

General Meetings

- [English](#)
- [Deutsch](#)
- [2024](#)
- [2023](#)
- [2022](#)
- [2021](#)
- [2020](#)
- [Archive](#)

2025 Annual General Meeting

Date: Friday, March 07, 2025, 10:00 CET

Place: St. Jakobshalle, Basel, Switzerland

Agenda and Instructions

[Invitation to the Annual General Meeting \(PDF 0.6 MB\)](#)

[Brochure Compensation Votes \(PDF 0.1 MB\)](#)

[Information on the professional background of Giovanni Caforio \(PDF 0.1 MB\)](#)

[Information on the professional background of Elizabeth McNally \(PDF 0.1 MB\)](#)

[Sample of form "Registration/appointment of proxy" for registered shareholders \(PDF 0.8 MB\)](#)

[Statement regarding Attendance Rate of Board Members \(PDF 0.2 MB\)](#)

Media release / Voting results

[Media release](#)

[Voting results \(PDF 0.1 MB\)](#)

Annual Report

[Read the Annual Report 2024 or the Novartis in Society Integrated Report 2024](#)

Ordentliche Generalversammlung 2025

Datum: Freitag, 07. März 2025, 10.00 MEZ

Ort: St. Jakobshalle, Basel, Schweiz

Traktanden und Instruktionen

[Einladung zur ordentlichen Generalversammlung \(PDF 0.1 MB\)](#)

[Broschüre Abstimmungen über die Vergütungen \(PDF 0.1 MB\)](#)

[Informationen zum beruflichen Hintergrund von Giovanni Caforio \(in Englisch\) \(PDF 0.1 MB\)](#)

[Informationen zum beruflichen Hintergrund von Elizabeth McNally \(in Englisch\) \(PDF 0.1 MB\)](#)

[Musterformular "Anmeldung/Vollmachtserteilung" für registrierte Aktionäre \(PDF 0.8 MB\)](#)

[Erklärung zur Präsenzquote der Mitglieder des Verwaltungsrats \(in Englisch\) \(PDF 0.2 MB\)](#)

Medienmitteilung / Ergebnisse der Abstimmungen

[Medienmitteilung](#)

[Ergebnisse der Abstimmungen \(PDF 0.1 MB\)](#)

Geschäftsbericht

[Lesen Sie den Geschäftsbericht 2024 \(in Englisch\) oder den Novartis in Society Integrated Report 2024 \(in Deutsch oder Englisch\)](#)

2024 Annual General Meeting

Agenda and Shareholder Information on the Compensation Votes

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

Media release

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

Voting results

[English \(PDF 0.1 MB\)](#) [Deutsch \(PDF 0.1 MB\)](#)

Minutes

[Deutsch \(PDF 0.2 MB\)](#)

2023 Extraordinary General Meeting

Agenda

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

Shareholder Information Brochure "Proposed Spin-off of Sandoz"

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

[Listing Prospectus of Sandoz Group AG and other related documents](#)

Media release

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

Voting results

[English \(PDF 0.1 MB\)](#) [Deutsch \(PDF 0.1 MB\)](#)

Minutes

[Deutsch \(PDF 0.2 MB\)](#)

2023 Annual General Meeting

Agenda and Shareholder Information on the Compensation Votes

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

Brochure "Explanations of the Board of Directors on the Amendment of the Articles of Incorporation"

[English \(PDF 0.1 MB\)](#) [Deutsch \(PDF 0.2 MB\)](#) [Français \(PDF 0.1 MB\)](#)

Statement regarding Agenda Item 6.1 – Participation at General Meetings by Electronic Means (Article 12a of the Articles of Incorporation)

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

[Background information on John D. Young \(updated\) \(PDF 0.1 MB\)](#)

Media release

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

Voting results

[English \(PDF 0.1 MB\)](#) [Deutsch \(PDF 0.1 MB\)](#) [Français \(PDF 0.1 MB\)](#)

Minutes

[Deutsch \(PDF 0.2 MB\)](#)

