Novartis in Switzerland
Novartis in der Schweiz
Novartis en Suisse
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Foreword

Dear Reader

The year 2021 was shaped by the ongoing pandemic. Our focus on a solid operational performance and the shift to flexible ways of working made at the beginning of the pandemic continued to help us navigate the crisis. In addition, we continued to invest significantly in research and development, including in cutting-edge technologies that represent the future of medicine, such as radioligand therapy and small-interfering RNA therapy.

Our overarching purpose at Novartis is to reimagine medicine to improve and extend people’s lives. But we also want to rethink dialogue and exchange – and that means dialogue with society.

To this end, we have built the Novartis Pavillon on the Novartis Campus in Basel, Switzerland, as a platform for intellectual exchange. It represents our relationship with society in Switzerland, with the people of Basel and with our neighbors. The Novartis Pavillon is a place of encounter, a place of dialogue, and a place of learning and knowledge. We invite you to visit the Novartis Pavillon and discover more about our world at the centerpiece Wonders of Medicine exhibition.

The evolution of the Novartis Campus in Basel also includes opening our spaces to start-ups, institutes, companies and partners to promote encounters, collaboration and mutual inspiration. This will strengthen the Novartis Campus as a research and innovation center for the life sciences industry, while at the same time promoting Basel and Switzerland as a hub for business.

During the pandemic, we often had to go without such personal encounters in our private and professional lives. That is why we are all the more looking forward to the upcoming encounters and dialogues that await us in the Novartis Pavillon from spring onwards.

We hope you enjoy reading this report!

The Novartis Executive Committee in Switzerland
Novartis at a glance
Who we are

Novartis reimagines medicine to improve and extend people's lives. Our medicines, which reached 766 million patients around the world in 2021, address most major disease areas, from cancer to heart disease to rare genetic disorders.

Our purpose

Our purpose is to reimagine medicine to improve and extend people's lives. We use innovative science and technology to address some of society's most challenging healthcare issues. We discover and develop breakthrough treatments and find new ways to deliver them to as many people as possible.

Our company

We have two global operating divisions: Innovative Medicines, which specializes in patent-protected medicines, and Sandoz, which sells generics and biosimilars. These divisions are supported by our research and development teams, our manufacturing operations, our business services and technology organization, and our corporate functions.
Research & Development

The Novartis Institutes for BioMedical Research (NIBR) is the innovation engine of Novartis. NIBR focuses on discovering new drugs that can change the practice of medicine.

The Global Drug Development (GDD) organization oversees the development of new medicines discovered by our researchers and partners.

Innovative Medicines

Innovative Medicines focuses on patented treatments in multiple therapeutic areas to enhance health outcomes for patients and offer solutions to healthcare providers. There are two independent Innovative Medicines business units with a geographic focus:

- Innovative Medicines International
- Innovative Medicines US

Sandoz

The Sandoz Division offers patients and healthcare professionals high-quality, affordable generics and biosimilars.

Strategy & Growth

The Strategy & Growth function drives the company’s growth strategy end-to-end and looks at opportunities to strengthen our pipeline.

Operations

The Operations unit is the backbone of Novartis, assuming responsibility for technical operations, such as the manufacturing and supply of our medicines, technology transformation and other core services needed to operate effectively and sustainably.

Global functions

The global functions support the enterprise in specific areas of expertise, including finance, human resources, legal, communications & engagement, global health, and ethics, risk and compliance.
Engaging patients in medicines development creates value for healthcare systems and improves the likelihood of getting drugs to market.¹ The patient community increasingly expects to be engaged in medicines development. Our Commitment to Patients and Caregivers lays out our ambition to embed the patient perspective more systematically and consistently in the life cycle of medicine. Our Code of Ethics highlights why it matters: Patients deserve to live their best lives possible. Co-creation with the community is necessary to optimize the benefit of medicines for patients and society.

Respecting and understanding the patient community perspective

Conducting responsible clinical trials

Expanding access to our medicines

Recognizing the importance of transparency and reporting

¹ The Innovation Imperative, The Future of Drug Development, The Economist Intelligence Unit Limited, 2018
Our Innovative Medicines Division addresses patient needs in disease areas where our experience and knowledge have the potential to produce transformative treatments. We offer an established portfolio of approved treatments and conduct research and development for new medicines to address unmet patient needs.

In **cardiovascular diseases**, our focus is on patients who suffer from heart failure or hypercholesterolemia (high cholesterol).

Major brands: Entresto®, Leqvio®

In **oncology**, we focus on some of the most common or deadly types of cancer, including breast cancer, lung cancer and certain skin and blood cancers.

