RANK	SCORE
1	3.86
1 (2024)	

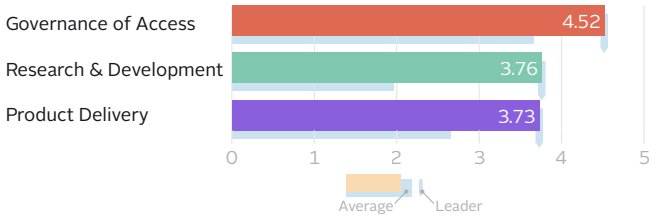
Novartis AG

Stock exchange: SWX • Ticker: NOVN • HQ: Basel, Switzerland • Employees: 77,052

PERFORMANCE IN THE 2026 INDEX

1st place. Novartis is the leading company across the Index, ranking first in all three Technical Areas. It demonstrates Best Practice in systematically measuring patient reach, setting reach targets and publicly reporting progress. Comprehensive access planning for its priority disease pipeline and well-tracked access strategies are other notable strengths. Geographic coverage in low-income countries (LICs), while broad, still leaves room for further expansion.

How score was achieved



OPPORTUNITIES FOR NOVARTIS

Improve the quality and broaden the geographic reach of access plans for non-communicable diseases (NCDs). Novartis has access plans in place for almost all its late-stage candidates. While its plans for communicable diseases are comprehensive, including different access-related provisions and extending to LICs, its plans for NCDs remain comparatively limited, predominantly focusing on registration preparation and post-trial access, targeting, on average, four countries in scope. It can expand its plans, for example, by including equitable pricing and/or licensing and broadening the geographic coverage of these plans to focus on more low- and lower-middle-income countries.

Scale access to artemether/lumefantrine (Riamet® Baby/ Coartem® Baby). Novartis currently supplies artemether/lumefantrine (Riamet®/Coartem®), indicated for uncomplicated malaria in patients weighing 5 kg or more, in 26 countries through a supranational agreement and in 22 countries outside the agreement. Following the recent World Health Organization (WHO) prequalification of the new formulation artemether/lumefantrine (Riamet® Baby/ Coartem® Baby), indicated for infants weighing between 2 and 5 kg, Novartis can build on this established access model by expanding registration and supply of the infant formulation, including through supranational procurement mechanisms, in malaria-endemic countries.

Expand access to innovative products in sub-Saharan Africa. Novartis has access strategies for its products targeting NCDs across multiple country income classifications. It has reported working on expanding access in LICs for its innovative products inclisiran (Leqvio®), indicated for cardiovascular disease, and ribociclib (Kisqali®) – indicated for breast cancer and prioritised for voluntary licensing by public health organisations – but these strategies have not yet translated into patient reach. Building on its existing approaches, it can increase the number of patients reached with its innovative medicines by implementing and scaling its access strategies and/or engaging in voluntary licensing, prioritising sub-Saharan Africa.

CHANGES SINCE THE 2024 INDEX

- Announced new 2030 social impact and sustainability targets, including expanded patient reach in low- and middle-income countries (LMICs), investment in research and development (R&D) for malaria and neglected tropical diseases, community health initiatives and scale-up of CARDIO4Cities.
- Achieved the 2021-2025 targets of its EUR 1.85bn sustainability-linked bond issued in 2020 to reinforce its commitment to expanding access to its medicines in LMICs.
- Transferred its shareholding in Novartis Bangladesh, Novartis Pharma Pakistan and Novartis India to third parties.
- In November 2025, reported positive Phase III results for next-generation antimalarial KLU156 (ganaplacide/lumefantrine), subsequently submitted to health authorities for review.
- In April 2026, WHO prequalified artemether/lumefantrine (Riamet® Baby/ Coartem® Baby), the first malaria medicine for newborns and young infants, after approval from Swissmedic in July 2025.
- Completed the PARACHUTE-HF Phase IV study, the first prospective randomised trial of heart failure treatment in patients with chronic Chagas cardiomyopathy.
- Extended its partnership with The Max Foundation through a five-year collaboration to expand access to cancer and rare disease care in LMICs, supporting treatment and health system strengthening.
- Extended a memorandum of understanding with WHO for 2026-2030 to continue supplying leprosy multidrug therapy and treatment for fascioliasis, including funding for procurement and distribution of single-dose rifampicin for post-exposure prophylaxis.
- Launched CARDIO Rwanda, a partnership with the Ministry of Health and the Rwanda Biomedical Center to strengthen cardiovascular care through screening, diagnosis, referral systems and health worker training.
- Refocused its sub-Saharan Africa Business Unit operations on 12 priority countries, with the remaining countries served through a distribution-led model.
- Entered five new global health IP-sharing agreements with public research institutions and drug discovery initiatives, including a collaboration with the TB Alliance to advance R&D of telacebec for leprosy.