2022 Annual General Meeting

Agenda and Shareholder Information on the Compensation Votes

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

Media release

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

Voting results

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

Minutes

[Deutsch \(PDF 0.1 MB\)](#)

2021 Annual General Meeting

Agenda and Shareholder Information on the Compensation Votes

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

Media release

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

Voting results

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

Minutes

[Deutsch \(PDF 0.1 MB\)](#)

2020 Annual General Meeting

Agenda and Shareholder Information on the Compensation Votes

[English \(PDF 4.2 MB\)](#) [Deutsch \(PDF 4.2 MB\)](#) [Français \(PDF 4.2 MB\)](#)

Media release

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

Voting results

[English \(PDF 0.1 MB\)](#) [Deutsch \(PDF 0.1 MB\)](#) [Français \(PDF 0.1 MB\)](#)

Minutes

[Deutsch \(PDF 0.2 MB\)](#)

2019 Annual General Meeting

Agenda and Shareholder Information on the Compensation Votes

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

Brochure 'Proposed Spin-Off of Alcon'

[English \(PDF 0.9 MB\)](#) [Deutsch \(PDF 0.9 MB\)](#) [Français \(PDF 0.9 MB\)](#)

Media release

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

Voting results

[English \(PDF 0.1 MB\)](#) [Deutsch \(PDF 0.1 MB\)](#) [Français \(PDF 0.1 MB\)](#)

Minutes

[Deutsch \(PDF 0.2 MB\)](#)

2018 Annual General Meeting

Agenda and Shareholder Information on the Compensation Votes

[English \(PDF 0.3 MB\)](#) [Deutsch \(PDF 0.3 MB\)](#) [Français \(PDF 0.1 MB\)](#)

[Letter from the Chairman of the Compensation Committee concerning the 2017 Compensation Report \(PDF 0.1 MB\)](#)

Media release

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

Voting results

[English \(PDF 0.1 MB\)](#) [Deutsch \(PDF 0.1 MB\)](#) [Français \(PDF 0.1 MB\)](#)

Minutes

[Deutsch \(PDF 0.1 MB\)](#)

2017 Annual General Meeting

Agenda and Shareholder Information on the Compensation Votes

[English \(PDF 0.8 MB\)](#) [Deutsch \(PDF 0.8 MB\)](#) [Français \(PDF 0.9 MB\)](#)

[Novartis response to the report issued by proxy advisor ISS on February 07, 2017 \(PDF 0.2 MB\)](#)

Media release

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

Voting results

[English/Deutsch/Français \(PDF 0.6 MB\)](#)

Minutes

[Deutsch \(PDF 0.1 MB\)](#)

2016 Annual General Meeting

Agenda and Shareholder Information on the Compensation Votes

[English \(PDF 0.7 MB\)](#) [Deutsch \(PDF 0.8 MB\)](#) [Français \(PDF 0.8 MB\)](#)

[Comment: Further Share Repurchase Program, item 5 of the Agenda \(PDF 0.1 MB\)](#)

Media release

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

Voting results

[English/Deutsch/Français \(PDF 1.0 MB\)](#)

Minutes

[Deutsch \(PDF 0.1 MB\)](#)

2015 Annual General Meeting

Agenda and Shareholder Information on the Compensation Votes

[English \(PDF 3.6 MB\)](#) [Deutsch \(PDF 3.6 MB\)](#) [Français \(PDF 3.7 MB\)](#)

Media release

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

Voting results

[English/Deutsch/Français \(PDF 1.0 MB\)](#)

Minutes

[Deutsch \(PDF 0.1 MB\)](#)

2014 Annual General Meeting

Agenda and Shareholder Information on the Compensation Votes

[English \(PDF 1.2 MB\)](#) [Deutsch \(PDF 1.0 MB\)](#) [Français \(PDF 1.0 MB\)](#)

Media release

[English \(PDF 0.2 MB\)](#) [Deutsch \(PDF 0.2 MB\)](#) [Français \(PDF 0.3 MB\)](#)

