



Major Qualitative Rankings Results for Novartis in 2007

December 31, 2007

Fortune: “World’s Most Admired Companies”

Novartis named Number 1 in Pharmaceutical Industry



The 10 most admired pharmaceutical companies¹⁾

<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	Rating 2007
#1 Pfizer	#1 J&J	#1 J&J	#1 J&J	#1 Novartis	7.66
#2 BMS	#2 Pfizer	#2 Novartis	#2 Novartis	#2 J&J	7.53
#3 J&J	#3 Eli Lilly	#3 Eli Lilly	#3 Abbott	#3 Roche	6.97
#4 Merck	#4 Merck	#4 Abbott	#4 Amgen	#4 Eli Lilly	6.73
#5 Eli Lilly	#5 Novartis	#5 Pfizer	#5 GSK	#5 GSK	6.68
#6 GSK	#6 GSK	#6 GSK	#6 Eli Lilly	#6 Amgen	6.62
#7 Novartis	#7 Abbott	#7 Amgen	#7 Roche	#7 Abbott	6.61
#8 Pharmacia	#8 AstraZ	#8 Roche	#8 AstraZ	#8 Wyeth	6.43
#9 Wyeth	#9 Roche	#9 AstraZ	#9 Wyeth	#9 SanofiA	6.07
#10 Aventis	#10 Aventis	#10 Wyeth	#10 Pfizer	#10 AstraZ	6.00

¹⁾ As per evaluation of 1,500 senior pharmaceutical industry executives and financial analysts on a scale from 0 (poor) to 10 (excellent) on nine criteria: community/environment, financial soundness, globalness, innovation, long-term investment, management quality, people management, products/service quality, use of assets.

Barron's: "World's Most Respected Companies"

Novartis 2007 3rd time in series among top 25 – across multiple industries

The World's Most–and Least–Respected Companies

In our annual survey, money managers indicate the degree to which they respect—or don't—the world's largest publicly traded companies (as measured by market value). We assigned a point value to each of the four categories to determine mean scores. Most of the top 10 companies are repeat winners.

Rank '07 '06	Company	Mean Score	Highly Respect	Respect	Respect Somewhat	Don't Respect
1. 5.	Berkshire Hathaway	4.43	75%	16%	4%	1%
2. 1.	Johnson & Johnson	4.30	65	29	2	0
3. 4.	Toyota Motor (Japan)	4.20	60	26	5	0
4. 3.	Procter & Gamble	4.18	60	32	2	1
5. 2.	General Electric	4.16	60	32	4	0
6. 22.	Microsoft	3.68	42	46	5	2
7. 18.	Nestlé (Switzerland)	3.67	38	38	9	0
8. NA	Apple	3.63	45	35	12	2
9. 30.	Cisco Systems	3.59	38	47	4	3
10. 7.	ExxonMobil	3.58	39	45	9	1
11. 19.	Boeing	3.52	36	41	11	1
12. 6.	PepsiCo	3.51	38	40	13	1
13. 40.	Coca-Cola	3.49	36	46	11	1
14. 13.	United Parcel Service	3.48	35	45	11	1
15. 8.	Goldman Sachs	3.46	43	36	13	4
16. 12.	Wells Fargo	3.44	37	39	13	2
17. 21.	American Express	3.44	38	40	9	4
18. 28.	Intel	3.27	31	47	16	1
19. 25.	Hewlett-Packard	3.14	26	47	16	2
20. 16.	Schlimberger	3.07	27	39	18	3
21. 17.	Wal-Mart Stores	3.07	28	43	17	4
22. 20.	Google	3.07	32	39	16	6
23. 24.	Abbott Laboratories	3.06	23	46	17	2
24. 14.	Genentech	3.03	22	42	19	1
25. 23.	Novartis (Switzerland)	2.93	23	40	22	2
26. 27.	ConocoPhillips	2.91	19	48	21	1
27. 49.	Intl. Business Machines	2.89	21	46	24	1
28. 26.	Chevron	2.81	22	39	28	1
29. 38.	JPMorgan Chase	2.78	18	53	20	4
30. 84.	American Intl. Group	2.77	22	43	22	5
31. 56.	Merck	2.72	16	49	24	2
32. 35.	Nokia (Finland)	2.70	16	44	22	3
33. 33.	Bank of America	2.70	21	41	24	5
34. 41.	Roche Holding (Switzerland)	2.68	16	43	25	2
35. 34.	Royal Bank of Scotland (U.K.)	2.66	13	45	20	3
36. 60.	Morgan Stanley	2.58	16	43	26	4
37. 45.	Merrill Lynch	2.57	15	51	20	7
38. 54.	Canon (Japan)	2.52	16	31	31	2
39. 47.	Barclays (U.K.)	2.51	14	40	21	6
40. 52.	Comcast	2.44	15	43	25	7
41. 50.	Pfizer	2.43	13	44	33	3
42. 36.	GlaxoSmithKline (U.K.)	2.40	9	46	33	2
43. NA	Unilever (Netherlands)	2.39	6	47	27	2
44. 55.	Wyeth	2.39	9	45	33	2
45. 57.	BHP Billiton (Australia)	2.35	11	38	28	4
46. 48.	UBS (Switzerland)	2.35	9	45	22	7
47. 53.	Siemens (Germany)	2.25	8	40	26	6
48. 52.	Samsung (South Korea)	2.23	9	36	27	6
49. 51.	AstraZeneca (U.K.)	2.22	8	39	27	6

