

## Event calendar

View recent presentations and learn more about upcoming events.



### Fourth quarter and full year 2024 results

January 31, 2025 | Basel, Switzerland

Media release: [English \(PDF 0.4 MB\)](#) | [Deutsch \(PDF 0.4 MB\)](#)

[Condensed financial report \(PDF 0.5 MB\)](#)

[Watch the webcast](#)

[Download the podcast \(MP3 30 MB\)](#)

[Download the presentation \(PDF 4.7 MB\)](#)

[Read the transcript](#)

[Novartis Q4 2024 impact and sustainability update \(PDF 1.0 MB\)](#)

[Learn more](#)

Upcoming events

**Apr 29, 2025 - First quarter results 2025**

Basel, Switzerland

**May 13-14, 2025 - Bank of America Healthcare Conference**

Las Vegas, USA

**May 15, 2025 - Redburn Atlantic's Canada Conference**

Toronto, Canada

**May 22, 2025 - Barclays European Leadership Conference**

London, UK

**May 27, 2025 - Deutsche Bank Conference**

Frankfurt, Germany

**May 28, 2025 - Bernstein Annual Strategic Decisions**

New York, USA

**June 04, 2025 - Jefferies Global Healthcare Conference**

New York, USA

**June 09, 2025 - Goldman Sachs Global Healthcare Conference**

Miami, USA

**June 12, 2025 - Commerzbank and ODDO BHF SWISS Equities Conference**

Interlaken, Switzerland

**June 18, 2025 - Citi European Healthcare Conference**

London, UK

**June 19, 2025 - J.P. Morgan European Healthcare Forum**

London, UK

**July 17, 2025 - Second quarter results 2025**

Basel, Switzerland

**Oct 28, 2025 - Third quarter results 2025**

Basel, Switzerland

- [Recent events](#)
- [2023 archive](#)
- [2022 archive](#)

**Kepler Cheuvreux Swiss Seminar**

March 20, 2025

Zurich, Switzerland

March 12, 2025  
Miami, USA

### **Annual General Meeting**

March 07, 2025  
Basel, Switzerland

[Visit the General Meetings section](#)

### **Cowen Healthcare Conference**

March 04, 2025  
Boston, USA

### **UBS European Healthcare Conference**

March 04, 2025  
London, UK

### **J.P. Morgan Healthcare Conference**

January 14, 2025  
San Francisco, USA

Novartis CEO Vas Narasimhan presented at the J.P. Morgan Healthcare Conference.

[Download the presentation \(PDF 2.3 MB\)](#)

[Download the podcast \(MP3 18 MB\)](#)

### **Impact and Sustainability**

December 09, 2024  
Virtual event

Novartis 11th annual ESG investor event

[Watch the webcast](#)

[Download the presentation \(PDF 1.9 MB\)](#)

### **Citi Global Healthcare Conference**

December 04, 2024  
Miami, USA

### **Meet Novartis Management**

November 21, 2024  
London, UK

[Read the media release](#)

[Watch the webcast](#)

[Download the webcast agenda \(PDF 0.1 MB\)](#)

[Download the speaker slides \(PDF 0.8 MB\)](#)

[Download the CEO presentation \(PDF 1.2 MB\)](#)

[Download the breakout slides \(PDF 0.3 MB\)](#)

### **UBS European Conference**

November 13, 2024

London, UK

### **UBS Global Healthcare Conference**

November 12, 2024

Ranchos Palo Verdes, USA

### **Guggenheim Global Healthcare Conference**

November 12, 2024

Boston, USA

### **ZKB Swiss Equity Conference Zurich**

November 08, 2024

Zurich, Switzerland

### **Third quarter results 2024**

October 29, 2024

Basel, Switzerland

Media release:

[English \(PDF 0.4 MB\)](#) | [Deutsch \(PDF 0.5 MB\)](#)

[Interim financial report \(PDF 0.6 MB\)](#)

---

[Watch the webcast](#)

[Download the podcast \(MP3 31 MB\)](#)

[Download the presentation \(PDF 6.8 MB\)](#)

[Read the transcript](#)

[Novartis Q3 2024 impact and sustainability update \(PDF 0.6 MB\)](#)

### **Renal Portfolio Update**

October 28, 2024

Virtual

[Download the presentation \(PDF 1.4 MB\)](#)

[Watch the webcast](#)

[Download the podcast \(MP3 30 MB\)](#)

### **Baader Investment Conference**

September 26, 2024  
Munich, Germany

### **BNP Paribas Exane ESG Conference**

September 25, 2024  
Paris, France

### **Bank of America Merrill Lynch Global Healthcare Conference**

September 18, 2024  
London, UK

### **Morgan Stanley Global Healthcare Conference**

September 05, 2024  
New York, USA

### **Second quarter results 2024**

July 18, 2024  
Basel, Switzerland

Media release:

[English \(PDF 0.5 MB\)](#) | [Deutsch \(PDF 0.5 MB\)](#) | [Français \(PDF 0.5 MB\)](#)

[Interim financial report \(PDF 0.5 MB\)](#)

---

[Watch the webcast](#)

[Download the podcast \(MP3 34 MB\)](#)

[Download the presentation \(PDF 5.5 MB\)](#)

[Read the transcript](#)

[Novartis Q2 2024 impact and sustainability update \(PDF 0.9 MB\)](#)

### **Stifel European Healthcare Summit**

June 27, 2024  
Lyon, France

### **J.P. Morgan European Healthcare Conference**

June 20, 2024  
London, UK

### **Citi European Healthcare Conference**

June 19, 2024

London, UK

### **Goldman Sachs Global Healthcare Conference**

June 11, 2024

Miami, USA

### **Jefferies Global Healthcare Conference**

June 06, 2024

New York, USA

### **Novartis ASCO Investor Event**

June 02, 2024

Chicago, USA

[Watch the webcast](#)

[Download the presentation \(PDF 1.0 MB\)](#)

[Read the media release: Novartis Scemblix® Phase III data first to show superior efficacy with a favorable safety and tolerability profile vs. standard-of-care TKIs in adults with newly diagnosed CML](#)

### **Bernstein Annual Strategic Decisions**

May 29, 2024

New York, USA

### **dbAccess European Champions Conference**

May 23, 2024

Frankfurt, Germany

### **Berenberg European Conference**

May 21, 2024

New York, USA

### **Barclays European Select Conference**

May 20, 2024

Brooklyn, USA

### **Redburn Atlantic Canada Conference**

May 15, 2024

Toronto, Canada

### **Bank of America Healthcare Conference**

May 15, 2024

Las Vegas, USA

### **First quarter results 2024**

April 23, 2024

Basel, Switzerland

Media release:

[English \(PDF 0.3 MB\)](#) | [Deutsch \(PDF 0.3 MB\)](#) | [Français \(PDF 0.4 MB\)](#)

[Interim financial report \(PDF 0.4 MB\)](#)

---

[Watch the webcast](#)

[Download the podcast \(MP3 30 MB\)](#)

[Download the presentation \(PDF 6.0 MB\)](#)

[Read the transcript](#)

[Novartis Q1 2024 impact and sustainability update \(PDF 1.4 MB\)](#)

### **BNP Paribas Exane Healthcare Conference**

March 26, 2024

Virtual

### **Societe Generale European ESG-SRI Conference**

March 26, 2024

Paris, France

### **Kepler Cheuvreux Swiss Seminar**

March 21, 2024

Zurich, Switzerland

### **Cowen Conference**

March 06, 2024

Boston, USA

### **Annual General Meeting**

March 05, 2024

Basel, Switzerland

[Visit the General Meetings section](#)

### **UBS European Healthcare Conference**

February 28, 2024

London, UK

### **Fourth quarter and full year results 2023 and Annual Report 2023 publication**

January 31, 2024

Basel, Switzerland

Media release:

[English \(PDF 0.3 MB\)](#) | [Deutsch \(PDF 0.3 MB\)](#) | [Français \(PDF 0.3 MB\)](#)

[Condensed financial report \(PDF 0.6 MB\)](#)

---

[Download the podcast \(MP3 34 MB\)](#)

[Download the presentation \(PDF 5.5 MB\)](#)

[Read the transcript](#)

[Novartis Q4 2023 impact and sustainability update \(PDF 0.6 MB\)](#)

[2023 epidemiology data \(PDF 1.1 MB\)](#)

### **J.P. Morgan Healthcare Conference**

January 08, 2024

San Francisco, USA

[Download the presentation \(PDF 1.3 MB\)](#)

[Download the podcast \(MP3 18 MB\)](#)

[Read the featured news](#)

### **R&D Investor Event 2023**

November 28, 2023

London, UK

[Read the media release](#)

[Download the podcast \(MP3 102 MB\)](#)

[Access our interactive presentation \(PDF 17 MB\)](#)

### **UBS European Conference**

November 15, 2023

London, UK

### **Impact & Health Equity**

November 13, 2023

Novartis 10th annual ESG investor event

[Download the presentation \(PDF 9.9 MB\)](#)

### **UBS BioPharma Conference**

November 08, 2023

Miami, USA



## **Third quarter results 2023**

October 24, 2023  
Basel, Switzerland

Media release:

[English \(PDF 0.4 MB\)](#) | [Deutsch \(PDF 0.4 MB\)](#) | [Français \(PDF 0.5 MB\)](#)

[Interim financial report \(PDF 0.6 MB\)](#)

---

[Download the podcast \(MP3 33 MB\)](#)

[Download the interactive presentation \(PDF 3.5 MB\)](#)

[Novartis Q3 2023 Impact and Sustainability Update \(PDF 1.0 MB\)](#)

## **PSMAfore Data at ESMO**

October 24, 2023  
Basel, Switzerland

[Download the podcast \(MP3 24 MB\)](#)

[Download the presentation \(PDF 1.0 MB\)](#)

## **Results from Continuing Operations 2022 and first half 2023**

October 10, 2023

[Download the presentation \(PDF 0.4 MB\)](#)

## **2023 Extraordinary General Meeting**

September 15, 2023  
Basel, Switzerland

[Visit the General Meetings section](#)

## **Bank of America Merrill Lynch Global Healthcare Conference**

Sep 13, 2023  
London, UK

## **Morgan Stanley Global Healthcare Conference**

Sep 12, 2023  
New York, USA

## **Citi's BioPharma Conference**

September 06, 2023  
Boston, USA

## **Second quarter results 2023**

July 19, 2023

July 18, 2023

Basel, Switzerland

Media release:

[English \(PDF 0.3 MB\)](#) | [Deutsch \(PDF 0.3 MB\)](#) | [Français \(PDF 0.3 MB\)](#)

[Condensed financial report \(PDF 0.5 MB\)](#)

---

[Download the interactive presentation \(PDF 3.4 MB\)](#)

[Download the podcast \(MP3 34 MB\)](#)

[Read the presentation transcript](#)

[Novartis Q2 2023 Impact and Sustainability Update \(PDF 0.3 MB\)](#)

### **Stifel European Healthcare Summit**

June 29, 2023

Bordeaux, France

### **J.P. Morgan European Healthcare Conference**

June 22, 2023

London, UK

### **Citi European Healthcare Conference**

June 21, 2023

London, UK

### **Goldman Sachs Conference**

June 12, 2023

Dana Point, USA

### **Sandoz Capital Markets Days**

June 08, 2023

New York, USA

[Download the podcast \(MP3 160 MB\)](#)

June 12, 2023

London, UK

[Download the podcast \(MP3 111 MB\)](#)

---

[Read the media release](#)

[Download the presentation \(PDF 11 MB\)](#)

### **ASCO Investor Event**

June 04, 2023

JUNE 04, 2023

Chicago, USA

[Read the media release](#)

[Download the presentation \(PDF 1.2 MB\)](#)

### **Bank of America Conference**

May 09, 2023

Las Vegas, USA

### **Novartis publishes updated 2022 segment financial reporting**

April 26, 2023

Today Novartis has published updated 2022 quarterly and full year segment financials reflecting transfers of Sandoz biotechnology manufacturing services to other companies' activities and the Coartem® brand from Sandoz to the Innovative Medicines Division, which were effective as of January 1, 2023. The 2022 updated segment financial reporting is provided in accordance with requirements of IFRS, and to aid comparability of 2023 quarterly and full year results for the segments and Corporate.