Major brands: Jakavi®, Kisqali®, Kymriah®, Revolade®, Tafinlar+Mekinist®

In **immunology and dermatology**, our focus is on the treatment of psoriasis and chronic rheumatic diseases (psoriatic arthritis, axial spondyloarthritis).

Major brand: Cosentyx®

In **neuroscience**, we are primarily focused on conditions including multiple sclerosis, migraine and spinal muscular atrophy (SMA).

Major brands: Aimovig®, Gilenya®, Kesimpta®, Zolgensma®

In **respiratory diseases**, we have an established portfolio for the treatment of asthma, including severe allergic asthma, and chronic obstructive pulmonary disease (COPD).

Major brands: Ultibro®, Xolair®

In **ophthalmology**, we focus on retinal diseases, infections and glaucoma.

Major brands: Beovu®, Lucentis®, Luxturna®

In **infectious diseases**, we focus on therapies to combat malaria and other tropical diseases. In the light of the ongoing pandemic, we extended our scope to include COVID-19.

Major brand: Coartem®
Our strategy

Our strategy is to build a focused medicines company powered by technology leadership in research and development, world-class commercialization, global access and data science. As we implement this strategy, we have five priorities to help shape our decision-making and ensure we continue to deliver on our purpose.

**Deliver transformative innovation**
We seek to find new ways to cure disease, intervene earlier in chronic illnesses, and improve patients’ quality of life.

**Embrace operational excellence**
We strive to improve the efficiency and effectiveness of our operations while maintaining high standards of patient safety, product quality and environmental sustainability.

**Go big on data and digital**
Our aim is to transform Novartis into a medicines company powered by data science and digital technologies.

**Unleash the power of our people**
We continue to transform our corporate culture to support our long-term performance. We want every employee to feel inspired by our purpose, be curious about new ideas, and work in an unbossed environment.

**Build trust with society**
Building trust with patients, customers, partners, our employees and society is critical to delivering on our purpose. It defines our approach to managing our key environmental, social and governance (ESG) topics.

Continuous manufacturing

An example of our strategic focus on operational excellence is our continuous manufacturing facility in Basel. Continuous manufacturing is an innovative process where all manufacturing steps are integrated into a single, seamless flow. Our development facility in Basel is the first in the industry to integrate all steps of chemical and pharmaceutical production in one location, and the pharmaceutical part of it is currently being replicated at one of our sites in Slovenia to allow a seamless process transfer from development to commercial manufacturing. In Switzerland, we are working to further advance our processes and digital technologies to ensure an integrated development and manufacturing platform for years to come.

AI-enabled Insight Center

As part of our aspiration to go big on data and digital, we piloted an end-to-end Insight Center solution at our site in Stein, which provides transparency in the manufacturing process by providing a view of all relevant information from along the value chain at one glance. With this solution, we are bringing advanced analytics to our manufacturing sites and are unlocking data-based predictive product management. Based on this Swiss pilot, we anticipate that all our sites will one day be empowered to make smart decisions, driven by real-time data.
Our approach to R&D
Research and development (R&D) is the heartbeat of our company. The strength of our R&D engine enables us to turn great science into potentially transformative medicines. Our goal is to deliver breakthrough innovation that improves and extends people’s lives.

Our R&D effort spans two units, the Novartis Institutes for BioMedical Research (NIBR) and Global Drug Development (GDD), where more than 20,000 employees work to discover and develop medicines for diseases with high unmet need across our therapeutic areas.

We believe in Open Science. Our strong position is sustained by external partnerships as our goal, agnostic to the source of the science, is to change the practice of medicine and standard of care for patients around the world. We partner with innovators across industries and academia to break down barriers in science and accelerate medical discovery.

We believe in Open Science.

Watch the video to learn more about R&D at Novartis.

R&D
Switzerland is a key location for our research and development. In 2021, we invested a total of CHF 3.8 billion in our home country, which accounts for 44% of our global R&D spending. Basel is home to more than 2,400 NIBR associates. These researchers use pioneering methods and cutting-edge technologies to achieve breakthroughs in areas such as the treatment of musculoskeletal disorders, cancer, and diseases of the skin and immune system. Basel is also headquarters for GDD, encompassing more than 3,000 GDD associates.
Deliver transformative innovation – advanced technology platforms

Novartis is investing in new technologies and platforms that offer more targeted approaches to fighting – and, in some cases, potentially curing – serious diseases. We have the depth and scale to discover, develop and commercialize therapies using these advanced platforms.

Chemistry and chemical biology / targeted protein degradation (TPD)

Chemical biology brings together scientific disciplines to probe and manipulate biological systems with chemical tools and unlock new opportunities to address undruggable targets. One such approach is targeted protein degradation (TPD). This platform allows us to harness the cells’ natural garbage-disposal system to break down disease-causing proteins – often by using a type of chemical called molecular glue to label the proteins as “trash.” Molecular glues can also be used to change the shapes of some proteins so they can no longer cause disease.