Market Week Pullout Surprising August Job Losses Sink Stocks by Nearly 2% Page M5

BARRON'S

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Exporting Jobs: Fears Are Overblown

Page 19

ALAN ABELSON • 5

Dear Mr. President: While you were away...

UNDERVALUED XTO • 24

Energy stock with high-octane potential

TROUBLED IDT • 27

Competition rises, cash falls, insiders sell

VEOLIA • 29

Play on the world's most precious liquid

NORTEL NETWORKS • 42

The lawyers make costly miscalculation

CEO'S GOALS • 56

Rescue Ford and "out-Toyota Toyota"

ACTIVIST TARGET • M8

What HSBC really needs: new hands at the helm

The Most RESPECTED COMPANIES

Our Exclusive Ranking Page 33

Buffett's Berkshire takes top honors in our annual survey, followed by Johnson & Johnson

2007 2006

2007 2006

2 1 Johnson & Johnson

5 2 General Electric

18 28 Intel

25 23 NOVARTIS

46 48 UBS



Science "Top 20 Employers"

Novartis ranked 6th – established among top 10

Top Twenty Employers



2007 Rank	2006 Rank	Employer (Global Headquarters)	Three Top Characteristics		
1	2	Boehringer Ingelheim (Ingelheim, Germany)	Does important, quality research	Socially responsible	Loyal employees
2	1	Genentech, Inc. (South San Francisco, CA)	Innovative leader in the industry	Does important, quality research	Loyal employees
3	4	Amgen (Thousand Oaks, CA)	Does important, quality research	Innovative leader in the industry	Socially responsible
4	17	Schering-Plough Corp. (Kenilworth, NJ)	Does important, quality research	Socially responsible	Innovative leader in the industry
5	6	Genzyme Corp. (Cambridge, MA)	Does important, quality research	Innovative leader in the industry	Socially responsible
6	9	Novartis (Basel, Switzerland)	Does important, quality research	Innovative leader in the industry	Socially responsible
7	-	DuPont (Wilmington, DE)	Does important, quality research	Loyal employees	Socially responsible
8	-	Monsanto (Creve Couer, MO)	Innovative leader in the industry	Does important, quality research	Loyal employees
9	5	AstraZeneca PLC (London, UK)	Does important, quality research	Innovative leader in the industry	Socially responsible
10	7	Johnson & Johnson (New Brunswick, NJ)	Socially responsible	Does important, quality research	Loyal employees
11	8	Eli Lilly and Company (Indianapolis, IN)	Does important, quality research	Treats its employees with respect	Loyal employees
12	10	GlaxoSmithKline (London, UK)	Does important, quality research	Innovative leader in the industry	Socially responsible
13	-	Millennium Pharmaceuticals (Cambridge, MA)	Does important, quality research	Innovative leader in the industry	Treats its employees with respect
14	16	Merck & Co., Inc. (Whitehouse Station, NJ)	Does important, quality research	Innovative leader in the industry	Loyal employees
15	11	Wyeth Pharmaceuticals (Collegeville, PA)	Does important, quality research	Socially responsible	Loyal employees
16	-	Gilead (Foster City, CA)	Innovative leader in the industry	Does important, quality research	Treats its employees with respect
17	13	Biogen Idec (Cambridge, MA)	Does important, quality research	Treats its employees with respect	Innovative leader in the industry
18	3	Roche Pharmaceuticals (Basel, Switzerland)	Does important, quality research	Innovative leader in the industry	Loyal employees
19	18	Abbott (Abbott Park, IL)	Does important, quality research	Socially responsible	Loyal employees
20	20	Bristol-Myers Squibb Company (New York, NY)	Does important, quality research	Socially responsible	Treats its employees with respect