[Download the presentation \(PDF 0.4 MB\)](#)

### **First quarter results 2023**

April 25, 2023

Basel, Switzerland

Media release:

[English \(PDF 0.3 MB\)](#) | [Deutsch \(PDF 0.3 MB\)](#) | [Français \(PDF 0.3 MB\)](#)

[Condensed financial report \(PDF 0.3 MB\)](#)

---

[Download the interactive presentation \(PDF 3.4 MB\)](#)

[Download the podcast \(MP3 34 MB\)](#)

[Read the presentation transcript](#)

[Novartis Q1 2023 Impact and Sustainability Update \(PDF 1.9 MB\)](#)

### **Barclays Conference**

March 14, 2023

Miami, USA

### **Annual General Meeting**

March 07, 2023

Basel, Switzerland

[Visit the General Meetings section](#)

## **Cowen Conference**

March 07, 2023

Boston, USA

## **Credit Suisse Global Healthcare Conference**

March 01, 2023

London, UK

## **Citi Immuno-Oncology Conference**

February 21, 2023

Virtual

## **SVB Securities**

February 14, 2023

Virtual

## **Guggenheim Healthcare Talks | Oncology Day**

February 08, 2023

Virtual

## **Fourth quarter and full year results 2022 and Annual Report 2022 publication**

February 01, 2023

Basel, Switzerland

Media release:

[English \(PDF 0.3 MB\)](#) | [Deutsch \(PDF 0.3 MB\)](#) | [Français \(PDF 0.3 MB\)](#)

[Condensed financial report \(PDF 0.5 MB\)](#)

---

[Download the presentation \(PDF 5.1 MB\)](#)

[Download the podcast \(MP3 45 MB\)](#)

[Read the presentation transcript](#)

[Novartis ESG Update Q4 2022 \(PDF 0.9 MB\)](#)

## **J.P. Morgan Healthcare Conference**

January 09, 2023

San Francisco, USA

[Download the presentation \(PDF 2.7 MB\)](#)

[Download the podcast \(MP3 18 MB\)](#)

## **Iptacopan ASH Update**

December 13, 2022

Basel, Switzerland

[Download the presentation \(PDF 0.9 MB\)](#)

[Download the podcast \(MP3 24 MB\)](#)

[Read the media release](#)

## **Berenberg European Conference**

December 07, 2022

London, UK

## **Société Générale Premium Review Conference**

December 01, 2022

Paris, France

## **Investor Update on Access & Sustainability**

November 30, 2022

Basel, Switzerland

[Download the presentation \(PDF 1.6 MB\)](#)

## **Jefferies Healthcare Conference**

November 16, 2022

London, UK

## **Crédit Suisse Healthcare Conference**

November 09-10, 2022

Palos Verdes, US

## **UBS European Conference**

November 09, 2022

London, UK

## **Third quarter results 2022**

October 25, 2022

Basel, Switzerland

Media release:

[English \(PDF 0.3 MB\)](#) | [Deutsch \(PDF 0.3 MB\)](#) | [Français \(PDF 0.3 MB\)](#)

[Interim financial report \(PDF 0.5 MB\)](#)

[Download the presentation \(PDF 3.7 MB\)](#)

[Download the podcast \(MP3 40 MB\)](#)

[Read the presentation transcript](#)

[Novartis ESG Update - October 31, 2022 \(PDF 0.5 MB\)](#)

### **Bernstein Strategic Decisions Conference**

September 28, 2022

London, UK

### **Meet Novartis Management**

September 21-22, 2022

Basel, Switzerland

[Download the agenda \(PDF 0.2 MB\)](#)

[Download the interactive presentation \(PDF 4.7 MB\)](#)

[Download the speakers slides \(PDF 0.5 MB\)](#)

[Read the media release](#)

### **Bank of America Merrill Lynch Global Healthcare Conference**

September 14, 2022

London, UK

### **Morgan Stanley Global Healthcare Conference**

September 12, 2022

New York, USA

### **Novartis announces intention to separate Sandoz business to create a standalone company by way of a 100% spin-off**

August 25, 2022

Basel, Switzerland

[Download the podcast \(MP3 28 MB\)](#)

[Download the presentation \(PDF 1.1 MB\)](#)

Read the media release: [English](#) | [Deutsch](#)

### **Second quarter results 2022**

July 19, 2022

Basel, Switzerland

Media release:

[English \(PDF 0.2 MB\)](#) | [Deutsch \(PDF 0.2 MB\)](#) | [Français \(PDF 0.2 MB\)](#)

[Interim financial report \(PDF 0.5 MB\)](#)

---

[Download the presentation \(PDF 2.9 MB\)](#)

[Download the podcast \(MP3 42 MB\)](#)

[Read the presentation transcript](#)

[Novartis ESG Update - July 20, 2022 \(PDF 0.4 MB\)](#)

### **J.P. Morgan European Healthcare Conference**

June 23, 2022

London, UK

### **Citi European Healthcare Conference**

June 15, 2022

London, UK

### **Goldman Sachs Conference**

June 14, 2022

Palos Verdes, USA

### **Barclays European Select Conference**

June 10, 2022

New York, USA

### **Jefferies Healthcare Conference**

June 09, 2022

New York, USA

### **Bernstein Strategic Decisions Conference**

June 02, 2022

New York, USA

### **UBS Global Healthcare Conference**

May 23-24, 2022

New York, USA

### **Morgan Stanley Sustainable Futures Conference**

May 23, 2022

New York, USA

### **UBS Best of Europe Conference**

May 18, 2022

New York, USA

## Jefferies Structural Winners Conference

May 18, 2022

Virtual

## Societe Generale European ESG-SRI Conference

May 11, 2022

Paris, France

## First quarter results 2022

April 26, 2022

Basel, Switzerland

Media release:

[English \(PDF 0.2 MB\)](#) | [Deutsch \(PDF 0.2 MB\)](#) | [Français \(PDF 0.2 MB\)](#)

[Interim financial report \(PDF 0.4 MB\)](#)

---

[Download the presentation \(PDF 4.1 MB\)](#)

[Download the podcast \(MP3 40 MB\)](#)

[Read the presentation transcript](#)

[Novartis ESG Update - April 27, 2022 \(PDF 0.7 MB\)](#)

[Reconciliation of 2021 results excluding Roche investment impacts \(PDF 0.5 MB\)](#)

## Investor Call on Novartis New Organizational Model

April 04, 2022

[Download the presentation \(PDF 2.8 MB\)](#)

[Read the media release](#)

---

[Download the Novartis organizational structure \(PDF 0.2 MB\)](#)

[Executive Committee of Novartis \(ECN\)](#)

