2</sub>e.
- **Scope 3 GHG emissions:** Scope 3 GHG emissions excluding the following categories that are partially or fully excluded from our target boundary, in line with the SBTi Corporate Net-Zero Standard: Purchased goods and services (partial); Fuel and energy-related activities (partial); Downstream transportation and distribution (partial); Processing of sold products (full); Downstream leased assets (full); Investments (full). Novartis uses an environmentally extended input-output model operated by a third party for categories 1 and 2 (purchased goods and services, and capital goods).

### Nature: Water

- **Own manufacturing sites meeting water quality standards:** Proportion of manufacturing sites that met the three levels of the water quality maturity ladder as a percentage of the total number of Novartis manufacturing sites at the end of the reporting period. Manufacturing sites without discharges of APIs — i.e., cell and gene therapy and radioligand therapy manufacturing sites — are deemed low risk and are assumed to meet the water quality standards. Manufacturing sites solely handling antibodies (large molecules) are exempt from performing effluent risk assessments, as the drug substance is biodegradable and poses negligible risk to the environment. All other manufacturing sites are included in the calculation.
- **High-risk suppliers meeting water quality standards:** Proportion of our high-risk suppliers that met all three levels of the water quality maturity ladder in 2025 as a percentage of all high-risk suppliers. High-risk suppliers are required to report progress through the External Partner Risk Management program. High-risk suppliers are strategic (long-term relationship), tactical (key technology provider), or antibiotics providers. The list of high-risk suppliers for this target was defined in 2021 and updated in 2025 to reflect the spin-off of Sandoz and other divestments. No new high-risk suppliers have been added to this target.

# Independent assurance report

## Independent practitioner's limited assurance report on selected Sustainability Information of Novartis AG

### To the Management of Novartis AG, Basel

We have undertaken a limited assurance engagement for Novartis AG's (hereinafter "Novartis") on the following Sustainability Information (hereinafter "Sustainability Information") in the Update on Public Commitments 2025 for the year ended December 31, 2025 (the "Document"):

- Patients reached with strategic innovative therapies in Low- and Middle-Income Countries (LMICs), marked with the symbol ■ on page 3
- Patients reached through flagship programs, marked with the symbol ■ on page 3

### Our Limited Assurance Conclusion

Based on the procedures we have performed as described under the '*Summary of the work we performed as the basis for our assurance conclusion*' and the evidence we have obtained, nothing has come to our attention that causes us to believe that the Sustainability Information in the Document for the year ended December 31, 2025, is not prepared, in all material respects, in accordance with the Sustainability Reporting Criteria.

Our conclusion is to be read in the context of the remainder of this report, in particular the "Inherent limitations in preparing the Sustainability Information" and "Intended use and distribution of our report" sections below.

### Understanding how Novartis has Prepared the Sustainability Information

Novartis prepared the Sustainability Information using criteria as outlined on page 5 in the Document (hereinafter referred to as the "Sustainability Reporting Criteria"). The Sustainability Reporting Criteria have been developed to assist Novartis in preparing the performance information for the Sustainability Information. Consequently, the Sustainability Information needs to be read and understood together with the Sustainability Reporting Criteria. As a result, the Sustainability Information may not be suitable for another purpose.

### Inherent Limitations in Preparing the Sustainability Information

Due to the inherent limitations of any internal control structure, it is possible that errors or irregularities may occur in disclosures of the Sustainability Information and not be detected. Our engagement is not designed to detect all internal control weaknesses in the preparation of the Sustainability Information because the engagement was not performed on a continuous basis throughout the period and the assurance procedures performed were on a test basis.

The nature of non-financial information; the absence of a significant body of established practice on which to draw; and the methods of precision used to determine non-financial information, allow for different, but acceptable evaluation and measurement techniques and can result in materially different measurement, affecting comparability between entities and over time.

### Novartis's Responsibilities

The Management of Novartis is responsible for:

- selecting or establishing suitable criteria for preparing the Sustainability Information, taking into account applicable law and regulations related to reporting the Sustainability Information;
- designing, implementing, and maintaining internal control over information relevant to the preparation of the Sustainability Information that is free from material misstatement, whether due to fraud or error;
- properly preparing the Sustainability Information in accordance with the Sustainability Reporting Criteria; and
- the contents and statements contained within the Document, including the Sustainability Reporting Criteria.

### Our Responsibilities

We are responsible for:

- planning and performing the engagement to obtain limited assurance about whether the Sustainability Information is free from material misstatement, whether due to fraud or error;
- forming an independent conclusion, based on the procedures we have performed and the evidence we have obtained; and
- reporting our conclusion to the Management of Novartis.

As we are engaged to form an independent conclusion on the Sustainability Information as prepared by management, we are not permitted to be involved in the preparation of the Sustainability Information as doing so may compromise our independence.

### Professional Standards Applied

We performed a limited assurance engagement in accordance with International Standard on Assurance Engagements 3000 (Revised) *Assurance Engagements other than Audits or Reviews of Historical Financial Information*, issued by the International Auditing and Assurance Standards Board (IAASB).