Novartis climbs 15 ranks in 2007 – being the number 2 in industry

2007	2006	2005	
2	17	34	NOVARTIS, NJ
14	34	23	Merck, NJ
20	12	33	AstraZeneca, Sweden
21	32	19	Pfizer, NY
22	31	38	Sanofi-Aventis, NJ
23	-	10	GSK
24	23	32	Johnson & Johnson, NJ
25	13	26	Bristol-Myers Squibb, NY
29	40	46	Eli Lilly, IN
-	36	-	Roche, CA

Top 30 Companies						20	12				
Rank in 2007	Rank in 2006	Company Name and Global HQ	Type	Total No. of Employees Worldwide	Most Highly R						
1	1	Tec Laboratories Albany, UT	Skin products	100 or fewer	Management	21	32				
2	26, 20, 19, 17	Novartis Cambridge, MA	Pharmaceutical	100- 500	Politics and Practices						
3	2	Boehringer Pharmaceuticals Leidenburg, MA	Pharmaceutical	100- 500	Personnel and Benefits						
4	-	Inspire Pharmaceuticals Durham, NC	Biopharmaceutical	100 or fewer	Politics and Practices						
5	-	Bogen Inc Cambridge, MA	Biotechnology	3,500- 4,500	Training and Development						
6	3	Ampex Thousand Oaks, CA	Biotechnology	20,000+	Personnel and Benefits	22	31				
7	4	Infelix Pharmaceuticals Cambridge, MA	Pharmaceutical	200 or fewer	Management						
8	10	Ottavia Maryland Medical Laboratories Fadville, MD	Research division of Ottavia Pharmaceuticals	20,000+	Research Environment	23	-				
9	9	Analytix Pharmaceuticals San Diego, CA	Pharmaceutical	1,000- 2,000	Politics and Practices						
10	-	Targent Westborough, MA	Biopharmaceutical	100 or fewer	Communications						
11	-	Landbeck Research USA Harrisburg, PA	Research division of H. Landbeck	100- 500	Research Environment	24	23				
12	-	CLAGEN Veldhoven, The Netherlands	Specialty preparations for medicinal diagnostics	500- 2,000	Integrity						
13	-	Hecht Hofheim, Germany	Pharmaceutical	1,000- 2,000	Personnel and Benefits	25	13				
14	34	Merril & Co Wilmington, Delaware, NJ	Pharmaceutical	20,000+	Personnel and Benefits						
15	-	Sandoz Holzkirchen, Germany	Generic pharmaceuticals	20,000+	Training and Development						
16	11	Eli Lilly San Francisco, CA	Biotechnology	500- 1,000	Management	29	40				
17	27	Wyeth Massena, NY	Biopharmaceutical	20,000+	Training and Development						
18	6	Astell Oxford, UK	Tissue-based therapies	100 or fewer	Communications						
19	-	H. Lundbeck Copenhagen, Denmark	Pharmaceutical	5,000+	Job Satisfaction	-	36				
20	28, 12	AstraZeneca London, UK	Pharmaceutical	20,000+	Personnel and Benefits						
21	32	Pfizer New York, NY	Pharmaceutical	20,000+	Remuneration and Benefits						
22	31	Sandoz-Austria Paris, France	Pharmaceutical	20,000+	Management	Integrity	Job Satisfaction	Politics and Practices			
23	-	GlaxoSmithKline London, UK	Pharmaceutical	20,000+	Management						
24	3	Johnson & Johnson New Brunswick, NJ	Pharmaceutical, medical devices, consumer goods	20,000+	Remuneration and Benefits				Politics and Practices	Communications	Management
25	13	Boehringer Ingelheim New York, NY	Pharmaceutical	20,000+	Research Environment				Integrity	Politics and Practices	
26	-	Lexicon Genetics The Woodlands, TX	Biopharmaceutical	500- 1,000	Job Satisfaction				Remuneration and Benefits	Integrity	
27	34	Fluorine H-Bond Cambridge, MA	Ag-biotech/biotechnology	5,000+	Remuneration and Benefits	Integrity	Training and Development	Communications			
28	23	Abbott Laboratories Abbott Park, IL	Pharmaceutical, medical devices/diagnostics	20,000+	Training and Development	Remuneration and Benefits	Job Satisfaction	Research Environment			
29	40	Elilly & Co Cambridge, MA	Pharmaceutical	20,000+	Remuneration and Benefits	Communications	Management	Research Environment			
30	39	InvivoGen San Diego, CA	Research products	4,000+	Job Satisfaction	Integrity	Politics and Practices	Training			