Voting results

[English/Deutsch/Français \(PDF 1.2 MB\)](#)

Minutes

[Deutsch \(PDF 0.1 MB\)](#)

2013 Annual General Meeting

Agenda and Shareholder Information on the Compensation Votes

[English \(PDF 0.5 MB\)](#) [Deutsch \(PDF 0.4 MB\)](#) [Français \(PDF 0.9 MB\)](#)

Media release

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

Voting results

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

Minutes

[Deutsch \(PDF 0.1 MB\)](#)

Source URL: <https://prod1.novartis.com/investors/shareholder-information/general-meetings>

List of links present in page

1. <https://prod1.novartis.com/investors/shareholder-information/general-meetings>
2. [#tabenglish-28821](#)
3. [#tabdeutsch-28826](#)
4. [#tab2024-396476](#)
5. [#tab2023-28831](#)
6. [#tab2022-51071](#)
7. [#tab2021-28866](#)
8. [#tab2020-28841](#)
9. [#tabarchive-28871](#)
10. https://prod1.novartis.com/sites/novartis_com/files/2025-novartis-agm-notice.pdf
11. https://prod1.novartis.com/sites/novartis_com/files/2025-novartis-sop-brochure-en.pdf
12. https://prod1.novartis.com/sites/novartis_com/files/2025-background-info-giovanni-caforio.pdf
13. https://prod1.novartis.com/sites/novartis_com/files/2025-background-info-elizabeth-mcnally.pdf
14. https://prod1.novartis.com/sites/novartis_com/files/2025-novartis-agm-registration.pdf
15. https://prod1.novartis.com/sites/novartis_com/files/novartis-statement-regarding-attendance-rate-ms-andrews.pdf
16. <https://prod1.novartis.com/news/media-releases/novartis-shareholders-approve-all-resolutions-proposed-board-directors-2025-annual-general-meeting>

17. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2025-voting-results-en.pdf
18. <https://prod1.novartis.com/investors/reporting-and-transparency-hub>
19. https://prod1.novartis.com/sites/novartis_com/files/2025-novartis-agm-einladung.pdf
20. https://prod1.novartis.com/sites/novartis_com/files/2025-novartis-sop-brochure-de.pdf
21. https://prod1.novartis.com/sites/novartis_com/files/2025-background-info-giovanni-caforio.pdf
22. https://prod1.novartis.com/sites/novartis_com/files/2025-background-info-elizabeth-mcnally.pdf
23. https://prod1.novartis.com/sites/novartis_com/files/2025-novartis-agm-anmeldung.pdf
24. https://prod1.novartis.com/sites/novartis_com/files/novartis-statement-regarding-attendance-rate-ms-andrews.pdf
25. <https://prod1.novartis.com/news/media-releases/aktionare-von-novartis-heissen-der-generalversammlung-2025-alle-antrage-des-verwaltungsrats-gut>
26. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2025-voting-results-de.pdf
27. <https://prod1.novartis.com/investors/reporting-and-transparency-hub>
28. https://prod1.novartis.com/sites/novartis_com/files/2024-novartis-agm-notice.pdf
29. https://prod1.novartis.com/sites/novartis_com/files/2024-novartis-agm-einladung.pdf
30. https://prod1.novartis.com/sites/novartis_com/files/2024-novartis-agm-media-release-en.pdf
31. https://prod1.novartis.com/sites/novartis_com/files/2024-novartis-agm-media-release-de.pdf
32. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2024-voting-results-en.pdf
33. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2024-voting-results-de.pdf
34. https://prod1.novartis.com/sites/novartis_com/files/2024-novartis-agm-protokoll.pdf
35. https://prod1.novartis.com/sites/novartis_com/files/2023-novartis-egm-notice.pdf
36. https://prod1.novartis.com/sites/novartis_com/files/2023-novartis-egm-einladung.pdf
37. https://prod1.novartis.com/sites/novartis_com/files/2023-novartis-egm-sandoz-brochure-en.pdf
38. https://prod1.novartis.com/sites/novartis_com/files/2023-novartis-egm-sandoz-brochure-de.pdf
39. <https://www.sandoz.com/sandoz-spin>
40. https://prod1.novartis.com/sites/novartis_com/files/2023-novartis-egm-media-release-en.pdf
41. https://prod1.novartis.com/sites/novartis_com/files/2023-novartis-egm-media-release-de.pdf
42. https://prod1.novartis.com/sites/novartis_com/files/2023-novartis-egm-media-release-fr.pdf
43. https://prod1.novartis.com/sites/novartis_com/files/novartis-egm-2023-voting-results-en.pdf
44. https://prod1.novartis.com/sites/novartis_com/files/novartis-egm-2023-voting-results-de.pdf
45. https://prod1.novartis.com/sites/novartis_com/files/2023-novartis-egm-protokoll.pdf
46. https://prod1.novartis.com/sites/novartis_com/files/2023-novartis-agm-notice.pdf
47. https://prod1.novartis.com/sites/novartis_com/files/2023-novartis-agm-einladung.pdf
48. https://prod1.novartis.com/sites/novartis_com/files/2023-novartis-agm-invitation.pdf
49. https://prod1.novartis.com/sites/novartis_com/files/2023-novartis-articles-brochure-en.pdf
50. https://prod1.novartis.com/sites/novartis_com/files/2023-novartis-articles-brochure-de.pdf
51. https://prod1.novartis.com/sites/novartis_com/files/2023-novartis-articles-brochure-fr.pdf
52. https://prod1.novartis.com/sites/novartis_com/files/2023-novartis-item-6-statement-en.pdf
53. https://prod1.novartis.com/sites/novartis_com/files/2023-novartis-item-6-statement-de.pdf
54. https://prod1.novartis.com/sites/novartis_com/files/2023-novartis-item-6-statement-fr.pdf
55. https://prod1.novartis.com/sites/novartis_com/files/2023-background-info-john-young.pdf
56. https://prod1.novartis.com/sites/novartis_com/files/2023-novartis-agm-media-release-en.pdf
57. https://prod1.novartis.com/sites/novartis_com/files/2023-novartis-agm-media-release-de.pdf
58. https://prod1.novartis.com/sites/novartis_com/files/2023-novartis-agm-media-release-fr.pdf
59. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2023-voting-results-en.pdf
60. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2023-voting-results-de.pdf
61. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2023-voting-results-fr.pdf
62. https://prod1.novartis.com/sites/novartis_com/files/2023-novartis-agm-protokoll.pdf
63. https://prod1.novartis.com/sites/novartis_com/files/2022-novartis-agm-notice.pdf
64. https://prod1.novartis.com/sites/novartis_com/files/2022-novartis-agm-einladung.pdf
65. https://prod1.novartis.com/sites/novartis_com/files/2022-novartis-agm-invitation.pdf
66. https://prod1.novartis.com/sites/novartis_com/files/2022-novartis-agm-media-release-en.pdf
67. https://prod1.novartis.com/sites/novartis_com/files/2022-novartis-agm-media-release-de.pdf
68. https://prod1.novartis.com/sites/novartis_com/files/2022-novartis-agm-media-release-fr.pdf

69. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2022-voting-results-en.pdf
70. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2022-voting-results-de.pdf
71. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2022-voting-results-fr.pdf
72. https://prod1.novartis.com/sites/novartis_com/files/2022-novartis-agm-protokoll.pdf
73. https://prod1.novartis.com/sites/novartis_com/files/2021-novartis-agm-notice.pdf
74. https://prod1.novartis.com/sites/novartis_com/files/2021-novartis-agm-einladung.pdf
75. https://prod1.novartis.com/sites/novartis_com/files/2021-novartis-agm-invitation.pdf
76. https://prod1.novartis.com/sites/novartis_com/files/2021-novartis-agm-media-release-en.pdf
77. https://prod1.novartis.com/sites/novartis_com/files/2021-novartis-agm-media-release-de.pdf
78. https://prod1.novartis.com/sites/novartis_com/files/2021-novartis-agm-media-release-fr.pdf
79. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2021-voting-results-en.pdf
80. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2021-voting-results-de.pdf
81. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2021-voting-results-fr.pdf
82. https://prod1.novartis.com/sites/novartis_com/files/2021-novartis-agm-protokoll.pdf
83. https://prod1.novartis.com/sites/novartis_com/files/2020-novartis-agm-notice.pdf
84. https://prod1.novartis.com/sites/novartis_com/files/2020-novartis-agm-einladung.pdf
85. https://prod1.novartis.com/sites/novartis_com/files/2020-novartis-agm-invitation.pdf
86. https://prod1.novartis.com/sites/novartis_com/files/2020-novartis-agm-media-release-en.pdf
87. https://prod1.novartis.com/sites/novartis_com/files/2020-novartis-agm-media-release-de.pdf
88. https://prod1.novartis.com/sites/novartis_com/files/2020-novartis-agm-media-release-fr.pdf
89. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2020-voting-results-en.pdf
90. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2020-voting-results-de.pdf
91. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2020-voting-results-fr.pdf
92. https://prod1.novartis.com/sites/novartis_com/files/gv-protokoll-2020.pdf
93. https://prod1.novartis.com/sites/novartis_com/files/2019-novartis-agm-notice.pdf
94. https://prod1.novartis.com/sites/novartis_com/files/2019-novartis-agm-einladung.pdf
95. https://prod1.novartis.com/sites/novartis_com/files/2019-novartis-agm-invitation.pdf
96. https://prod1.novartis.com/sites/novartis_com/files/2019-novartis-agm-alcon-en.pdf
97. https://prod1.novartis.com/sites/novartis_com/files/2019-novartis-agm-alcon-de.pdf
98. https://prod1.novartis.com/sites/novartis_com/files/2019-novartis-agm-alcon-fr.pdf
99. https://prod1.novartis.com/sites/novartis_com/files/2019-novartis-agm-media-release-en.pdf
100. https://prod1.novartis.com/sites/novartis_com/files/2019-novartis-agm-media-release-de.pdf
101. https://prod1.novartis.com/sites/novartis_com/files/2019-novartis-agm-media-release-fr.pdf
102. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2019-voting-results-en.pdf
103. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2019-voting-results-de.pdf
104. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2019-voting-results-fr.pdf
105. https://prod1.novartis.com/sites/novartis_com/files/gv-protokoll-2019.pdf
106. https://prod1.novartis.com/sites/novartis_com/files/2018-novartis-agm-notice.pdf
107. https://prod1.novartis.com/sites/novartis_com/files/2018-novartis-agm-einladung.pdf
108. https://prod1.novartis.com/sites/novartis_com/files/2018-novartis-agm-invitation.pdf
109. https://prod1.novartis.com/sites/novartis_com/files/2017-december-18-shareholder-letter.pdf
110. https://prod1.novartis.com/sites/novartis_com/files/2018-novartis-agm-media-release-en.pdf
111. https://prod1.novartis.com/sites/novartis_com/files/2018-novartis-agm-media-release-de.pdf
112. https://prod1.novartis.com/sites/novartis_com/files/2018-novartis-agm-media-release-fr.pdf
113. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2018-voting-results-en.pdf
114. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2018-voting-results-de.pdf
115. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2018-voting-results-fr.pdf
116. https://prod1.novartis.com/sites/novartis_com/files/gv-protokoll-2018.pdf
117. https://prod1.novartis.com/sites/novartis_com/files/2017-novartis-agm-notice.pdf
118. https://prod1.novartis.com/sites/novartis_com/files/2017-novartis-agm-einladung.pdf
119. https://prod1.novartis.com/sites/novartis_com/files/2017-novartis-agm-invitation.pdf
120. https://prod1.novartis.com/sites/novartis_com/files/2017-02-response-to-iss-report.pdf
121. https://prod1.novartis.com/sites/novartis_com/files/2017-novartis-agm-media-release-en.pdf
122. https://prod1.novartis.com/sites/novartis_com/files/2017-novartis-agm-media-release-de.pdf