Novartis AG

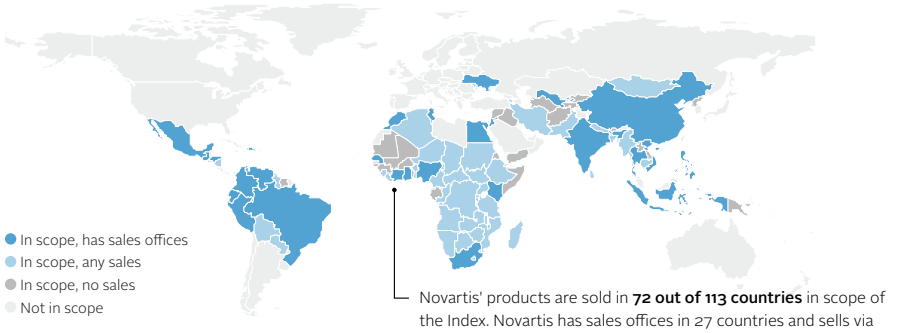
SALES AND OPERATIONS

Therapeutic areas: Cardiovascular, immunology, neuroscience, oncology, renal & metabolic
Product categories: Innovative medicines
M&A news: In 2024, Novartis acquired Kate Therapeutics for up to USD 1.1bn. In 2025, Novartis acquired Anthos Therapeutics for up to USD 3.1bn, Regulus Therapeutics for up to USD 1.7bn and Tourmaline Bio for USD 1.4bn. In 2026, it acquired Avidity Biosciences for USD 12bn, Pikavation Therapeutics for up to USD 3bn and Excellergy for up to USD 2bn. Novartis transferred its shareholding in Novartis Bangladesh Limited to Radiant Pharmaceuticals, Novartis Pharma (Pakistan) Limited to International Investment II Limited and Novartis India Limited to Chrys Capital.

Net sales by segment – in USD

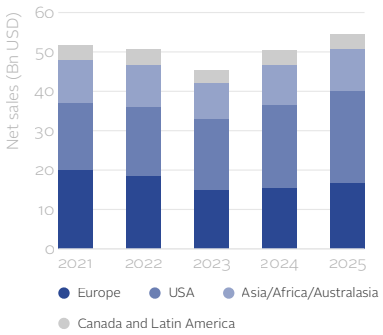
Promoted brands	42.08 bn
Established brands	12.46 bn
Total	54.53 bn

Sales in countries in scope



Novartis' products are sold in **72 out of 113 countries** in scope of the Index. Novartis has sales offices in 27 countries and sells via suppliers and/or pooled procurement in an additional 45 countries. The following sales offices closed during the period of analysis: Bangladesh, Cameroon, Ethiopia, Iran, Lebanon, and Pakistan.

Sales by geographic region*

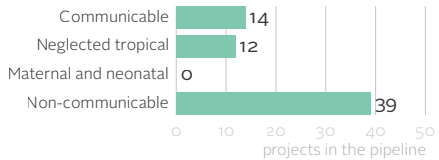


SAMPLE OF PIPELINE AND PORTFOLIO ASSESSED BY THE INDEX

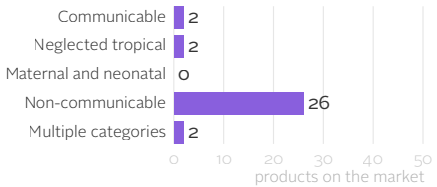
PIPELINE *for diseases in scope*
Novartis has 65 R&D projects in scope, 27 of which target priority diseases, including malaria (11), dengue (7) and Chagas disease (4). The remaining 38 R&D projects target other diseases in scope, including cardiovascular diseases (13), cancer (8) and kidney diseases (7). Of its 65 R&D projects, 30 are in late-stage development, with evidence of access planning for 93% (28/30) of these.