* For Vienna, Harsham, Boise, and East Hanover, New Jersey locations.
 † For Harsham, Boise, and East Hanover, New Jersey locations.

May 2007 THE SCIENTIST 59

Diversity Inc “Top 50 Companies”

In 2007 Novartis became the leading pharma company



Capital “Best Employers”

For 3rd time in series Novartis ranks among top 50 employers in Germany

Unternehmen	Branche	Mitarbeiter	Note
1 Cisco Systems	IT	700	1+
2 Consol Software	IT/Beratung	150	1+
3 W.L. Gore & Associates	Kunststoff	1.150	1+
4 Ciba Vision	Medizintechnik	781	1+
5 3M Deutschland	Industrie	2.988	1
6 Heliogenfeld Kliniken	Bildung, Gesundheit & Soziales	253	1
7 Sick	Sensortechnik	1.621	1
8 Eon Ruhrgas	Energiewirtschaft	2.502	1
9 Laufer Mühle ¹	Gesundheitswesen	80	1
10 OC & C Strategy Consultants	Unternehmensberatung	59	1
11 Sapien	IT/Beratung	131	1
12 Ethicon	Industrie/Direktvertrieb	2.400	1
13 SAP Deutschland	IT/Beratung	13.953	1
14 Impuls Finanzmanagement	Finanzdienstleistung	710	1
15 Tom-Tec Imaging Systems	IT	89	1-
16 Lands' End	Handel	430	1-
17 Microsoft Deutschland	IT	1.900	1-
18 Schindlerhof, Klaus Kobojil	Hotellerie & Gastronomie	73	1-
19 Vedior Personaldienstleistungen	Personaldienstleistungen	116	1-
20 Randstad Deutschland	Personaldienstleistungen	1.750	1-
21 Inovex	Dienstleistungen	1.000	1-
22 Convista Consulting	IT/Beratung	70	1-
23 Hexal	Chemie, Pharma & Biotech.	1.406	1-
24 SAS Deutschland ²	IT	400	1-
25 Federal Express Europe	Transport & Logistik	1.330	1-
26 ING Diba	Finanzdienstleistung	2.300	1-
27 Tegut Gutberlet Stiftung	Handel	3.914	1-
28 Trend Micro Deutschland	IT	120	1-
29 Sparda-Bank München	Finanzdienstleistung	610	2+
30 Münchener Rückversicherung	Finanzdienstleistung	1.400	2+
31 Novartis Pharma	Chemie, Pharma & Biotech.	1.700	2+
32 J & M Management Consulting	IT/Beratung	140	2+
33 Eisai	Chemie, Pharma & Biotech.	174	2+
34 Ingram Micro Distribution	Handel	1.355	2+
35 Marienhof und Brüderhaus ³	Gesundheitswesen	1.175	2+
36 Metafinanz-Informationssysteme	IT/Beratung	89	2+
37 Novantum Consulting	IT/Beratung	59	2+
38 PDR Recycling	Recycling	52	2+
39 Techniker Krankenkasse	Krankenversicherung	10.000	2+
40 Vector Informatik	IT	510	2+
41 American Express Deutschland	Finanz- & Reisedienstleistung	1.300	2+
42 Boehringer Ingelheim Deutschland	Chemie, Pharma & Biotech.	10.366	2+
43 Rohde & Schwarz	Elektrotechnik	5.100	2
44 NBC Universal Global Networks	Medien & Verlagswesen	135	2
45 Pentasys	IT/Beratung	100	2
46 Philips	Elektrotechnik	7.500	2
47 Gasversorgungsges. Rhein-Erft	Energie & Versorgung	100	2
48 Texas Instruments Deutschland	Industrie	1.360	2
49 SD & M	IT/Beratung	1.250	2
50 Karstadt-Quelle Versicherungen	Finanzdienstleistung	1.400	2

Capital 05
10.02. – 28.02.2007 3,50 € www.capital.de

DER FEIND IN MEINEM HAUS

Mieter und Vermieter streiten wie nie.
So beugen Sie vor – und sichern Ihre Rechte.