## Our Independence and Quality Control

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants (including International Independence Standards) of the International Ethics Standards Board for Accountants (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies International Standard on Quality Management 1, issued by the IAASB, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our work was carried out by an independent and multidisciplinary team including assurance practitioners and sustainability experts. We remain solely responsible for our assurance conclusion.

## Summary of the Work we Performed as the Basis for our Assurance Conclusion

We are required to plan and perform our work to address the areas where we have identified that a material misstatement of the Sustainability Information is likely to arise. The procedures we performed were based on our professional judgment. Carrying out our limited assurance engagement on the Sustainability Information included, among others:

- inquiries of employees responsible for the determination and consolidation as well as the implementation of internal control procedures regarding the Sustainability Information;
- inspection of selected internal and external documents to determine whether qualitative and quantitative information is supported by sufficient evidence and presented in an accurate and balanced manner;
- assessment of the data collection, validation and reporting processes as well as the reliability of the reported data on a test basis and through testing of selected calculations;
- analytical assessment of the data and trends of the Sustainability Information included in the scope of the limited assurance engagement; and
- Reading the narrative within the Document with regards to the Sustainability Reporting Criteria, and for consistency with our findings.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement.

## Intended Use and Distribution of our Report

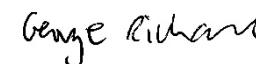
Our report has been prepared for Novartis solely in accordance with the terms of our engagement. We have consented to the publication of our report within the Update on Public Commitments 2025 for the purpose of Novartis showing that it has obtained an independent assurance report in connection with the Sustainability Information.

Our report was designed to meet the agreed requirements of Novartis determined by Novartis's needs at the time. Our report should not therefore be regarded as suitable to be used or relied on by any party wishing to acquire rights against us other than Novartis for any purpose or in any context. Any party other than Novartis who obtains access to our report or a copy and chooses to rely on our report (or any part of it) will do so at its own risk. To the fullest extent permitted by law, KPMG AG will accept no responsibility or liability in respect of our report to any other party.

KPMG AG



Tobias Pachlatko  
Licensed audit expert



George Richards

Basel, February 3, 2026

## Forward-looking statements

This Update on Public Commitments contains certain forward-looking statements within the meaning of the United States Private Securities Litigation Reform Act of 1995 that can generally be identified by words or phrases such as "potential," "expect," "will," "plan," "pipeline," "may," "could," "going forward," "target," "believe," "goal," "estimate," "intend," or similar expressions, or by express or implied discussions regarding potential new products, potential new indications for existing products, potential product launches, or regarding potential future revenues from any such products or indications; regarding potential future sales or earnings; or regarding the potential outcome, or financial, or other impact on Novartis, of any of the transactions described; or by discussions of strategy, plans, expectations or intentions. Such forward-looking statements are based on the current beliefs and expectations of management regarding future events, and are subject to significant known and unknown risks and uncertainties. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those set forth in the forward-looking statements. You should not place undue reliance on these statements. In particular, our expectations could be affected by, among other things: uncertainties concerning trends toward healthcare cost-containment, including new laws, executive/administrative orders and regulations, and ongoing government, payer and general public pricing and reimbursement pressures, including proposals for international reference pricing, and requirements for increased pricing transparency; uncertainties regarding our ability to competitively discover and develop high-value medicines and new indications for our existing products in our focus therapeutic areas and technology platforms; uncertainties regarding the success of key products, commercial priorities and strategy, including our ability to maintain and grow our business and to replace revenue and income lost to generic, biosimilar and other competition; our ability to obtain or maintain proprietary intellectual property protection; our ability to realize the strategic benefits, operational efficiencies or opportunities expected from our external business opportunities; uncertainties regarding development and adoption of advanced technologies, including artificial intelligence; our performance on environmental, social and governance measures; uncertainties regarding potential significant breaches of information security or disruptions of our information technology systems and our ability to comply with cybersecurity and data privacy laws and regulations; uncertainties surrounding the implementation of our new IT projects and systems; our reliance on outsourcing key business functions to third parties; uncertainties regarding actual or potential legal or regulatory proceedings; potential tariffs on our products; safety, quality, data integrity or manufacturing issues; our ability to identify, attract, integrate, develop and retain key personnel and qualified individuals for critical roles; our ability to adapt to major geopolitical and macroeconomic developments; and other risks and factors referred to in Novartis AG's current Form 20-F on file with the US Securities and Exchange Commission. Novartis is providing the information in these materials as of this date and does not undertake any obligation to update any forward-looking statements as a result of new information, future events or otherwise.

## Disclaimer

Novartis provides some of the sustainability-related targets/commitments and metrics herein voluntarily. These disclosures are aspirational and are not intended as guidance or to indicate material information for purposes of investors' evaluation. For the avoidance of doubt, the disclosure of these targets/commitments and metrics does not indicate materiality under any law or sustainability reporting frameworks.

**The Update on Public Commitments and our regulatory filings, including the Report on Nonfinancial Matters, are available on our corporate website at: [www.novartis.com/reportinghub](http://www.novartis.com/reportinghub)**