

Meet Novartis Management 2020

Annual meeting highlights progress on the company's transformation and growth strategy.
Nov 24, 2020

This annual event gives investors and industry analysts an opportunity to meet with Novartis executives who share deep insights into the company's growth, pipeline and strategy.

We have delivered strong operational performance over the last three years and are positioned to maintain the momentum. The executives highlighted five assets that are growth drivers in major therapeutic areas, as well as five mid-to-late stage assets in Oncology and six mid-to-late stage assets in Pharmaceuticals with key milestones expected in 2021 and 2022.

We are also taking significant steps to achieve a consistent leadership position in the Environment, Social, Governance (ESG) space as we work to become the leading medicines company powered by data science and advanced therapy platforms.

Five key takeaways from Meet Novartis Management 2020

Novartis offers a unique profile as a fully focused medicines company with diversification across therapeutic areas and geographies, while providing exposure to cutting-edge platforms. Our rich pipeline continues to advance, and we highlight many assets that show significant promise.

Vas Narasimhan, Novartis CEO

1. We are executing on our strategy set out in 2018

Strategy set out in 2018...

Our focus	Our five priorities
Focus on company and capital	Deliver the power of our people
Strengthen our core	Go big on digital
Accelerate in select geographies	Build trust with equity
	Deliver transformational innovation
	Embrace opportunities and risks

...is delivering...

- Consistent top-line growth
- Sustained bottom-line expansion
- 10 key medicines approved in three years

...while transforming Novartis


- 100% focused as a medicines company
- Record-high engagement score
- Leading pipeline, with 4 advanced therapy platforms
- USD 2bn cost savings achieved over 2017-2020
- Building a leading digital and data science platform
- Improving ESG scores, industry leader across 3 key indices

2. Our leading pipeline is based on scale, innovation and future value

Our first-in-class medicines address the needs of patients with no therapy or limited treatment options. They have the potential to significantly advance treatment standards for patients worldwide.

- **Highlighted leading assets in our portfolio with key milestones in 2021 and 2022:**
 - 5 life cycle management assets that are growth drivers in major therapeutic areas
 - 6 pharmaceutical assets in mid- to late-stage development
 - 5 oncology assets in mid- to late-stage portfolio
- **116 assets in phase I or II, 49 in phase III or under registration and more than 65 new molecular entities**
 - > 20 advanced platform therapies in clinical development
 - = 90 percent potential first-in-class/first-in-indication medicines
 - = 80 percent of targets in areas of high unmet patient need

3. Sandoz is making good progress in strengthening its leadership in the global generics and biosimilars market




- **Top 3 position** in all major regions (US, Europe, ROW) as the only generics company
- **15+ molecules** in the pipeline
- **> 500 million patients** reached annually

4. We continue to drive constant margin expansion, deliver cost savings, and drive productivity programs




- **High 30s margin** expected for Innovative Medicines in the mid-term
- **USD 2 billion** cost savings by year-end across Novartis Technical Operations and Novartis Business Services
- **Target for Novartis Technical Operations productivity program** starting in 2021 **increased from USD 1.5bn to USD 2bn**


5. We are laying the foundations for sector leadership in the Environmental, Social, Corporate Governance (ESG) space




Key developments in the last 12 months include:



the launch of the Code of Ethics



expanded Diversity and Inclusion efforts across all operations



the first-of-its-kind sustainability bond in the pharmaceutical industry

Novartis... (Detailed ESG and financial disclosures text follows)

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