2007	2006	2005	
31	26	45	NOVARTIS
-	41	31	Pfizer
-	45	-	GlaxoSmithKline

1	1	Procter & Gamble ¹	Konsumentgüter	2.000
4	8	B. Germany	Telekommunikation	4.000
5	10	Cisco Systems	IT	570
6	11	3M Deutschland	Werkzeugbau	2.504
7	13	Ciba Vision	Medizintechnik	727
8	17	Ethicon	Medizintechnik	2.000
9	18	Eon Ruhrgas	Energiewirtschaft	2.502
10	21	Sick	Sensortechnik	1.621
11	22	Sauer-Danloos ¹	Industrie	616
12	25	Novartis Pharma	Pharma	1.700
13	27	Tollkline	Telekommunikation	839
14	28	Ingram Micro Distribution	IT	1.177
15	30	Texas Instruments Deutschl.	Industrie	1.350
16	34	Walco	Automatisierung	2.870
17	35	Inovex	Dienstl./Pharma	1.000
18	39	Dis	Personaldienstl.	450
19	43	Schneider Group	Polizei/Ordnung	301
20	44	Salutas Pharma	Pharma	1.144
21	45	GlaxoSmithKline	Pharma	3.679
22	46	Federal Express Europe	Transport/Logistik	1.275
23	48	Wolfsbank	Finanzdienstleistung	1.200
24	50	IFM Electronic	Elektrotechnik	1.035



Working Mother “100 Best Companies”

Novartis is listed on the top 100 list for the 9th consecutive year



panies

100 BEST COMPANIES 2007

ALL? An invigorating career, a fun-filled family life—today's working moms enjoy both, thanks to the support they need to shine at work and at home. Wide-ranging flex options? Check. Generous child care? Check. Career development? Check. These winners offer an impressive menu of benefits to thank you for your progressive ideas, your family-friendly policies and your investment in women, come. Firms like yours enable working moms to build a career they're proud of...and sand castles

es on the 100 Best Companies

Best compare to all the rest

REGISTER
Your Company

TOP TEN

Edited By Suzanne Riss, Teresa Palagano & Angela Ebron

Company Name

Novartis

Search

NOVARTIS PHARMACEUTICALS CORP.



With discounted child care provided at 2,159 community-based facilities, parents are bound to find just the right center for their kids. In an emergency, moms and dads can tap backup care at more than 250 centers.

[Read More >>](#)

100 Best Companies 2007*

AstraZeneca

Bristol-Myers Squibb

Eli Lilly

GlaxoSmithKline

Johnson & Johnson

Merck & Co.

NOVARTIS

Pfizer

Sanofi-Aventis

* Qualified companies are
listed in alphabetical order.

“Die wertvollsten Marken Europas”

Novartis among top 30 European brands – across multiple industries

RANK	BRAND	INDUSTRY	COUNTRY	BRAND VALUE
1		IT&Technology	Finland	32.332
2		Luxury	France	29.831
3		Consumer goods	U.K.	25.136
4		Telco	Spain	23.858
5		Telco	U.K.	22.550
6		Automotive	Germany	20.483
7		Telco	Germany	18.269
8		Automotive	Germany	17.298
9		Telco	France	17.068
10		Consumer goods	Belgium	16.873
11		Financial services	Germany	16.835
12		Consumer goods	U.K.	15.582
13		Media & Entertainment	Germany	15.313
14		Consumer goods	The Netherlands	13.846
15		Consumer goods	Switzerland	13.711



21		Financial services	U.K.	11.896
22		Pharma, Health & Biotech	U.K.	11.766
23		Consumer goods	Austria	10.943
24		Telco	Italy	10.459
25		IT&Technology	Sweden	9.915
26		Financial services	Switzerland	9.875
27		Pharma, Health & Biotech	Switzerland	9.711
28		Telco	U.K.	9.442
29		Pharma, Health & Biotech	France	9.333
30		Logistics	Germany	9.258

Bilanz "Die wertvollsten Schweizer Marken"

Novartis brand equity rose to CHF 11.5bn in 2007



Schweizer Kostbarkeiten

Zum dritten Mal hat Interbrand Zintzmeyer & Lux für BILANZ exklusiv die 50 wertvollsten Marken der Schweiz ermittelt. Fazit: Der Gesamtwert der 10 ist um 7 Milliarden auf fast 94 Milliarden Franken gestiegen.

