
Novartis at a glance

CEO	Joseph Jimenez
Headquarters	Basel, Switzerland
Major R&D sites	Basel, Switzerland Cambridge, Massachusetts, USA East Hanover, New Jersey, USA Emeryville, California, USA Horsham, UK Kundl, Austria Lincoln, Nebraska, USA Shanghai, China Siena/Rosia, Italy Singapore St. Aubin, Switzerland
Major production sites	Barleben, Germany Basel, Switzerland Broomfield, Colorado, USA Cairo, Egypt Changsu, China Emeryville, California, USA Grimsby, UK Holly Springs, North Carolina, USA Huningue, France Kalwe, India Kundl, Austria Kurtkoy, Turkey Lincoln, Nebraska, USA Liverpool, UK Marburg, Germany Menges, Slovenia Ringaskiddy, Ireland Siena/Rosia, Italy Stein, Switzerland Suffern, New York, USA Taboao da Serra, Brazil Torre, Italy
Website address	www.novartis.com
Stock exchange listings	SIX Swiss Exchange New York Stock Exchange

2010 net sales	USD 50.6 billion
Pharmaceuticals	USD 30.6 billion
Vaccines and Diagnostics	USD 2.9 billion
Sandoz	USD 8.5 billion
Consumer Health	USD 6.2 billion
Alcon, Inc.	USD 2.4 billion
2010 R&D spending¹	USD 9.1 billion
2010 full-time associates	119 418 (including Alcon)
Pharmaceuticals	58 424
Vaccines and Diagnostics	5 394
Sandoz	23 536
Consumer Health	13 136
Corporate Research and Shared Services	1 443
Corporate	785
Alcon, Inc.	16 700

¹ USD 8.1 billion excluding impairment and amortization charges

Disclaimer

These materials contain forward-looking statements that can be identified by terminology such as “proposed,” “pipeline,” “momentum,” “should,” “will,” “opportunity,” “proposes,” “strategy,” “expected,” “would,” “promising,” “opportunities,” “commitment,” “committed,” “opportunities,” “potential,” “priority review,” “promise,” “suggested,” “intent,” “planned,” “expect,” “outlook,” “potentially,” “likely,” “plan,” “expects,” “seek,” “strategic,” “anticipate,” “expectations,” “launch,” “on track,” “pursuing,” “set,” “due,” “intend,” “to be,” or similar expressions, or by express or implied discussions regarding potential new products, potential new indications for existing products, or regarding potential future revenues from any such products; or regarding potential growth opportunities from the acquisition of a 77% majority ownership in Alcon, Inc. or regarding the expected merger with Alcon, or the potential impact on Alcon or Novartis of the expected merger; or regarding potential future sales or earnings of the Novartis Group or any of its divisions as a result of the expected merger or otherwise, or of Alcon, or any potential synergies, strategic benefits or opportunities as a result of the expected merger; or by discussions of strategy, plans, expectations or intentions. You should not place undue reliance on these statements. Such forward-looking statements reflect the current views of the Group regarding future events, and involve known and unknown risks, uncertainties and other factors that may cause actual results to be materially different from any future results, performance or achievements expressed or implied by such statements. There can be no guarantee that any new products will be approved for sale in any market, or that any new indications will be approved for existing products in any market, or that such products will achieve any particular revenue levels. Nor can there be any guarantee that the expected merger with Alcon will be completed in the expected form or within the expected time frame or at all. Nor can there be any guarantee that Novartis will be able to realize any of the potential synergies, strategic benefits or opportunities as a result of either Novartis' acquisition of a 77% majority ownership in Alcon, Inc., or as a result of the expected merger with Alcon. Nor can there be any guarantee that the Novartis Group, or any of its divisions, or Alcon will achieve any particular financial results, whether as a result of the merger or otherwise. In particular, management's expectations could be affected by, among other things, unexpected regulatory actions or delays or government regulation generally; unexpected clinical trial results, including additional analyses of existing clinical data or unexpected new clinical data; the Group's ability to obtain or maintain patent or other proprietary intellectual property protection; disruptions from the Alcon 77% implementation and the expected merger making it more difficult to maintain business and operational relationships, and relationships with key employees; unexpected product manufacturing issues; uncertainties regarding actual or potential legal proceedings, including, among others, litigation seeking to prevent the merger from taking place, product liability litigation, litigation regarding sales and marketing practices, government investigations and intellectual property disputes; competition in general; government, industry, and general public pricing and other political pressures; uncertainties regarding the after-effects of the recent global financial and economic crisis; uncertainties regarding future global exchange rates and uncertainties regarding future demand for our products; uncertainties involved in the development of new pharmaceutical products; the impact that the foregoing factors could have on the values attributed to the Group's assets and liabilities as recorded in the Group's consolidated balance sheet; and other risks and factors referred to in Novartis AG's current Form 20-F on file with the US Securities and Exchange Commission. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results may vary materially from those described herein as anticipated, believed, estimated or expected. Novartis is providing the information in these materials as of this date and does not undertake any obligation to update any forward-looking statements as a result of new information, future events or otherwise.