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"Unlock the Fresk"- Webinar with Novartis:

"The business case for sustainability"

NOVARTIS



Novartis Environmental Sustainability (ES) Strategy

Our ambition is to be a catalyst for positive change through our commitments in climate and nature. We aim to be a net-zero company by 2040 and contribute to nature positive.

Our strategy lays out three priorities:



1 Planet

Achieve climate and nature targets, including net-zero greenhouse gas emissions by 2040.



2 Patients

Develop sustainable products for patients, applying sustainable design principles for new products.



3 People & Policy

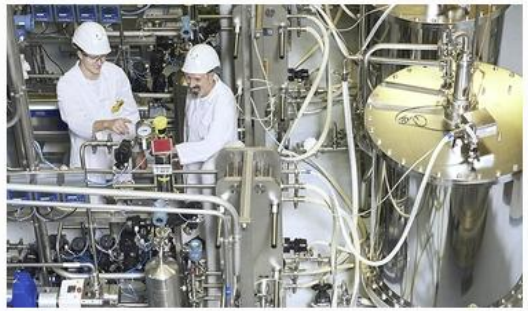
Transform the sustainability mindset across our organization and collaborate with industry partners to influence change in our sector.

"There are no healthy humans on a dead planet"

Novartis Environmental Sustainability Strategy: Planet

Climate:





Near term

Reduce absolute Scope 1 and 2 GHG emissions 90% and absolute Scope 3 GHG emissions 42% by 2030 from a 2022 base year.

Long term

Maintain a minimum of 90% absolute Scope 1 and 2 GHG emissions reductions from 2030 to 2040 and reduce absolute Scope 3 GHG emissions 90% by 2040 from a 2022 base year.

Nature:







Water

Implement water use reduction for own and supplier sites based in water-stressed basins by 2030.

No water quality impacts from manufacturing effluents by 2030 from own manufacturing sites, labs and all active pharmaceutical ingredient (API) suppliers[1].

Waste

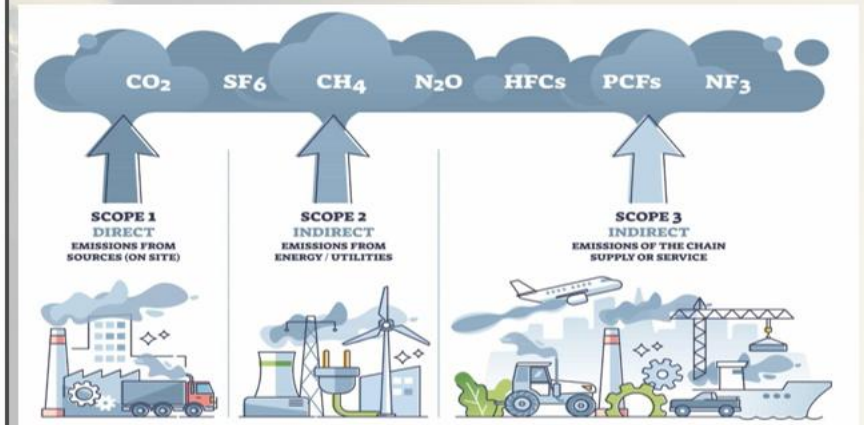
Reduce the amount of waste sent for disposal by 30% from a 2022 base year by 2030.

Biodiversity & raw materials

Assess the impact on nature at Novartis sites close to nature-sensitive areas and, where material, establish site-specific biodiversity management plans.

Novartis Environm. Footprint & achievements

CARBON



207 000 tons of CO2e | **4.17 million tons of CO2e**

= 17.5 millions trees grown for 40 years needed to compensate

WATER 2025

4.2 million m3 of water consumed

= 1680 olympic pools

WASTE

35 500 tons of operational waste

= 5800 elephants

2024

-71%
Reduction in scope 1 & 2 emissions (vs. 2016)

100%
Renewable electricity in North America and Europe (96% globally)

76%
of Scope 3 emissions covered by environm. sustainability criteria in supplier contracts

-57%
Water consumption (vs. 2016) – already meeting 2025 target

-72%
Operational waste sent for disposal (vs. 2016) – already meeting 2025 target

Priority ESG ratings[1]

Access to Medicine Index (ATMI)
1st (Among top 4 since 2014)

MSCI
AA (ESG Leaders group)

ISS ESG
B (ESG Leaders group, Prime status)

Sustainalytics*
Low Risk (Industry ESG Top Rated)

CDP Climate Change & Water security
Double A List (since 2022)

1 Rating/ranking scales: ATMI: Out of the 20 largest research-based pharmaceutical companies as selected by the Access to Medicine Foundation; MSCI: CCC to AAA; ISS ESG: D- to A+; Sustainalytics: Negligible to Severe risk; CDP: D- to A;
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The Business Case for Environmental Sustainability



Planet

Novartis external ES commitments:

- **Climate**: Becoming Net Zero by reducing Scope 1, 2 and 3 GHG emissions (vs 2022: by 2030: -45%, by 2040: -90%)
- **Nature**: Contributing to Nature Positive by dedicated Water & Waste targets by 2025 and 2030



Cost savings & Risk Mgmt

- Potential for significant cost savings in R&D, production and logistics
- Strategic Risk Mgmt/ Resilience (e.g. supply chain business continuity)
- Avoid increasing costs for carbon taxes and offsets, waste disposal costs & EPR fees
- Governmental ES incentives/ subsidies



Competitive Advantage

- Multiple countries apply ES criteria in tenders, with increasing weight
- Preferred supplier to Buyers / HCSs supporting their Net Zero challenge, e.g. NHS England, Nordics, France,...
- Risk mitigation vs other leading Pharma peers
- Higher attractiveness for ESG Investors, Banks, Insurers, ...