PORTFOLIO *as selected for analysis by the Index*
Novartis has 32 medicines in scope, 10 of which are listed on the WHO EML and 17 are on patent. Its medicines mostly target NCDs (26), including cancer (12), asthma and COPD (5) and cardiovascular diseases (4). It has 2 medicines for the communicable disease malaria; 2 medicines for neglected tropical diseases, namely leprosy (1) and food-borne trematodiases (1); and 1 medicine for both leprosy and TB. It also has 1 medicine indicated for both pregnancy hypertensive disorders and cardiovascular diseases.

65 projects in the pipeline



32 products in the portfolio



Breakdown of projects

	Discovery	Pre-clinical	Phase I	Phase II	Phase III	Phase IV	Approval	Other	Total
Targets established R&D priorities	11	4	2	7	1	1	1	0	27
with access plan				7	1	1	1		10
Other projects in scope			18	10	8	0	2	0	38
with access plan				8	8	0	2		18

Breakdown of products

	WHO EML	Non-EML	WHO EDL	Other	Total
Medicines *on patent*	1	16			17
off patent	9	6			15
Vaccines	0	0			0
Contraceptives	0	0			0
Diagnostics			0		0
Other				0	0

*Sales in 2021 and 2022 include Novartis' generic portfolio, Sandoz.

Novartis AG

GOVERNANCE OF ACCESS RANK 1 SCORE 4.52

1st place. Novartis is the leading company in Governance of Access, supported by board-level accountability, access-related incentives embedded in executive scorecards and robust controls against non-compliant or corrupt conduct. It shows strong commitment to responsible sales practices. It leads in measuring and reporting patient reach, publicly disclosing its methodology and demonstrating progress against time-bound goals.

Has clear board-level accountability for access to medicine via its Governance, Sustainability and Nomination Committee. This committee oversees access-related strategies and reviews related matters at least annually. Novartis has direct access-related incentives for senior executives, including the CEO, and in-country managers, with patient reach in LMICs embedded in executive scorecards. It provides training, awareness-raising or guidance to employees on the access-to-medicine strategy and activities at least annually.

Shows strong commitment to responsible sales and promotional practices. Novartis sets individual-level targets for sales representatives, but incentives are not solely based on sales volume. It also assesses whether performance is aligned with the company's Code of Ethics and Values & Behaviors. Novartis has a public policy on ensuring ethical interactions with healthcare professionals. Further, it declares that transfers of value to healthcare professionals (e.g., payments for consulting) are made at fair market value. It publicly discloses information on such payments in countries in scope if required by law or local regulation.

Has a robust set of controls to promote ethical conduct and mitigate risk to ensure that governance efforts are not undermined by non-compliant or corrupt activities. Novartis performs strongly in this respect. It has policies to mitigate non-compliance risks, including processes to ensure third-party compliance with company standards, fraud-specific risk assessments and region or country risk-based assessments. It has an ethical decision-making framework for employees and provides related training annually. No breaches in countries in scope were found in the period of analysis.

Publicly supports the Doha Declaration on TRIPS and Public Health. The company emphasises the balances and flexibilities embedded in the agreement and states that compulsory licensing should be used in limited, exceptional circumstances for which it was designed.

Leads in its approach to measuring and reporting on patient reach. Novartis applies a systematic, company-wide approach across its full portfolio and all markets where it supplies products. It publicly discloses the underlying equation, metrics, assumptions and limitations. It has set measurable, time-bound product-related patient reach goals linked to strategic innovative medicines and flagship LMIC programmes, with demonstrated progress. Patient reach is reported at least annually. Aggregate figures are publicly disclosed, disaggregated by income level and therapeutic area. Additional details by therapeutic area and product level are shared under NDA.