---

**Source URL:** <https://prod1.novartis.com/investors/event-calendar>

## List of links present in page

1. <https://prod1.novartis.com/investors/event-calendar>
2. [https://prod1.novartis.com/sites/novartis\\_com/files/q4-2024-media-release-en.pdf](https://prod1.novartis.com/sites/novartis_com/files/q4-2024-media-release-en.pdf)
3. [https://prod1.novartis.com/sites/novartis\\_com/files/q4-2024-media-release-de.pdf](https://prod1.novartis.com/sites/novartis_com/files/q4-2024-media-release-de.pdf)
4. [https://prod1.novartis.com/sites/novartis\\_com/files/2025-01-interim-financial-report-en.pdf](https://prod1.novartis.com/sites/novartis_com/files/2025-01-interim-financial-report-en.pdf)
5. <https://edge.media-server.com/mmc/p/7vboajm5/>
6. [https://prod1.novartis.com/sites/novartis\\_com/files/2025-02/q4-2024-investor-presentation.mp3](https://prod1.novartis.com/sites/novartis_com/files/2025-02/q4-2024-investor-presentation.mp3)



7. [https://prod1.novartis.com/sites/novartis\\_com/files/q4-2024-investor-presentation.pdf](https://prod1.novartis.com/sites/novartis_com/files/q4-2024-investor-presentation.pdf)
8. <https://prod1.novartis.com/investors/financial-data/quarterly-results/2024-q4-and-full-year-results-transcript>
9. [https://prod1.novartis.com/sites/novartis\\_com/files/novartis-q4-2024-impact-and-sustainability-update.pdf](https://prod1.novartis.com/sites/novartis_com/files/novartis-q4-2024-impact-and-sustainability-update.pdf)
10. <https://prod1.novartis.com/investors/financial-data/quarterly-results>
11. [#tabrecent-events-264806](#)
12. [#tab2023-archive-139176](#)
13. [#tab2022-archive-43351](#)
14. <https://prod1.novartis.com/node/662281>
15. <https://prod1.novartis.com/investors/shareholder-information/general-meetings>
16. [https://prod1.novartis.com/sites/novartis\\_com/files/novartis-investor-presentation-jpm-2025-growth-story.pdf](https://prod1.novartis.com/sites/novartis_com/files/novartis-investor-presentation-jpm-2025-growth-story.pdf)
17. [https://prod1.novartis.com/sites/novartis\\_com/files/2025-01/novartis-investor-presentation-jpm-2025-growth-story.mp3](https://prod1.novartis.com/sites/novartis_com/files/2025-01/novartis-investor-presentation-jpm-2025-growth-story.mp3)
18. [https://novartis.webcasts.com/starthere.jsp?ei=1689776&tp\\_key=9312b9a422](https://novartis.webcasts.com/starthere.jsp?ei=1689776&tp_key=9312b9a422)
19. [https://prod1.novartis.com/sites/novartis\\_com/files/2024-12-novartis-impact-sustainability.pdf](https://prod1.novartis.com/sites/novartis_com/files/2024-12-novartis-impact-sustainability.pdf)
20. <https://prod1.novartis.com/news/media-releases/novartis-upgrades-mid-term-guidance-and-highlights-deep-pipeline-core-therapeutic-areas-drive-long-term-growth>
21. <https://edge.media-server.com/mmc/p/mfs4d9bz>
22. [https://prod1.novartis.com/sites/novartis\\_com/files/meet-novartis-management-2024-agenda.pdf](https://prod1.novartis.com/sites/novartis_com/files/meet-novartis-management-2024-agenda.pdf)
23. [https://prod1.novartis.com/sites/novartis\\_com/files/meet-novartis-management-2024-speaker-slides.pdf](https://prod1.novartis.com/sites/novartis_com/files/meet-novartis-management-2024-speaker-slides.pdf)
24. [https://prod1.novartis.com/sites/novartis\\_com/files/meet-novartis-management-2024-ceo-presentation.pdf](https://prod1.novartis.com/sites/novartis_com/files/meet-novartis-management-2024-ceo-presentation.pdf)
25. [https://prod1.novartis.com/sites/novartis\\_com/files/meet-novartis-management-2024-breakout-slides.pdf](https://prod1.novartis.com/sites/novartis_com/files/meet-novartis-management-2024-breakout-slides.pdf)
26. [https://prod1.novartis.com/sites/novartis\\_com/files/q3-2024-media-release-en.pdf](https://prod1.novartis.com/sites/novartis_com/files/q3-2024-media-release-en.pdf)
27. [https://prod1.novartis.com/sites/novartis\\_com/files/q3-2024-media-release-de.pdf](https://prod1.novartis.com/sites/novartis_com/files/q3-2024-media-release-de.pdf)
28. [https://prod1.novartis.com/sites/novartis\\_com/files/2024-10-interim-financial-report-en.pdf](https://prod1.novartis.com/sites/novartis_com/files/2024-10-interim-financial-report-en.pdf)