Biotherapeutics / xRNA

Biotherapeutics, sometimes referred to as biologics, are medicines composed of building blocks such as amino acids and nucleotides derived from living organisms. To make these therapies, biological products are carefully engineered to treat specific disease targets in the human body. This broad category of medicines includes monoclonal antibodies (mAbs), cytokines, and regulatory proteins and peptides. It also includes an emerging class of molecules that target RNA, including small-interfering RNA (siRNAs), antisense oligonucleotides, and RNA splicing modulators – collectively known as xRNA therapeutics. Biotherapeutics are approved or under investigation as medicines for a breadth of indications including respiratory, ophthalmologic, neurological, musculoskeletal and cardiovascular diseases and a variety of blood and solid tumor cancers.
**Gene therapy**
Gene therapy aims to treat diseases by activating, replacing, inactivating or introducing genes into cells – either inside the body (in vivo) or outside of the body (ex vivo). In gene therapy, one of our technologies uses benign viruses called adeno-associated viruses (AAVs) to deliver genes to cells inside the body. The goal is to repair the cells or otherwise restore function with a one-time treatment.

**Cell therapy**
With cell therapy, a patient has key cell types extracted and genetically modified in a clinical lab before being injected back into the body. An example of this is chimeric antigen receptor T-cell (CAR-T) therapy, a treatment generated from a patient’s own T-cells. Novartis was the first pharmaceutical company to significantly invest in pioneering CAR-T research and initiate global CAR-T trials. We continue to innovate the next generation of cell therapies, and aim to broaden the impact of CAR-T technology to help patients with a variety of difficult-to-treat hematological cancers and solid tumors.

**Radioligand therapy (RLT)**
RLT delivers precision-targeted radiation to cancer cells widely disseminated in the body, with the goal of limiting damage to surrounding tissue. It has the potential to address a wide range of cancers and become a major pillar of cancer care.

Learn more about our technology platforms.
Our innovative pipeline
We have one of the strongest clinical development programs in the industry, spanning around 50 diseases and more than 160 projects in full clinical development. By 2026, we anticipate approval of 20 pipeline assets with the potential to become blockbuster medicines with annual sales of more than USD 1 billion.

With unique therapeutic area breadth and depth across multiple platform technologies, our innovative pipeline covers key disease areas with high unmet need. This means we are deliberately exploring areas where progress has proven to be complex or difficult – investigating new formulations, identifying novel endpoints, and implementing new technologies to discover truly pioneering medicines.
The path to a new medicine

Each treatment begins as an idea, which is incubated, refined and tested – first in the laboratory and later in the clinic – over many years.

Our researchers advance these promising ideas from a variety of internal and external sources, focusing on projects with the potential to significantly improve or extend lives.

The path to a new medicine

Target selection
Drug research and design
Preclinical research

Phase I and Proof-of-Concept (PoC)
Phase II and PoC*
Phase III
Submission
Phase IV

Investigational New Drug (IND) application submitted
*Proof-of-Concept (PoC) can happen in Phase I or early Phase II

Approval of a new medicine
10–15 years

20–100 healthy volunteers and/or patients
100–500 patients
1,000–5,000+ patients

<250 compounds
<5 compounds
>10,000 compounds

New drug application/biologics license application submitted

Design
Preclinical research
Target selection
Drug research and design

Post-marketing surveillance and research
Manufacturing

Review by regulatory authority

1–15 years

<250 compounds
<5 compounds
>10,000 compounds

DISCOVERY
CLINICAL TRIALS
EVALUATION
POST-APPROVAL
Our strategy
Unleash the power of our people

The greatest strength of Novartis is our employees, whose diversity, energy and creativity are crucial to our success.

Our culture
We strive to unleash the power of our people and we cultivate a company culture that is inspired, curious and unbossed.

Our values
Our four values underpin our company culture and describe the way we behave and how we work together. They guide us in our recruitment processes, employee development, as well as individual and team impact discussions.

Inspired
Engage our people
Strive for patients
Live our purpose

Curious
Be open
Be self-aware
Learn

Unbossed
Create clarity
Serve others
Own your actions

Integrity
Be honest
Have courage
Do what is right

Diversity & Inclusion
We aspire to build a diverse, equitable and inclusive culture where all of us can be our best and authentic selves. This enables a foundation of trust, generates a sense of belonging and helps to drive innovation through diverse perspectives.

We are making significant progress globally and in Switzerland. For example, we advanced our Equal Pay International Coalition (EPIC) pledge – and were recognized by the Swiss LGBTI Label as well as the Swiss Career Empowerment Label.