RESEARCH & DEVELOPMENT RANK 1 SCORE 3.76

1st place. Novartis is the leading company in R&D, with an above-average pipeline targeting priority diseases and access plans in place for all late-stage priority projects. These plans are comprehensive in depth and breadth. Its large pipeline targeting other diseases also has access plans for most late-stage projects. Novartis further distinguishes itself by publicly disclosing disaggregated R&D investment data by phase of development, as well as disease-specific investment data for malaria.

Above average-sized pipeline addressing priority diseases in scope, compared to peers, consisting of 27 projects, with access plans identified for 100% (10/10) of its late-stage R&D projects. Access plans are comprehensive in depth and breadth, including registration preparation, access-oriented partnerships, equitable pricing plans and supply and demand planning, with broad geographic scope extending to LMICs and LICs.

Large-sized pipeline addressing other diseases in scope, compared to peers, consisting of 38 projects, with access plans identified for 90% (18/20) of its late-stage R&D projects. These projects target diseases not currently identified as priorities by global health stakeholders. Access plans include different access-related components, systematically focusing on registration preparation and post-trial access, while also providing examples of equitable pricing plans and inclusion of special populations. However, generally their geographic scope remains mostly limited, focusing predominantly on emerging markets, except for the paediatric adaptation of crizanlizumab for sickle cell disease, whose access plan is broader and extends to different LMICs and an LIC.

Publicly discloses disaggregated R&D investment data by phase of development, as well as disease-specific investment data for malaria. In addition, Novartis discloses anonymised disaggregated R&D investment data to Impact Global Health.

All 5 R&D capacity-building initiatives included for analysis meet all Good Practice Standards (GPS). In 1 initiative, Novartis strengthens R&D capacity among LMIC scientists via the Next Generation Scientist Program by providing funded research internships, mentorship and skills development in drug discovery and clinical research, while expanding partnerships and alumni networks across countries.

Novartis AG

PRODUCT DELIVERY RANK 1 SCORE 3.73

1st place. Novartis is the leading company in Product Delivery, supported by comprehensive and well-tracked access strategies across supranationally procured, healthcare practitioner-administered and self-administered products, although strategies do not consistently extend to LICs. It registers newer products in more countries than peers on average, including some high-burden and low-income countries. Its capacity-building initiatives largely meet all GPS. While the company has a voluntary licensing agreement in place, its geographic scope remains narrower than that of comparable agreements.

Registers newer products* in more countries (13) than its peers on average. Novartis' products are, on average, registered in 2 countries with the highest burden of disease, in line with the industry average. For 3/10 of the products assessed, there is evidence of registration in LICs. Ribociclib (Kisqali®), indicated for breast cancer, and inclisiran (Leqvio®), indicated for cardiovascular diseases, are its most widely registered products, each totalling 42 countries in scope. It reports engaging in mechanisms to facilitate registration, including the WHO Collaborative Registration Procedure for WHO-prequalified products and Swissmedic Marketing Authorisation for Global Health Products.

Comprehensive access strategies for its 2 supranationally procured products, with outcomes tracked and reported. Novartis supplies clofazimine (Lamprene®) for multidrug-resistant TB via the Global Drug Facility and its malaria treatment, artemether/lumefantrine (Riamet®/Coartem®), via the Global Fund, and other organisations. For both products, the company demonstrates access strategies for at least 1 country not eligible for such supply; for example, for artemether/lumefantrine, it has a strategy to provide access in the sub-Saharan region across both public and private sectors. It reports on outcomes for all strategies in place, within and outside the supranational agreement examples.

Comprehensive access strategies and reporting on outcomes for its HCP-administered product, but limited coverage in LICs. For the 1 product selected for analysis, inclisiran (Leqvio®), indicated for atherosclerotic cardiovascular disease, Novartis provides access strategy examples in an upper-middle-income country (UMIC) and an LMIC. In these examples, a second brand of the product is available at a lower price. Novartis is working to expand this strategy in an LIC. It also engages in health system strengthening initiatives in all the strategies analysed. It consistently tracks outcomes via a standardised methodology and reports the number of patients reached, showing an increase in the UMIC and LMIC examples assessed.