29. <https://edge.media-server.com/mmc/p/3hsrpsa4>
30. [https://prod1.novartis.com/sites/novartis\\_com/files/2024-10/q3-2024-investor-presentation.mp3](https://prod1.novartis.com/sites/novartis_com/files/2024-10/q3-2024-investor-presentation.mp3)
31. [https://prod1.novartis.com/sites/novartis\\_com/files/q3-2024-investor-presentation.pdf](https://prod1.novartis.com/sites/novartis_com/files/q3-2024-investor-presentation.pdf)
32. <https://prod1.novartis.com/investors/financial-data/quarterly-results/2024-q3-transcript>
33. [https://prod1.novartis.com/sites/novartis\\_com/files/novartis-q3-2024-impact-and-sustainability-update.pdf](https://prod1.novartis.com/sites/novartis_com/files/novartis-q3-2024-impact-and-sustainability-update.pdf)
34. [https://prod1.novartis.com/sites/novartis\\_com/files/2024-10-novartis-renal-portfolio-presentation.pdf](https://prod1.novartis.com/sites/novartis_com/files/2024-10-novartis-renal-portfolio-presentation.pdf)
35. <https://edge.media-server.com/mmc/p/d4yyo26k>
36. [https://prod1.novartis.com/sites/novartis\\_com/files/2024-10/2024-10-novartis-renal-portfolio-presentation.mp3](https://prod1.novartis.com/sites/novartis_com/files/2024-10/2024-10-novartis-renal-portfolio-presentation.mp3)
37. [https://prod1.novartis.com/sites/novartis\\_com/files/q2-2024-media-release-en.pdf](https://prod1.novartis.com/sites/novartis_com/files/q2-2024-media-release-en.pdf)
38. [https://prod1.novartis.com/sites/novartis\\_com/files/q2-2024-media-release-de.pdf](https://prod1.novartis.com/sites/novartis_com/files/q2-2024-media-release-de.pdf)
39. [https://prod1.novartis.com/sites/novartis\\_com/files/q2-2024-media-release-fr.pdf](https://prod1.novartis.com/sites/novartis_com/files/q2-2024-media-release-fr.pdf)
40. [https://prod1.novartis.com/sites/novartis\\_com/files/2024-07-interim-financial-report-en.pdf](https://prod1.novartis.com/sites/novartis_com/files/2024-07-interim-financial-report-en.pdf)
41. <https://edge.media-server.com/mmc/p/a2y6rkfr>
42. [https://prod1.novartis.com/sites/novartis\\_com/files/2024-07/q2-2024-investor-presentation.mp3](https://prod1.novartis.com/sites/novartis_com/files/2024-07/q2-2024-investor-presentation.mp3)
43. [https://prod1.novartis.com/sites/novartis\\_com/files/q2-2024-investor-presentation.pdf](https://prod1.novartis.com/sites/novartis_com/files/q2-2024-investor-presentation.pdf)
44. <https://prod1.novartis.com/investors/financial-data/quarterly-results/2024-q2-transcript>
45. [https://prod1.novartis.com/sites/novartis\\_com/files/novartis-q2-2024-impact-and-sustainability-update.pdf](https://prod1.novartis.com/sites/novartis_com/files/novartis-q2-2024-impact-and-sustainability-update.pdf)
46. <https://edge.media-server.com/mmc/p/3xi5zz7j/>
47. [https://prod1.novartis.com/sites/novartis\\_com/files/2024-novartis-asco-investor-event-presentation.pdf](https://prod1.novartis.com/sites/novartis_com/files/2024-novartis-asco-investor-event-presentation.pdf)
48. <https://prod1.novartis.com/news/media-releases/novartis-scemblix-phase-iii-data-first-show-superior-efficacy-favorable-safety-and-tolerability-profile-vs-standard-care-tkis-adults-newly-diagnosed-cml>
49. [https://prod1.novartis.com/sites/novartis\\_com/files/q1-2024-media-release-en.pdf](https://prod1.novartis.com/sites/novartis_com/files/q1-2024-media-release-en.pdf)
50. [https://prod1.novartis.com/sites/novartis\\_com/files/q1-2024-media-release-de.pdf](https://prod1.novartis.com/sites/novartis_com/files/q1-2024-media-release-de.pdf)
51. [https://prod1.novartis.com/sites/novartis\\_com/files/q1-2024-media-release-fr.pdf](https://prod1.novartis.com/sites/novartis_com/files/q1-2024-media-release-fr.pdf)
52. [https://prod1.novartis.com/sites/novartis\\_com/files/2024-04-interim-financial-report-en.pdf](https://prod1.novartis.com/sites/novartis_com/files/2024-04-interim-financial-report-en.pdf)
53. <https://edge.media-server.com/mmc/p/dngt7jpp>
54. [https://prod1.novartis.com/sites/novartis\\_com/files/2024-04/q1-2024-investor-presentation.mp3](https://prod1.novartis.com/sites/novartis_com/files/2024-04/q1-2024-investor-presentation.mp3)