We also collaborate as part of Inclusion Champions Switzerland with the Center for Disability Integration at the University of St. Gallen to stand up for disability equity. Together, we identified gaps and develop best-practice solutions to remove barriers for Novartis employees with disabilities to participate as equal members of our organization.

Scan the QR code to listen to our colleague Laurent, who was born with Moebius syndrome, a rare disorder that inhibits facial muscle movements, and who leads our Disability Support Network – one of our many Employee Resource Groups.
Novartis in Switzerland
Our history

Strong Swiss roots

Novartis is a global company with a strong commitment to its Swiss roots, which stretch back over 250 years. Innovation and quality have always been an essential part of our company history, which our three predecessor companies also vouched for: Geigy started in Basel in the 18th century by selling chemicals and dyes, then Ciba was set up in 1859 focusing on the production of dyes. In 1886, the chemical company Sandoz was also founded in Basel.

In 1996, the companies Ciba and Geigy, by then merged, in turn combined with Sandoz to form Novartis, which was the largest merger in the history of the industry at that time.

In 2021, we celebrated our 25th anniversary as Novartis. We are proud of the impact that we have made and continue to make every day. Our medical breakthroughs are transforming the lives of patients and their loved ones around the world.

Importance of Switzerland

Switzerland is one of the most important research and production hubs of Novartis. The approximately 11,600 employees who work here make an important contribution to the success of the pharmaceutical industry, which over the past 250 years has developed into a stable driver of the economy in Switzerland. 2 percent of the company's total sales are generated in Switzerland. Many international units are based in Basel, including our company headquarters and management teams for Innovative Medicines International, Global Drug Development, Sandoz and all Global Functions. The Novartis Campus Basel is one of our most important research sites: Scientists from all over the world are engaged in research here on innovative medicines and therapies.
Our sites

- **Basel (BS)**
  - Company headquarters
  - Head office of Innovative Medicines International
  - Research & Development
  - Technical Operations
  - Headquarters Sandoz

- **Schweizerhalle (BL)**
  - Technical Operations

- **Stein (AG)**
  - Technical Operations

- **Rotkreuz (ZG)**
  - Novartis Pharma Switzerland
  - Sandoz Switzerland
  - Novartis Gene Therapies

- **Fribourg (FR)**
  - Novartis Ophthalmics AG

- **Geneva (GE)**
  - Advanced Accelerator Applications (AAA)

- **Locarno (TI)**
  - Technical Operations – Pharmanalytica
Novartis in Switzerland

Basel (BS)

Novartis Campus Basel

The Novartis Campus is home to the global headquarters of Novartis and is the workplace for around 8,000 associates. It is a modern center for research, development and management, where work takes place across divisions and teams. Forward-looking laboratory models and office landscapes with diverse work and meeting spaces now shape the character of this former industrial complex.

Our vision is that the Novartis Campus should be a catalyst for even more encounters, collaboration and scientific progress. Opening up the Campus to companies working in the fields of life sciences and digital solutions in healthcare represents an important step to further strengthen the Novartis Campus in Basel as a research location and innovation hub for the life sciences industry. The newly built Novartis Pavilion is the first step for the public to experience the Novartis Campus. As a subsequent step, we are planning to open the Novartis Campus Basel to the public in fall 2022.

Novartis is investing significantly in the ongoing development of the Novartis Campus. The Banting 1 building, named after the Canadian medical researcher Sir Frederick Grant Banting, was converted into a state-of-the-art laboratory building. From the first half of 2022, various scientific research activities of the NIBR Global Discovery Chemistry (GDC) group will be carried out there.
Novartis Pavillon

The Novartis Pavillon is an important addition to our Novartis Campus in Basel – it is a publicly accessible place of encounter for the community and our associates. In keeping with its name, the building is designed to be a place where people can meet and engage in meaningful dialogue.

The Novartis Pavillon is dedicated to shared learning and dialogue about science and the future of healthcare. The top floor of the building features the permanent exhibition Wonders of Medicine that invites visitors to explore through interactive exhibits such topics as how the body works, how researchers develop new treatments to fight illness, and what the future of healthcare might look like.

The ground floor of the building includes a café that is open to the general public, a spacious event room where lectures for a public audience can take place, and an interactive area for school classes (complementing the Novartis school laboratory program).

Basel (BS)

Novartis Technical Operations – Basel

Basel Drug Substance Supply (BDSS) is a biotechnology site, established in 2007. Approximately 160 associates are producing, testing and releasing clinical and commercial drug substance from mammalian cells and cell banks. BDSS also performs cell bank manufacturing and bioassay testing to support the global Novartis biotech network as well as research & development activities. The site provides both clinical and commercial supply, thereby playing a key role in launching new biological entities.

