

## CORPORATE CITIZENSHIP KEY PERFORMANCE INDICATORS

Indicator <sup>1</sup>	2008	2007	2006	2005	2004
<b>Economic<sup>2</sup></b>					
Net sales in USD billions	<b>41.5</b>	38.1	34.4	29.4	25.7
Net income in USD billions (% of net sales)	<b>8.2 (20)</b>	6.5 (17)	6.8 (20)	5.8 (20)	5.4 (21)
Research & Development in USD billions (% of net sales)	<b>7.2 (17)</b>	6.4 (17)	5.3 (15)	4.8 (16)	4 (16)
Purchased goods and services <sup>3</sup> in USD billions (% of net sales)	<b>20.3 (49)</b>	19.4 (51)	15.8 (46)	13.3 (45)	11.2 (44)
Personnel costs in USD billions (% of net sales)	<b>10.6 (25)</b>	9.9 (26)	8.7 (25)	7.5 (25)	6.5 (25)
Taxes in USD billions (% of income before taxes)	<b>1.3 (14)</b>	0.9 (13)	1.2 (15)	1.0 (14)	1.0 (16)
Dividends in USD billions (% of net income)	<b>4.3 (53)</b>	3.3 (51)	2.6 (38)	2.0 (35)	2.1 (39)
Cash returned to shareholders via share repurchases in USD billions (% of Group total net income)	<b>0.3 (0)</b>	4.7 (39)	0 (0)	0.5 (8)	1.7 (32)
Share price at year-end (CHF)	<b>52.70</b>	62.10	70.25	69.05	57.30
<b>Patients</b>					
Access to medicine <sup>4</sup> : value in USD millions	<b>1 259</b>	937	755	696	570
Access to medicine <sup>4</sup> : number of patients reached [million]	<b>74</b>	65.7	33.6	6.5	4.25
<b>People and Communities</b>					
Number of full-time equivalent positions	<b>96 717</b>	98 200	100 735	90 924	81 392
Resignations (incl. retirements), separations, hiring (% of associates)	<b>-10, -5, 14</b>	9, 4, 17	8, 4, 19	8, 4, 16	7, 3, 15
Women in management <sup>5</sup> (% of management)	<b>37</b>	35	31	28	-
Lost-time injury and illness rate (LTIR) <sup>7</sup> [per 200 000 hours worked] <sup>2</sup>	<b>0.34</b>	0.42	0.45	0.51	0.47
Total recordable case rate (TRCR) <sup>6</sup> [per 200 000 hours worked] <sup>2</sup>	<b>1.08</b>	1.41	1.43	1.34	0.99
Transportation-related injuries leading to lost time	<b>77</b>	92	-	-	-
ISO/OHSAS or EMAS certification (as % of production)	<b>59</b>	63	63	-	-
<b>Environment<sup>2,8</sup></b>					
Water use (excludes cooling water) [million m <sup>3</sup> ]	<b>15.0</b>	15.4	15.2	15.0	14.4
Energy [million GJ]	<b>16.9</b>	16.7	16.4	15.3	13.8
Emission CO <sub>2</sub> /GHG, Scope 1: Combustion and processes [1000 t]	<b>404</b>	408	408	383	372
Emission into air: halogenated and nonhalogenated VOCs [t]	<b>1 818</b>	1 892	2 021	1 979	1 316
Total operational waste not recycled [1000 t], hazardous and non-hazardous	<b>154</b>	177	156	115	97
<b>Ethical Business Conduct</b>					
Number of associates trained in 2008 on Code of Conduct (e-learning courses) <sup>9</sup>	<b>15 990</b>	16 697	14 574	33 000	-
Managers completing certification on Code of Conduct	<b>26 750</b>	27 000	23 000	20 000	-
Cases of misconduct reported/substantiated <sup>10</sup>	<b>884/231</b>	906/390	651/320	442 <sup>11</sup> /240 <sup>11</sup>	7 <sup>12</sup> /7 <sup>12</sup>
Dismissals/resignations (related to misconduct) <sup>10</sup>	<b>162</b>	221	153	131 <sup>11</sup>	7 <sup>12</sup>
Number of suppliers	<b>228 769</b>	228 558	-	-	-
Number of suppliers informed of Novartis Third-Party Guidelines (Annual sales of more than USD 10 000)	<b>28 792</b>	61 715	42 200	39 000	30 000
Number of suppliers to confirm key standards <sup>13</sup> (self-declaration)	<b>1 157</b>	1 377	8 600	5500	4600

<sup>1</sup> Data reported in the "Ethical Business Conduct" (except "Number of suppliers" items) and "Health, Safety & Environment" sections (except "Lost-time injury and illness rate") include the entire Group; Data reported in "Number of suppliers" items excludes the Vaccines and Diagnostics Division

<sup>2</sup> All items relate to continuing operations, unless stated otherwise

<sup>3</sup> As included in the Group's Value Added Statement

<sup>4</sup> See table on page 72 (Access-to-medicine table)

<sup>5</sup> Management defined locally; the actual reporting relationship of these executives is to executives and/or the boards of directors within the companies that employ them

<sup>6</sup> Includes all work-related injury and illness, whether leading to lost time or not

<sup>7</sup> Excludes data for contractors

<sup>8</sup> Details see: [www.novartis.com/hse](http://www.novartis.com/hse)

<sup>9</sup> 2008 figure includes new associates and other associates not previously trained

<sup>10</sup> Figures of previous years have been updated to reflect completion of outstanding investigation

<sup>11</sup> From April to December 2005

<sup>12</sup> From October 2003 to September 2004

<sup>13</sup> In 2007 Novartis modified financial requirements for self-declarations by suppliers, focusing on suppliers with the highest business volumes and resulting in a significant decline in the number confirming key standards