Spezial Markenranking

Die wertvollsten Marken der Schweiz, 1-10

1 (1) **Nescafé** Getränke, Nestlé, Vevey



15 410 Mio. (+1,3%)

Während Nescafé in den Emerging Markets zulegen kann, gilt es in Europa und den USA, die Attraktivität der Marke mit Geschmacksinnovationen und Neuprodukten zu erhalten. Mit Dolce Gusto steigt Nescafé in den Markt des Portionskaffees ein, um den Anschluss an den Massenmarkt und die Wettbewerber nicht zu verlieren.

2 (2) **UBS** Banken, UBS, Zürich



12 462 Mio. (+12,4%)

Kontinuierlich und nachhaltig wächst die UBS international, sowohl im Hinblick auf Erträge als auch bezüglich positiver Kundenwahrnehmung. Jährlich kann der global grösste Vermögensverwalter die Früchte der 2002 lancierten und seit diesem Zeitpunkt konsequent umgesetzten Markenpolitik ernten.

3 (3) **Novartis** Pharma, Novartis, Basel



11 500 Mio. (+7,9%)

Infolge einer breiten Akquisitionsstrategie wird die Marke Novartis mit immer mehr Pharmabereichen in Verbindung gebracht – eine Entwicklung, der kommunikativ Rechnung getragen werden muss. Insgesamt ist das Image der Marke dank Erfolgsmeldungen neuer Produkte positiv beeinflusst worden.

4 (4) **Roche** Pharma, Roche, Basel



7285 Mio. (+9%)

Die Führungsposition bei den Onkologieprodukten, ein breites und erfolgreiches Produktportfolio sowie der durch die weltweite Pandemievorsorge begünstigte Siegeszug von Tamiflu haben die allgemeine Wahrnehmung von Roche als Herstellermarke positiv beeinflusst.

5 (5) **Nestlé** Nahrungsmittel, Nestlé, Vevey



Die Marke zeigt eine solide Basis und kann vermehrt Wachstum in neuen Produktbereichen generieren. Das Portfolio ist gut positioniert, die weltweite Präsenz wirkt zusätzlich stabilisierend. Der Umbau zum Gesundheitskonzern wird vorangetrieben, wodurch Nestlé künftig an lukrativen Wachstumsmärkten partizipieren kann.

Rang 07 (06) **Marke** Branche, Eigentümer
Markenwert in Franken (Veränderung in %), Kommentar

6 (6) **Zürich** Versicherungen, Zurich Financial Services, Zürich



6352 Mio. (+1,0%)

Mit der operativen Fokussierung auf den Zurich Way zur Verbesserung von Profitabilität und internen Prozessen und mit einer neuen, global ausgerichteten Single-Brand-Strategie unter dem Slogan «Because change happensZ» hat die Zurich den Weg zu einer der führenden Marken im Versicherungsgeschäft wiedergefunden.

7 (7) **Rolux** Uhren, Rolex, Genf



5849 Mio. (+13,4%)

Der Markenwert von Rolex ist auch dieses Jahr kräftig gewachsen. Wie keine andere Uhrenmarke dieser Klasse baut das Image von Rolex konsequent auf Qualität. Den kurzfristigen Trends und Kosten sparenden Kompromissen zu widerstehen, macht sich bezahlt.

8 (8) **Swisscom** Telekom, Swisscom, Bern



4480 Mio. (+1,8%)

Der Ex-Monopolist sieht sich im stetigen Konflikt mit den nationalen Wettbewerbern. Mehr als je zuvor ist Swisscom die vertrauenswürdigste Telekommarke und gehört gemäss «Reader's Digest» gar zu den vertrauenswürdigsten Schweizer Marken überhaupt. Qualität und Zuverlässigkeit zählen sich aus.

9 (9) **Credit Suisse** Banken, Credit Suisse Group, Zürich



4013 Mio. (+13,1%)

Gemessen am Geschäftserfolg fällt die Markenwertveränderung bei Credit Suisse moderat aus. Noch sind zwei Kulturen (Credit Suisse First Boston/Credit Suisse) nicht vollständig eins, der Auftritt nicht etabliert. Es wartet noch viel Arbeit auf die Markenverantwortlichen, um den Wahrnehmungstatus von früher wiederzuerlangen.