Like many other sites in our Novartis Technical Operations network, BDSS is offering some production slots to third parties (contract manufacturing).

BDSS is located in Basel's former industrial quarter Klybeck. The area, which is currently being developed into a diverse urban district, has a rich history that reaches back to the 15th century.
Schweizerhalle (BL)

**Novartis Technical Operations – Schweizerhalle**

Schweizerhalle plays an important role in introducing new drugs within the global chemical production network. We are currently installing our first siRNA oligonucleotide manufacturing facility at our Schweizerhalle site, which will produce the active ingredient of Leqvio®, our novel treatment for high cholesterol. Oligonucleotides belonging to the small-interfering RNA class like Leqvio® are double-stranded RNAs with the potential to treat a variety of diseases.

Stein (AG)

**Novartis Technical Operations – Stein**

Stein, located about 30 kilometers up the Rhine from Basel, is a strategically important site for the production and launch of innovative medicines and treatments. Production of sterile and solid dosage forms, as well as cell and gene therapies, takes place here. Overall, nearly 1,700 employees are working at our site in Stein. Each year millions of tablets, capsules, prefilled syringes, vials, autoinjectors and personalized medicines are produced, inspected, packaged, and shipped to over 150 countries around the world from the site with the highest standards in quality, health, safety and environment. Since 2019, the new cell and gene production facility provides patients with personalized CAR-T cell therapies.

Furthermore, a contract manufacturing organization (CMO) was formed on October 1, 2021 with the aim of leveraging manufacturing assets and technologies, and highly skilled teams to provide support to other companies. With the CMO unit in place, the Stein site can continue to enhance its internal focus on innovative therapeutic areas to further strengthen its market position and better support the growth of the Novartis portfolio.

The Stein site is further being developed into a state-of-the-art “Life Science Park Rheintal” to attract other life science businesses to take up residence there. The park provides a wide range of customized services across multiple disciplines, including engineering, logistics, health, safety and environment, facility management, and real estate services meeting international Good Manufacturing Practices standards. This allows companies to focus on their core business in an environment oriented firmly toward innovation and production.
**Rotkreuz (ZG)**

**Novartis Pharma Schweiz**

The local Novartis Pharmaceuticals business unit is responsible for marketing around 70 prescription medicines in Switzerland. The main therapeutic areas include neuroscience, immunology, dermatology, ophthalmology, cardiology, and respiratory diseases.

The local Oncology business unit markets around 25 prescription medicines in Switzerland for cancers, blood disorders and rare diseases.

The company employs a total of around 280 people internally and in the field, working in such areas as marketing, sales, medical consulting and quality assurance, as well as logistics, order processing and the coordination of clinical trials.

**Sandoz Switzerland**

The Sandoz subsidiary in Switzerland is one of the leading generics producers in the country. The product portfolio includes more than 200 products in around 1,000 different dosage levels and pack sizes, and covers all major indication areas. Sandoz is also a pioneer in biosimilars. Around 140 internal employees and field staff work for the company.

**Novartis Gene Therapies**

The European headquarters of Novartis Gene Therapies are located in Rotkreuz. Novartis Gene Therapies is reimagining medicine to transform the lives of people living with rare genetic diseases. Utilizing cutting-edge technology, Novartis Gene Therapies is working to turn promising gene therapies into proven treatments. It is powered by an extensive manufacturing footprint, in capacity and expertise, enabling it to bring gene therapies to patients around the world with quality and at scale.

**Geneva (GE)**

**Advanced Accelerator Applications (AAA)**

Since 2014, Geneva has been home to Advanced Accelerator Applications International. AAA is the radioligand business of Novartis and currently markets one targeted radioligand therapy in oncology and several precision imaging products. Located adjacent to the picturesque Lake Geneva, this AAA site serves as a collaboration hub for many business functions.

**Locarno (TI)**

**Novartis Technical Operations – Pharmanalytica**

Pharmanalytica is part of our Novartis Technical Operations site network. Analytical tests are performed on more than 55 Novartis products at the Locarno site. Pharmanalytica's responsibilities include performing stability tests and specific release tests for Novartis products, writing stability reports, storing stability samples in climate chambers and developing new analytical methods. Specific approval tests for Novartis products and ingredients are also carried out and new analytical methods are being developed.
Facts and figures 2021

Employees

11,600
11%
in Switzerland

108,500
100%
worldwide

Sales

CHF 0.8 bn
2%
in Switzerland

CHF 47.2 bn
worldwide

Current income taxes

CHF 0.9 bn
46%
in Switzerland

CHF 2.1 bn
worldwide

mean value: 2019–2021

Research and development

CHF 3.8 bn
44%
in Switzerland

CHF 8.7 bn
worldwide

Investment in property, plant,
and equipment

CHF 0.3 bn
21%
in Switzerland

CHF 1.6 bn
worldwide
Our contribution to the Swiss economy and society

Transparency regarding the impact of our business activities on the environment and society is essential in order to be able to act responsibly and holistically. We can thus base our management decisions on our impact and make improvements in specific areas.