55. [https://prod1.novartis.com/sites/novartis\\_com/files/q1-2024-investor-presentation.pdf](https://prod1.novartis.com/sites/novartis_com/files/q1-2024-investor-presentation.pdf)
56. <https://prod1.novartis.com/investors/financial-data/quarterly-results/2024-q1-transcript>
57. [https://prod1.novartis.com/sites/novartis\\_com/files/novartis-q1-2024-impact-and-sustainability-update.pdf](https://prod1.novartis.com/sites/novartis_com/files/novartis-q1-2024-impact-and-sustainability-update.pdf)
58. <https://prod1.novartis.com/investors/shareholder-information/general-meetings>
59. [https://prod1.novartis.com/sites/novartis\\_com/files/q4-2023-media-release-en.pdf](https://prod1.novartis.com/sites/novartis_com/files/q4-2023-media-release-en.pdf)
60. [https://prod1.novartis.com/sites/novartis\\_com/files/q4-2023-media-release-de.pdf](https://prod1.novartis.com/sites/novartis_com/files/q4-2023-media-release-de.pdf)
61. [https://prod1.novartis.com/sites/novartis\\_com/files/q4-2023-media-release-fr.pdf](https://prod1.novartis.com/sites/novartis_com/files/q4-2023-media-release-fr.pdf)
62. [https://prod1.novartis.com/sites/novartis\\_com/files/2024-01-interim-financial-report-en.pdf](https://prod1.novartis.com/sites/novartis_com/files/2024-01-interim-financial-report-en.pdf)
63. [https://prod1.novartis.com/sites/novartis\\_com/files/2024-02/q4-2023-investor-presentation.mp3](https://prod1.novartis.com/sites/novartis_com/files/2024-02/q4-2023-investor-presentation.mp3)
64. [https://prod1.novartis.com/sites/novartis\\_com/files/q4-2023-investor-presentation.pdf](https://prod1.novartis.com/sites/novartis_com/files/q4-2023-investor-presentation.pdf)
65. <https://prod1.novartis.com/investors/financial-data/quarterly-results/2023-q4-and-full-year-results-transcript>
66. [https://prod1.novartis.com/sites/novartis\\_com/files/novartis-q4-2023-impact-and-sustainability-update.pdf](https://prod1.novartis.com/sites/novartis_com/files/novartis-q4-2023-impact-and-sustainability-update.pdf)
67. [https://prod1.novartis.com/sites/novartis\\_com/files/novartis-target-patient-populations-2023.pdf](https://prod1.novartis.com/sites/novartis_com/files/novartis-target-patient-populations-2023.pdf)
68. [https://prod1.novartis.com/sites/novartis\\_com/files/2024-jpm-novartis-strategy-growth-update.pdf](https://prod1.novartis.com/sites/novartis_com/files/2024-jpm-novartis-strategy-growth-update.pdf)
69. [https://prod1.novartis.com/sites/novartis\\_com/files/2024-01/2024-jpm-novartis-strategy-growth-update.mp3](https://prod1.novartis.com/sites/novartis_com/files/2024-01/2024-jpm-novartis-strategy-growth-update.mp3)
70. <https://prod1.novartis.com/news/jp-morgan-healthcare-conference-2024>
71. <https://prod1.novartis.com/node/662281/printable/print>
72. <https://prod1.novartis.com/node/662281/printable/pdf>
73. <https://prod1.novartis.com/node/546201>
74. <https://prod1.novartis.com/news/media-releases/novartis-upgrades-mid-term-sales-growth-guidance-showcases-its-differentiated-innovative-medicines-strategy-and-robust-pipeline-rd-day>
75. [https://prod1.novartis.com/sites/novartis\\_com/files/2023-12/novartis-investors-r-d-day-2023.mp3](https://prod1.novartis.com/sites/novartis_com/files/2023-12/novartis-investors-r-d-day-2023.mp3)
76. <https://prod1.novartis.com/sites/novartiscom/files/novartis-investors-r-d-day-2023.pdf>
77. <https://prod1.novartis.com/sites/novartiscom/files/2023-11-novartis-investor-impact-health-equity.pdf>
78. [https://prod1.novartis.com/sites/novartis\\_com/files/q3-2023-media-release-en.pdf](https://prod1.novartis.com/sites/novartis_com/files/q3-2023-media-release-en.pdf)
79. [https://prod1.novartis.com/sites/novartis\\_com/files/q3-2023-media-release-de.pdf](https://prod1.novartis.com/sites/novartis_com/files/q3-2023-media-release-de.pdf)
80. [https://prod1.novartis.com/sites/novartis\\_com/files/q3-2023-media-release-fr.pdf](https://prod1.novartis.com/sites/novartis_com/files/q3-2023-media-release-fr.pdf)
81. [https://prod1.novartis.com/sites/novartis\\_com/files/2023-10-interim-financial-report-en.pdf](https://prod1.novartis.com/sites/novartis_com/files/2023-10-interim-financial-report-en.pdf)
82. [https://prod1.novartis.com/sites/novartis\\_com/files/2023-10/q3-2023-investor-presentation.mp3](https://prod1.novartis.com/sites/novartis_com/files/2023-10/q3-2023-investor-presentation.mp3)
83. [https://prod1.novartis.com/sites/novartis\\_com/files/q3-2023-investor-presentation.pdf](https://prod1.novartis.com/sites/novartis_com/files/q3-2023-investor-presentation.pdf)
84. [https://prod1.novartis.com/sites/novartis\\_com/files/novartis-q3-2023-impact-and-sustainability-update.pdf](https://prod1.novartis.com/sites/novartis_com/files/novartis-q3-2023-impact-and-sustainability-update.pdf)
85. [https://prod1.novartis.com/sites/novartis\\_com/files/2023-10/2023-novartis-esmo-call-presentation.mp3](https://prod1.novartis.com/sites/novartis_com/files/2023-10/2023-novartis-esmo-call-presentation.mp3)
86. [https://prod1.novartis.com/sites/novartis\\_com/files/2023-novartis-esmo-call-presentation.pdf](https://prod1.novartis.com/sites/novartis_com/files/2023-novartis-esmo-call-presentation.pdf)
87. [https://prod1.novartis.com/sites/novartis\\_com/files/novartis-results-continuing-operations-october-2023.pdf](https://prod1.novartis.com/sites/novartis_com/files/novartis-results-continuing-operations-october-2023.pdf)
88. <https://prod1.novartis.com/investors/shareholder-information/general-meetings>
89. [https://prod1.novartis.com/sites/novartis\\_com/files/q2-2023-media-release-en.pdf](https://prod1.novartis.com/sites/novartis_com/files/q2-2023-media-release-en.pdf)
90. [https://prod1.novartis.com/sites/novartis\\_com/files/q2-2023-media-release-de.pdf](https://prod1.novartis.com/sites/novartis_com/files/q2-2023-media-release-de.pdf)
91. [https://prod1.novartis.com/sites/novartis\\_com/files/q2-2023-media-release-fr.pdf](https://prod1.novartis.com/sites/novartis_com/files/q2-2023-media-release-fr.pdf)
92. [https://prod1.novartis.com/sites/novartis\\_com/files/2023-07-interim-financial-report-en.pdf](https://prod1.novartis.com/sites/novartis_com/files/2023-07-interim-financial-report-en.pdf)
93. [https://prod1.novartis.com/sites/novartis\\_com/files/q2-2023-investor-presentation.pdf](https://prod1.novartis.com/sites/novartis_com/files/q2-2023-investor-presentation.pdf)
94. [https://prod1.novartis.com/sites/novartis\\_com/files/2023-07/q2-2023-investor-presentation.mp3](https://prod1.novartis.com/sites/novartis_com/files/2023-07/q2-2023-investor-presentation.mp3)
95. <https://prod1.novartis.com/investors/financial-data/quarterly-results/2023-q2-transcript>
96. [https://prod1.novartis.com/sites/novartis\\_com/files/novartis-q2-2023-impact-and-sustainability-update.pdf](https://prod1.novartis.com/sites/novartis_com/files/novartis-q2-2023-impact-and-sustainability-update.pdf)
97. [https://prod1.novartis.com/sites/novartis\\_com/files/2023-06/sandoz-capital-markets-day-new-york.mp3](https://prod1.novartis.com/sites/novartis_com/files/2023-06/sandoz-capital-markets-day-new-york.mp3)
98. [https://prod1.novartis.com/sites/novartis\\_com/files/2023-06/sandoz-capital-markets-day-london.mp3](https://prod1.novartis.com/sites/novartis_com/files/2023-06/sandoz-capital-markets-day-london.mp3)
99. <https://prod1.novartis.com/news/media-releases/sandoz-presents-compelling-investment-proposition-standalone-company-capital-markets-day>
100. [https://prod1.novartis.com/sites/novartis\\_com/files/2023-sandoz-capital-markets-day-presentation.pdf](https://prod1.novartis.com/sites/novartis_com/files/2023-sandoz-capital-markets-day-presentation.pdf)
101. <https://prod1.novartis.com/news/media-releases/novartis-kisqali-significantly-reduced-risk-recurrence-25-across-broad-population-patients-early-breast-cancer-clinically-meaningful-benefit-was-consistent-across-subgroups>