Comprehensive access strategies for its self-administered products in most countries, with outcomes tracked and reported. For 3 of the 5 products selected for analysis, Novartis has implemented comprehensive access strategies in all 3 country income classifications (UMIC, LMIC, LIC). For the other 2 products, it has access strategies in UMICs and LMICs, where it demonstrates efforts to consider different payers' ability to pay. It has plans to launch 1 of these products in LICs. For all 5 products, UMIC and LMIC pricing strategies are complemented by additional access strategies. It provides comprehensive information on the outcomes of all its strategies, with evidence of increases in patients reached in all UMIC and LMIC examples.

Publicly commits not to file for or enforce patents in all LDCs and LICs, around 80% of LMICs and over 50% of UMICs. However, the list of LMICs and UMICs to which this commitment applies is not publicly available.

Publicly discloses product patent status for countries in scope. Novartis publicly discloses patent information for all small molecules in scope via the Pat-INFORMED database, including information such as filing date, grant number, grant date and jurisdiction.

1 non-exclusive voluntary licensing agreement for an on-patent compound. Novartis has 1 voluntary licence for the leukaemia treatment nilotinib, signed in 2022. It contains access-oriented clauses, but the geographic scope is limited.

Both manufacturing capacity-building initiatives included for analysis meet all GPS. For example, Novartis is transferring technology for the primary and secondary packaging of leprosy medicine clofazimine (Lamprene®) and the clofazimine, dapsone and rifampicin combination medicine packet MDT Combi to Indian manufacturer Harman Finochem. It is supporting the partner in strengthening GMP requirements.

All 4 supply chain capacity-building initiatives included for analysis meet all GPS. For example, through the Value Chain Academy, Novartis strengthens quality assurance and supply chain management in LMICs by training local partners. Through practical education, certification and ongoing impact measurement, the programme aims to build more resilient national health supply chains.

4 of the 5 health system strengthening initiatives included for analysis meet all GPS. For example, since 2019, Novartis has partnered with local governments and treatment centres in Bolivia, Mexico and Brazil to improve diagnosis, referral and care of heart failure caused by Chagas disease. The initiative involves health-worker training, community awareness and digital and infrastructural upgrades.

Newly engaged in 5 IP-sharing agreements with public research institutions and drug discovery initiatives to accelerate drug development. In 1 agreement, Novartis collaborates with the TB Alliance to advance R&D of telacebec for leprosy through a drug discovery and access programme. The company remains engaged in existing agreements.

Publicly commits to continuing its long-term donation programmes to support the elimination of leprosy and the control of food-borne trematodiases. Through 1 of these programmes, Novartis extends its commitment to donate the combination of clofazimine (Lamprene®), dapsone (Dapsone®) and rifampicin (Rimactane®) until 2030 to help eliminate leprosy. This programme is active in 87 countries in scope.

Fulfils 2 of 3 mechanisms to ensure continuous supply in LMICs and is involved in local manufacturing at its own sites in countries in scope and demonstrates involvement in technology transfers (TTs). These TTs are designed to improve patient access with ongoing support to the manufacturer. For example, Novartis is transferring technology to the Moroccan manufacturer Sothema to produce diabetes treatment vildagliptin (Galvus® 50mg) and to package epilepsy treatment (Tegretol® CR 200mg & 400mg). The transfers aim to improve the local supply.

Has a policy for reporting substandard and falsified medicines in countries in scope. Novartis reports cases to national or local regulatory authorities and the WHO Rapid Alert within 7 working days. It provides evidence of shortened reporting timeframes for cases that only require visual inspection for confirmation.

Has 1 inclusive business model that meets inclusion criteria. The Novartis Sub-Saharan Africa (SSA) Business Unit covers 28** products in 28*** countries. Novartis has publicly disclosed long-term goals that are measurable and time bound. However, these goals are not specific to the SSA Business Unit, although they include a few products covered in the sustainability-linked bond. Progress is evidenced by the SSA Business Unit, which reached 7.3mn patients in SSA's 12 priority countries in 2025. This progress is reported to the Index but is not publicly disclosed. Country-level implementation progress (e.g., patients reached disaggregated by country) across activities and initiatives is also not publicly disclosed.

*Products that received their first marketing authorisation within the last 5 years.

**There are additional products offered through the Novartis SSA Business Unit that do not address diseases in scope.

***27 of 28 countries are in scope.