We use an impact analysis to survey our social, environmental and economic impact valuation at global level as well as for Switzerland in particular.

An impact valuation enables us to measure business processes and evaluate them from a monetary perspective. This then allows us to estimate and compare the costs associated with adverse health effects caused, for example, by the emission of airborne pollutants and greenhouse gases. The societal added value generated by a company can also be included in an impact valuation.

As a founding member of the Value Balancing Alliance, Novartis supports the development of a global impact valuation standard and is a pioneer in the development and implementation of a systematic approach for evaluating and monetizing a company’s impact. Our goal is to shape our own contribution in a positive manner and play a leading role in the discussion on how to measure and assess this impact.

Our social footprint in Switzerland

3.8 million patients treated in Switzerland
of which 99 drugs were responsible for
0.8 million patients were treated with innovative drugs

CHF 8.1 billion
Social Impact
Work productivity due to additional healthy years of life

Increased productivity thanks to innovative drug therapies
Innovative drugs and therapies from Novartis leave a positive mark on the economy and society. Helping patients return to work, to their families and/or to other social activities sooner helps to reduce or avoid the productivity losses that result from illness-related absences. In other words, drug therapies also play an economic and social role.
A commitment to the sustainable use of resources

Novartis is committed to reducing its environmental footprint. The environmental footprint generated by Novartis — encompassing the full impact of our activities on the environment — is the result of greenhouse gas emissions and other emissions, water consumption, waste production and drug consumption. The entire delivery chain is assessed to determine the environmental footprint, thereby also allowing us to calculate our indirect footprint caused, for instance, by suppliers transporting our products. This includes the induced impact — the environmental effects arising from the consumption of goods and services by Novartis employees and its suppliers in Switzerland.

Helping to create value and contributing to the job market

The economic impact of Novartis goes well beyond its own business activities and direct outcomes. Awarding contracts to third parties, seeking the services of external providers, the daily expenditure of the Novartis workforce as well as taxes and social security contributions: All these activities by Novartis have a significant indirect effect on the job market, the economy and government funding.
Working at Novartis in Switzerland

Our associates

Employees' country of residence

- **Switzerland**: 68%
- **Germany**: 15%
- **France**: 17%

26% are Swiss nationals

37% of management functions are held by women

11,600 employees work in Switzerland

454 employees are dedicated to the Swiss market
Our employees are critical to fulfilling our purpose of reimagining medicine to improve and extend people’s lives. Our aspiration is for every employee to feel inspired by our purpose, be curious about new ideas, and work in an unbossed environment that encourages teamwork, initiative and innovation.

To support this journey, which was further propelled by the pandemic, we are evolving our ways of working towards more flexible concepts, while supporting and protecting our employees’ health and well-being.

Evolving our ways of working

We embarked on a multiyear program called Choice with Responsibility to explore new working models. The aim is to give associates greater flexibility in how they work to optimize their well-being and performance while maintaining a focus on productivity and innovation. As part of this program, we continued a policy introduced in 2020 for employees to choose how, when and where they work within their country of employment, in alignment with their teams, to ensure a continued focus on collaboration and innovation.

To shift from individual performance to team impact, Novartis introduced Evolve, our approach to performance management. It is based on outcome-focused objectives, teamwork and frequent feedback to help associates and teams to grow, learn and reach their full potential.

Supporting and protecting our employees

At Novartis, we celebrate life and recognize moments that matter. Our comprehensive Work & Care services assist our employees at various stages of their lives. For instance, we provide working parents with child care services, and both birthing and non-birthing parents receive at least 18 weeks of paid parental leave. We also provide paid leave for employees who care for immediate family members or relatives.

The Energized for Life program offers a holistic approach that helps employees boost their energy levels through health awareness as well as physical, mental and social well-being activities.

As part of our safety culture all associates have access to our Speak Up Office, which enables them to raise concerns about potential misconduct, as well as Stop the Work Authority in case they see or experience an unsafe situation. Life Saving Rules have been implemented as an added measure of protection. These ten basic safety rules highlight simple actions associates can take in order to protect themselves and others – and are applied at all our sites to further reduce the risk of serious accidents, especially when performing high-risk activities.