123. https://prod1.novartis.com/sites/novartis_com/files/2017-novartis-agm-media-release-fr.pdf
124. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2017-voting-results.pdf
125. https://prod1.novartis.com/sites/novartis_com/files/gv-protokoll-2017.pdf
126. https://prod1.novartis.com/sites/novartis_com/files/2016-novartis-agm-notice.pdf
127. https://prod1.novartis.com/sites/novartis_com/files/2016-novartis-agm-einladung.pdf
128. https://prod1.novartis.com/sites/novartis_com/files/2016-novartis-agm-invitation.pdf
129. https://prod1.novartis.com/sites/novartis_com/files/2016-agm-comment-further-share-repurchase.pdf
130. https://prod1.novartis.com/sites/novartis_com/files/2016-novartis-agm-media-release-en.pdf
131. https://prod1.novartis.com/sites/novartis_com/files/2016-novartis-agm-media-release-de.pdf
132. https://prod1.novartis.com/sites/novartis_com/files/2016-novartis-agm-media-release-fr.pdf
133. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2016-voting-results.pdf
134. https://prod1.novartis.com/sites/novartis_com/files/gv_protokoll_2016.pdf
135. https://prod1.novartis.com/sites/novartis_com/files/2015-novartis-agm-notice.pdf
136. https://prod1.novartis.com/sites/novartis_com/files/2015-novartis-agm-einladung.pdf
137. https://prod1.novartis.com/sites/novartis_com/files/2015-novartis-agm-invitation.pdf
138. https://prod1.novartis.com/sites/novartis_com/files/2015-novartis-agm-media-release-en.pdf
139. https://prod1.novartis.com/sites/novartis_com/files/2015-novartis-agm-media-release-de.pdf
140. https://prod1.novartis.com/sites/novartis_com/files/2015-novartis-agm-media-release-fr.pdf
141. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2015-voting-results.pdf
142. https://prod1.novartis.com/sites/novartis_com/files/gv-protokoll-2015.pdf
143. https://prod1.novartis.com/sites/novartis_com/files/2014-novartis-agm-notice.pdf
144. https://prod1.novartis.com/sites/novartis_com/files/2014-novartis-agm-einladung.pdf
145. https://prod1.novartis.com/sites/novartis_com/files/2014-novartis-agm-invitation.pdf
146. https://prod1.novartis.com/sites/novartis_com/files/2014-novartis-agm-media-release-en.pdf
147. https://prod1.novartis.com/sites/novartis_com/files/2014-novartis-agm-media-release-de.pdf
148. https://prod1.novartis.com/sites/novartis_com/files/2014-novartis-agm-media-release-fr.pdf
149. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2014-voting-results.pdf
150. https://prod1.novartis.com/sites/novartis_com/files/gv-protokoll-2014.pdf
151. https://prod1.novartis.com/sites/novartis_com/files/2013-novartis-agm-notice.pdf
152. https://prod1.novartis.com/sites/novartis_com/files/2013-novartis-agm-einladung.pdf
153. https://prod1.novartis.com/sites/novartis_com/files/2013-novartis-agm-invitation.pdf
154. https://prod1.novartis.com/sites/novartis_com/files/2013-novartis-agm-media-release-en.pdf
155. https://prod1.novartis.com/sites/novartis_com/files/2013-novartis-agm-media-release-de.pdf
156. https://prod1.novartis.com/sites/novartis_com/files/2013-novartis-agm-media-release-fr.pdf
157. https://prod1.novartis.com/sites/novartis_com/files/novartis-agm-2013-voting-results.pdf
158. https://prod1.novartis.com/sites/novartis_com/files/gv-protokoll-2013.pdf