102. [https://prod1.novartis.com/sites/novartis\\_com/files/2023-06-novartis-asco-presentation.pdf](https://prod1.novartis.com/sites/novartis_com/files/2023-06-novartis-asco-presentation.pdf)
103. [https://prod1.novartis.com/sites/novartis\\_com/files/novartis-2022-financials-updated-segment-reporting-april-2023.pdf](https://prod1.novartis.com/sites/novartis_com/files/novartis-2022-financials-updated-segment-reporting-april-2023.pdf)
104. [https://prod1.novartis.com/sites/novartis\\_com/files/q1-2023-media-release-en.pdf](https://prod1.novartis.com/sites/novartis_com/files/q1-2023-media-release-en.pdf)
105. [https://prod1.novartis.com/sites/novartis\\_com/files/q1-2023-media-release-de.pdf](https://prod1.novartis.com/sites/novartis_com/files/q1-2023-media-release-de.pdf)
106. [https://prod1.novartis.com/sites/novartis\\_com/files/q1-2023-media-release-fr.pdf](https://prod1.novartis.com/sites/novartis_com/files/q1-2023-media-release-fr.pdf)
107. [https://prod1.novartis.com/sites/novartis\\_com/files/2023-04-interim-financial-report-en.pdf](https://prod1.novartis.com/sites/novartis_com/files/2023-04-interim-financial-report-en.pdf)
108. [https://prod1.novartis.com/sites/novartis\\_com/files/q1-2023-investor-presentation.pdf](https://prod1.novartis.com/sites/novartis_com/files/q1-2023-investor-presentation.pdf)
109. [https://prod1.novartis.com/sites/novartis\\_com/files/2023-04/q1-2023-investor-presentation.mp3](https://prod1.novartis.com/sites/novartis_com/files/2023-04/q1-2023-investor-presentation.mp3)
110. <https://prod1.novartis.com/investors/financial-data/quarterly-results/2023-q1-transcript>
111. [https://prod1.novartis.com/sites/novartis\\_com/files/novartis-q1-2023-impact-and-sustainability-update.pdf](https://prod1.novartis.com/sites/novartis_com/files/novartis-q1-2023-impact-and-sustainability-update.pdf)
112. <https://prod1.novartis.com/investors/shareholder-information/general-meetings>
113. [https://prod1.novartis.com/sites/novartis\\_com/files/q4-2022-media-release-en.pdf](https://prod1.novartis.com/sites/novartis_com/files/q4-2022-media-release-en.pdf)
114. [https://prod1.novartis.com/sites/novartis\\_com/files/q4-2022-media-release-de.pdf](https://prod1.novartis.com/sites/novartis_com/files/q4-2022-media-release-de.pdf)
115. [https://prod1.novartis.com/sites/novartis\\_com/files/q4-2022-media-release-fr.pdf](https://prod1.novartis.com/sites/novartis_com/files/q4-2022-media-release-fr.pdf)
116. [https://prod1.novartis.com/sites/novartis\\_com/files/2023-02-interim-financial-report-en.pdf](https://prod1.novartis.com/sites/novartis_com/files/2023-02-interim-financial-report-en.pdf)
117. [https://prod1.novartis.com/sites/novartis\\_com/files/q4-2022-investor-presentation.pdf](https://prod1.novartis.com/sites/novartis_com/files/q4-2022-investor-presentation.pdf)
118. [https://prod1.novartis.com/sites/novartis\\_com/files/2023-02/q4-2022-investor-presentation.mp3](https://prod1.novartis.com/sites/novartis_com/files/2023-02/q4-2022-investor-presentation.mp3)
119. <https://prod1.novartis.com/investors/financial-data/quarterly-results/2022-q4-and-full-year-results-transcript>
120. [https://prod1.novartis.com/sites/novartis\\_com/files/environmental-social-and-governance-february-2023-update.pdf](https://prod1.novartis.com/sites/novartis_com/files/environmental-social-and-governance-february-2023-update.pdf)
121. [https://prod1.novartis.com/sites/novartis\\_com/files/2023-new-novartis-pure-play-innovative-medicines-company.pdf](https://prod1.novartis.com/sites/novartis_com/files/2023-new-novartis-pure-play-innovative-medicines-company.pdf)
122. [https://prod1.novartis.com/sites/novartis\\_com/files/2023-01/2023-new-novartis-pure-play-innovative-medicines-company.mp3](https://prod1.novartis.com/sites/novartis_com/files/2023-01/2023-new-novartis-pure-play-innovative-medicines-company.mp3)
123. <https://prod1.novartis.com/node/546201/printable/print>
124. <https://prod1.novartis.com/node/546201/printable/pdf>
125. <https://prod1.novartis.com/node/126531>
126. [https://prod1.novartis.com/sites/novartis\\_com/files/2022-12-13-iptacopan-ash-update-presentation.pdf](https://prod1.novartis.com/sites/novartis_com/files/2022-12-13-iptacopan-ash-update-presentation.pdf)
127. [https://prod1.novartis.com/sites/novartis\\_com/files/2022-12/2022-12-13-iptacopan-ash-update-presentation.mp3](https://prod1.novartis.com/sites/novartis_com/files/2022-12/2022-12-13-iptacopan-ash-update-presentation.mp3)
128. <https://prod1.novartis.com/news/media-releases/novartis-presents-pivotal-phase-iii-apply-pnh-data-ash-demonstrating-investigational-oral-monotherapy-iptacopan-superiority-over-anti-c5>
129. [https://prod1.novartis.com/sites/novartis\\_com/files/2022-11-novartis-investor-update-access-sustainability.pdf](https://prod1.novartis.com/sites/novartis_com/files/2022-11-novartis-investor-update-access-sustainability.pdf)
130. [https://prod1.novartis.com/sites/novartis\\_com/files/q3-2022-media-release-en.pdf](https://prod1.novartis.com/sites/novartis_com/files/q3-2022-media-release-en.pdf)
131. [https://prod1.novartis.com/sites/novartis\\_com/files/q3-2022-media-release-de.pdf](https://prod1.novartis.com/sites/novartis_com/files/q3-2022-media-release-de.pdf)
132. [https://prod1.novartis.com/sites/novartis\\_com/files/q3-2022-media-release-fr.pdf](https://prod1.novartis.com/sites/novartis_com/files/q3-2022-media-release-fr.pdf)
133. [https://prod1.novartis.com/sites/novartis\\_com/files/2022-10-interim-financial-report-en.pdf](https://prod1.novartis.com/sites/novartis_com/files/2022-10-interim-financial-report-en.pdf)
134. [https://prod1.novartis.com/sites/novartis\\_com/files/q3-2022-investor-presentation.pdf](https://prod1.novartis.com/sites/novartis_com/files/q3-2022-investor-presentation.pdf)
135. [https://prod1.novartis.com/sites/novartis\\_com/files/2022-10/q3-2022-investor-presentation.mp3](https://prod1.novartis.com/sites/novartis_com/files/2022-10/q3-2022-investor-presentation.mp3)
136. <https://prod1.novartis.com/investors/financial-data/quarterly-results/2022-q3-transcript>
137. [https://prod1.novartis.com/sites/novartis\\_com/files/environmental-social-and-governance-october-2022-update.pdf](https://prod1.novartis.com/sites/novartis_com/files/environmental-social-and-governance-october-2022-update.pdf)
138. [https://prod1.novartis.com/sites/novartis\\_com/files/2022-novartis-meet-management-agenda.pdf](https://prod1.novartis.com/sites/novartis_com/files/2022-novartis-meet-management-agenda.pdf)
139. [https://prod1.novartis.com/sites/novartis\\_com/files/2022-09-meet-novartis-management-event-presentation.pdf](https://prod1.novartis.com/sites/novartis_com/files/2022-09-meet-novartis-management-event-presentation.pdf)
140. [https://prod1.novartis.com/sites/novartis\\_com/files/2022-09-meet-novartis-management-event-speakers.pdf](https://prod1.novartis.com/sites/novartis_com/files/2022-09-meet-novartis-management-event-speakers.pdf)
141. <https://prod1.novartis.com/news/media-releases/novartis-unveils-new-focused-strategy-underpinned-eight-potential-multi-billion-dollar-peak-sales-brands-deep-pipeline-meet-management-event>
142. [https://prod1.novartis.com/sites/novartis\\_com/files/2022-08/2022-novartis-sandoz-spinoff-presentation.mp3](https://prod1.novartis.com/sites/novartis_com/files/2022-08/2022-novartis-sandoz-spinoff-presentation.mp3)