Learn more about our ways of working at Novartis Switzerland.
Working at Novartis in Switzerland

Starting a career

Talented, engaged and responsible young people are our future. We therefore offer people starting out on their career diverse opportunities for development. Current vacancies are regularly advertised on our careers portal: www.novartis.com/careers

Students and university graduates

For our core business, we look in particular for students and university graduates in the fields of natural sciences, medicine and engineering. However, we also require specialists in the fields of economics, law, psychology and social sciences who are interested in starting their career at Novartis. Internships are available at every stage of academic training and are offered to:

- Bachelor’s degree students
- Master’s degree students
- Graduates
- MBA students
- Ph.D. students and postdocs

We provide trainees with knowledge and skills in different occupations.

Vocational training

Around 80 trainees start an apprenticeship at Novartis each year. Currently, there are approximately 230 trainees with us at Novartis Switzerland. The main focus of this training is on research and development as well as production. We provide trainees with knowledge and skills in the following occupations:

- laboratory technician in biology
- laboratory technician in chemistry
- chemical and pharmaceutical technician
- automation engineer
- office assistant
- computer scientist
- commercial assistant
- logistician
- polymechanic
- animal keeper

Vocational training in 2020/2021

<table>
<thead>
<tr>
<th>86</th>
<th>10</th>
<th>33%</th>
<th>21</th>
</tr>
</thead>
</table>
| GRADUATES | OCCUPATIONS | ACHIEVED A DISTINCTION | GRADUATES will go straight on to further education (technical college, university, transfer, etc.)

Vocational training in 2021/2022

<table>
<thead>
<tr>
<th>75</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>NEW APPRENTICES started their apprenticeships at Novartis in August 2020</td>
<td>OCCUPATIONS</td>
</tr>
</tbody>
</table>
The Novartis school laboratory

Research, experiments and observation: Each year, around 3,000 pupils from all over Switzerland and its neighboring countries benefit from an interesting and enriching visit to the Novartis school laboratory. Here, the pupils gain a taste of the world of drug research and development by observing exciting experiments and spending time on absorbing issues relating to chemistry, biology and medicine.

The school laboratory serves as inspiration for future students and apprentices to embark on a career in the sciences and/or drug research and development. With the opening of the Novartis Pavillon, parts of the program will be held in this new location, which will be called SchoolHub, to further inspire young people for STEM (Science, Technology, Engineering, Mathematics) roles.

Services

• 200 workshops per year
• Summer school (focus on primary school)
• Summer camp (focus on secondary and upper secondary classes)
• Support for high school graduates
• Workshops for teachers
• Delivery of around 80 education packs for school experiments per year
• Participation at the tunBasel experience show and various job fairs

VISITS FROM

<table>
<thead>
<tr>
<th>Country</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Switzerland</td>
<td>62%</td>
</tr>
<tr>
<td>Germany</td>
<td>34%</td>
</tr>
<tr>
<td>France</td>
<td>4%</td>
</tr>
</tbody>
</table>

100 SCHOOLS from Switzerland, Germany and France use this service per year

3,000 PUPILS received per year

4% of the workshops are held in English
Our responsibility
Our global approach to ESG

Our global approach to environmental, social and governance (ESG) topics

Our long-term success depends on building and maintaining trust with society. We strive to meet the expectations of our stakeholders by making our medicines available to as many people as possible, by acting ethically, and by making a positive difference for society while minimizing our environmental impact.

Leading the way on access and global health
Improving access to medicines remains one of the world’s greatest healthcare needs. We seek to expand access to underserved patient populations while addressing major global health challenges.

Holding ourselves to high ethical standards
Our stakeholders expect us to act with high ethical standards wherever we operate. We are making progress in embedding ethics and human rights across our company.

Being a responsible citizen and enhancing environmental sustainability
Novartis is committed to playing a positive and constructive role in society by addressing issues such as environmental sustainability and antimicrobial resistance.

Highlights 2021

56.2 million patients reached through access approaches

31% increase in patients reached through emerging market brands (vs. 2020)

1 billion antimalarial treatments delivered to patients since 1999, with more than 90% supplied without profit

-34% greenhouse gas emissions reduced vs. 2016 baseline (Scope 1 and Scope 2)

Learn more about ESG.
Enhancing environmental sustainability in Switzerland

We aspire to be a catalyst for positive change. We aim to drive sustainability through our own operations as well as those of our suppliers, and we have set mid- and long-term targets to minimize our impacts on climate, waste and water. Our goal is to become carbon-neutral in our own operations by 2025 as well as plastic- and water-neutral by 2030. We aim to be carbon-neutral across our supply chain by 2030 and achieve net zero by 2040.