People

- Addressing pressure & expectations from ES aware HCPs, hospital staff, patients, civil society
- Increased loyalty and motivation of ES aware & engaged associates
- Higher attractive-ness as employer for new talents



Compliance

- Strongly increasing ES regulations requiring action (eg. EU Clean Industrial Act, ban of substances of high concern)
- Strongly increasing ES reporting requirements, e.g. Swiss NFRD, EU Taxonomy, CSRD (Corporate Sustainability Reporting Directive), TCFD...

ES = Environmental Sustainability
GHG = greenhouse gases

EPR = Extended Producer Responsibility

HCS = Health Care Systems

HCPs = Health Care Professionals

NFRD = Non-financial reporting directive; TCFD = Taskforce on Climate-related Financial Disclosure

Strategy in action: Patients
Sustainable Product Design & Greener Clinical Trials

Sustainable Product Design

Benefits Cost & process optimizations, meeting emerging technical regulations and customer requests



Description

Sustainable Product Design is a systematic approach along R&D, Manufacturing and Commercial to apply sustainable design principles in new pipeline and some already commercial products and production processes.

Lifecycle Assessments (LCAs) help to identify environmental impact hotspots and allow to create product-specific decarbonization roadmaps.

Greener Clinical Trials

Benefits Significant reduction of CO_2 emissions, waste and clinical trial costs



Description

Our Development Greener Clinical Trials Program integrates more sustainable practices at all trial stages and relevant processes, from clinical trial design to study close-out.

Core initiatives are the consolidation of medication and clinical sample shipments, the reduction of medication and sample kits volumes, the introduction of reusable shipper boxes and the avoidance of site-frontloading with medication.

This program was awarded in 2023 with the Terra Carta Seal of the Sustainable Markets Initiative for Novartis.

CL!MATE FRESK

All the cards are in your hands!

Climate Fresk Workshop implementation at Novartis



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How we launched Climate Fresk in Novartis Development

1. Secured management buy-in by linking Climate Fresk to business priorities

- Position Climate Fresk as more than an awareness workshop: **a tool to support Novartis ES goals**.
- 3 clear objectives relevant to the business:
  - **LEARNING:** build a shared understanding of the fundamentals of climate change science.
  - **COMMUNICATION:** connect participants to existing internal resources, initiatives, networks and the broader Novartis ES strategy.
  - **ACTION BRAINSTORM:** generate concrete ideas, identify opportunities within teams and gather feedback from experts.
- **Customized workshops** for each line function to make the content directly relevant to their role and priorities.
- **Started small with a strategic pilot site:** HQ Basel

2. Enabled facilitators with coordination, tools and recognition

- Dedicated support from a **coordinator**
- Provided **ready-to-use materials**: slide decks, cheat sheets, communication templates, FAQs, etc.
- **Guidance to increase participation**, such as organizing sessions over lunchtime, positioning workshops as team-building moments, linking participation to existing initiatives such as My Green Lab certification.
- **Maintained engagement** through regular facilitator catch-ups, and an event with the Expert Fresk exercises and awards.







Successful roll-out of the Climate Fresk workshops

Actuals

+750 participants

+80 sessions done

26 inhouse facilitators trained

- Several full-day Climate Fresk events organized for entire departments
- Most Development Leadership Teams have participated in a workshop
- Panel discussion participation at the 2026 Climate Week Zurich: «*How companies leverage Climate Fresk workshops to support their sustainability goals*».
- Several impactful actions implemented

Ramp-up

- **Worldwide deployment** has started, with 3 facilitators already active in China. Next countries targeted: Austria, Slovenia, India, UK.
- Coordinator to become a Green Belt to **train new facilitators worldwide**, enabling more in-person facilitation in other Novartis sites. Volunteers already stepped up to become facilitators.
- **Growing interest beyond Development**: sessions already held in Research, and the SI&S team is considering it as part of ES training.

Improvements

- **Strengthen follow-up mechanisms** to better track actions, ideas and projects emerging from workshops.
- **Keep participants and facilitators engaged over time** through communities, check-ins and recognition.
- **Define clear success metrics** to measure workshop impact, participation, implementation rate, and business value generated.

Benefits observed

Built a shared climate knowledge baseline: employees understand why climate change matters for planetary health, human health and Novartis' business operations.

Connected sustainability to business value: competitive advantage, upcoming regulations, patient expectations, resource efficiency and operational resilience.

Climate awareness & business impact

Increased visibility of Novartis' Environmental Sustainability Strategy and resources available, including internal guidance documents, SharePoint pages, tools, points of contact and the broader sustainability network.

Connection to Novartis' ES goals and resources

Helped teams move past topics such as recycling and explore other opportunities linked to labs, operations, processes, etc.

Helped employees realize that they can have an impact at work: making it clearer how their daily decisions can contribute to ES goals.

Employee engagement & team ownership

Climate Fresk worked especially well as a team-building event, as colleagues brainstorm more tangible actions and increase the likelihood of implementation.

Action generation & projects support

Concrete ideas and business cases; giving insight into what teams see as priorities and how they would approach implementation.

Useful tool to support concrete projects & programs: strengthening team engagement for My Green Lab certification, giving pilot plant employees a space to share feedback on efficiency improvements, helping a new ES network identify initial projects to implement, etc.

"It was an eye-opening three hours, highly interactive, bringing us together to understand all the connections that lead to drastic climate change, the impact-of-which we experience every day. I am incredibly proud that we are already on a journey to actively decrease our footprint and waste across GCS. We are not only helping our patients but also our planet. As the GCS Leadership Team, we will continue to support our teams in driving our ES initiatives further."
Burcu Senil Eden, LT sponsor of Global Clinical Supply ES initiatives



Thank you



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