143. [https://prod1.novartis.com/sites/novartis\\_com/files/2022-novartis-sandoz-spinoff-presentation.pdf](https://prod1.novartis.com/sites/novartis_com/files/2022-novartis-sandoz-spinoff-presentation.pdf)
144. <https://prod1.novartis.com/news/media-releases/novartis-announces-intention-separate-sandoz-business-create-standalone-company-way-100-spin>
145. <https://prod1.novartis.com/news/media-releases/novartis-will-das-sandoz-geschäft-durch-eine-hundertprozentige-ausgliederung-als-eigenständiges-unternehmen-abspalten>
146. [https://prod1.novartis.com/sites/novartis\\_com/files/q2-2022-media-release-en.pdf](https://prod1.novartis.com/sites/novartis_com/files/q2-2022-media-release-en.pdf)
147. [https://prod1.novartis.com/sites/novartis\\_com/files/q2-2022-media-release-de.pdf](https://prod1.novartis.com/sites/novartis_com/files/q2-2022-media-release-de.pdf)
148. [https://prod1.novartis.com/sites/novartis\\_com/files/q2-2022-media-release-fr.pdf](https://prod1.novartis.com/sites/novartis_com/files/q2-2022-media-release-fr.pdf)
149. [https://prod1.novartis.com/sites/novartis\\_com/files/2022-07-interim-financial-report-en.pdf](https://prod1.novartis.com/sites/novartis_com/files/2022-07-interim-financial-report-en.pdf)
150. [https://prod1.novartis.com/sites/novartis\\_com/files/q2-2022-investor-presentation.pdf](https://prod1.novartis.com/sites/novartis_com/files/q2-2022-investor-presentation.pdf)
151. [https://prod1.novartis.com/sites/novartis\\_com/files/2022-07/q2-2022-investor-presentation.mp3](https://prod1.novartis.com/sites/novartis_com/files/2022-07/q2-2022-investor-presentation.mp3)
152. <https://prod1.novartis.com/investors/financial-data/quarterly-results/2022-q2-transcript>
153. [https://prod1.novartis.com/sites/novartis\\_com/files/environmental-social-and-governance-july-2022-update.pdf](https://prod1.novartis.com/sites/novartis_com/files/environmental-social-and-governance-july-2022-update.pdf)
154. [https://prod1.novartis.com/sites/novartis\\_com/files/q1-2022-media-release-en.pdf](https://prod1.novartis.com/sites/novartis_com/files/q1-2022-media-release-en.pdf)
155. [https://prod1.novartis.com/sites/novartis\\_com/files/q1-2022-media-release-de.pdf](https://prod1.novartis.com/sites/novartis_com/files/q1-2022-media-release-de.pdf)
156. [https://prod1.novartis.com/sites/novartis\\_com/files/q1-2022-media-release-fr.pdf](https://prod1.novartis.com/sites/novartis_com/files/q1-2022-media-release-fr.pdf)
157. [https://prod1.novartis.com/sites/novartis\\_com/files/2022-04-interim-financial-report-en.pdf](https://prod1.novartis.com/sites/novartis_com/files/2022-04-interim-financial-report-en.pdf)
158. [https://prod1.novartis.com/sites/novartis\\_com/files/q1-2022-investor-presentation.pdf](https://prod1.novartis.com/sites/novartis_com/files/q1-2022-investor-presentation.pdf)
159. [https://prod1.novartis.com/sites/novartis\\_com/files/2022-04/q1-2022-investor-presentation.mp3](https://prod1.novartis.com/sites/novartis_com/files/2022-04/q1-2022-investor-presentation.mp3)
160. <https://prod1.novartis.com/investors/financial-data/quarterly-results/2022-q1-transcript>
161. [https://prod1.novartis.com/sites/novartis\\_com/files/environmental-social-and-governance-april-2022-update.pdf](https://prod1.novartis.com/sites/novartis_com/files/environmental-social-and-governance-april-2022-update.pdf)
162. [https://prod1.novartis.com/sites/novartis\\_com/files/2022-04-reconciliation-of-2021-results-excluding-roche-investment-impacts.pdf](https://prod1.novartis.com/sites/novartis_com/files/2022-04-reconciliation-of-2021-results-excluding-roche-investment-impacts.pdf)
163. [https://prod1.novartis.com/sites/novartis\\_com/files/2022-04-novartis-new-organizational-model-presentation.pdf](https://prod1.novartis.com/sites/novartis_com/files/2022-04-novartis-new-organizational-model-presentation.pdf)
164. <https://prod1.novartis.com/news/media-releases/novartis-announces-new-organizational-structure-accelerate-growth-strengthen-pipeline-and-increase-productivity>
165. [https://prod1.novartis.com/sites/novartis\\_com/files/novartis-org-chart.pdf](https://prod1.novartis.com/sites/novartis_com/files/novartis-org-chart.pdf)
166. <https://prod1.novartis.com/about/executive-committee>
167. <https://prod1.novartis.com/node/126531/printable/print>
168. <https://prod1.novartis.com/node/126531/printable/pdf>