In Switzerland, we are supporting these objectives by increasing our use of renewable sources of energy, for example, as well as constructing new, energy-efficient buildings and increasing our use of district heating sourced mainly from waste and wood. Our switch to renewable electricity is underpinned by the European Virtual Power Purchase Agreements (VPPA) signed in 2020 with three developers for wind and solar energy projects to address our carbon footprint across our European operations (including Switzerland).

<table>
<thead>
<tr>
<th>CLIMATE</th>
<th>WASTE</th>
<th>WATER</th>
</tr>
</thead>
<tbody>
<tr>
<td>62%</td>
<td>72%</td>
<td>28%</td>
</tr>
</tbody>
</table>

- Reduction in greenhouse gas emissions (scope 1 & 2) vs. 2016 in Switzerland
- Reduction in waste disposal vs. 2016 in Switzerland
- Reduction in water consumption vs. 2016 in Switzerland

Discover our environmental sustainability strategy.
Reducing waste in Switzerland

Reducing the overall volume of waste is one of the key environmental objectives of Novartis. We aim to either reduce the generation of waste, for example through our Plastic-Free Workplace initiative, or recycle as much waste as possible.

We also pioneer new approaches for a circular economy: Novartis was the first company in Switzerland to offer a take-back scheme pilot for inhalers. We are partnering with TerraCycle to recycle all inhalers regardless of the brand. Patients are invited to sign up on the TerraCycle website www.recycle-inhaler.ch to participate. We are exploring whether to expand the project to other locations based on the results of the Swiss pilot.

We aim to either reduce the generation of waste or recycle as much waste as possible.

Find out more about our recycling program.
(Available in German and French)
To build a society resilient to future health threats, we need to strengthen our collective preparedness to respond to health emergencies, and promote the resilience of health systems, people, and communities.

To make progress against these goals, Novartis partners with the University of Basel to actively support two distinct ecosystems of collaboration between public and private stakeholders.

**STELLA**

In 2020, Novartis co-founded the STELLA (Strengthening of Translational Ecosystems for Lifesaving Local Access) center of excellence with the University of Basel Innovation Office and the Swiss Tropical and Public Health Institute. STELLA aims to address health systems challenges in low- and middle-income countries by bringing together the right partners to apply innovative digital solutions, while supporting local entrepreneurship and ownership.

**BioCampus**

The BioCampus initiative unites innovators from the neighboring nations around Basel in order to shape the future of health and well-being together, catalyzing collaboration at scale and acting as seedbed for innovation in caring for health. There are already 12 innovation focus groups with partners shaping their aligned roadmaps. In the Public Health focus group, for example, Novartis is working with partners to help tackle antimicrobial resistance (AMR).

Novartis is empowering its people to volunteer on their own terms, enabling everyone to make a difference with civil society partners in a chosen community, and an impact on society’s biggest challenges and unmet needs. Through our skills-based volunteering program, associates volunteer with partner organizations on projects and use their time and skills to make a sustainable impact.

In Switzerland, Novartis volunteers have supported over 90 projects, including:

- volunteering for the **Swiss Red Cross** on virtual marathons for disaster preparedness and on migrant health in Switzerland
- volunteering for **Save the Children** by virtually supporting projects across Latin America, Europe, Africa and Asia Pacific
- mentoring refugee entrepreneurs through the **International Rescue Committee** by sharing digital marketing and social media expertise to small business owners

“Changing the world is a collective process, and I want to be part of that process.”

A Novartis associate
**Sponsoring and donations**

With its sponsoring and donation activities, Novartis engages in various initiatives and projects in humanitarian emergency relief, social affairs and the fostering of culture and sports. The main focus of this support is on activities that are either related to our purpose as a healthcare company or in close geographic proximity to the company sites of Novartis.

**Fostering social affairs**

In the social sphere, we support institutions and initiatives that help disadvantaged people in a variety of ways. For example, Novartis donates to local charitable organizations, neighborhood meeting points, soup kitchens and contact centers for parents, children and young people. In addition, Novartis is one of the official partners of the Swiss Red Cross as well as of Swiss Contact.

**Sponsoring culture**

Novartis cultivates long-standing partnerships with well-known Swiss cultural institutions, such as the Fondation Beyeler, the Kunsthau Baselland, as well as with the Basel Museumsnacht and the Theater Basel. Novartis is also a main sponsor of the Baloise Session.

**Sponsoring sports**

Novartis is the main sponsor of FC Basel and the basketball team Starwings Basket Regio Basel. In central Switzerland, Novartis is the official healthcare partner of the EV Zug hockey team. We also support the junior sections of various football clubs in the Basel region as well as various athletics events.
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Information and service platform
for healthcare professionals.
Registration necessary.
www.medportal.ch

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