10 (10) **Omega** Uhren, Swatch Group, Biel

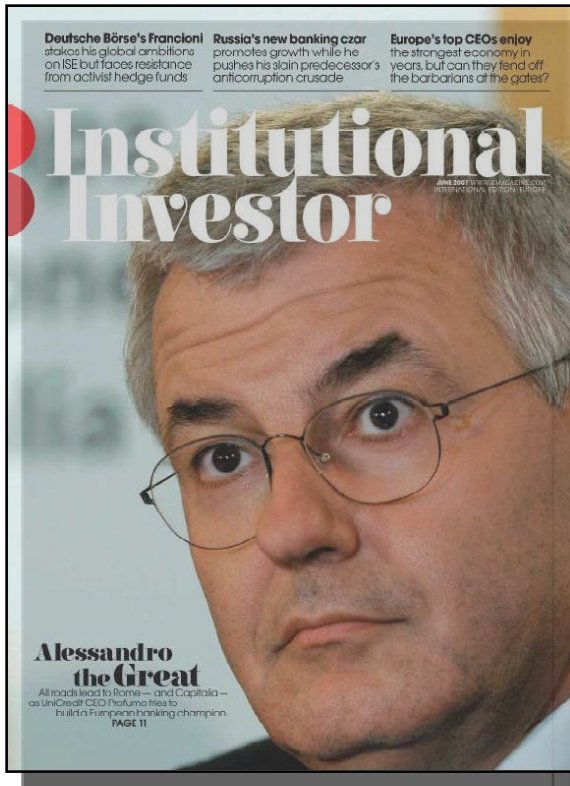


2731 Mio. (+10,0%)

Die florierende Weltmarke und Perle im Swatch-Portfolio setzt konsequent auf ihre Botschafter und ergänzt die Uhren mit einer Schmuckkollektion. Damit soll das Image der Marke im höheren Preissegment weiter ausgebaut werden. Omega hat sich hervorragend in starken Wachstumsmärkten wie China positioniert.

2007	(2006)	Name	2007 Value	2006 Value	
3	(3)	NOVARTIS	CHF 11.5bn	CHF 10.7bn	+7,9%
4	(4)	Roche	CHF 7.3bn	CHF 6,7bn	+9,0%

Daniel Vasella ranked “Best European Pharma CEO” for 2nd time in series

[illegible]

2007	2006	
1	1	Daniel Vasella
2	2	Franz Humer
3	3	Jean-Pierre Garnier
4	-	David Brennan
5	-	Matthew Emmens

management's record, provoking a bidding contest for the Dutch bank between Britain's Barclays and a consortium of Royal Bank of Scotland, Belgian-Dutch bancassuror Fortis and Spain's Banco Santander Central Hispano. That scramble for European supremacy in turn prompted Italy's UniCredit to offer €21.8 billion in shares to acquire domestic rival Capitalia.

"It's a matter of fact that these shareholders are there, and we have to consider them as an important challenge in doing our work well," says Alessandro Profumo, chief executive of UniCredit, Italy's

biggest bank by market capitalization. "What is key for me is to be sure that we are the best owner of what we have. We have to manage properly, so the breakup value must be close to the market value."

Profumo, Poitral and Davis know what they are talking about — and their shareholders appreciate their savvy and forthrightness. The trio are among the corporate leaders identified as the best CEOs in Europe, according to an *II* survey of portfolio managers. (The top-rated CEOs in 31 sectors appear in the table above; the complete ranking and the methodology can be found

Chief Executive “Best Companies For Leaders”

Novartis improved its position after entering the list in 2006



Top 20 Companies for Leaders			
2007		2006	
1.	General Electric (1)	1.	General Electric
2.	Procter & Gamble (2)	2.	Procter & Gamble
3.	Johnson & Johnson (5)	3.	PepsiCo
4.	Unilever	4.	Citigroup
5.	Coca-Cola (10)	5.	Johnson & Johnson
6.	Siemens	6.	HSBC Holdings
7.	PepsiCo (3)	7.	BASF
8.	L'Oréal	8.	Home Depot
9.	Toyota Motor	9.	IBM
10.	Hewlett-Packard (19)	10.	Coca-Cola
11.	GlaxoSmithKline (17)	11.	Dell
12.	Novartis (13)	12.	Microsoft
13.	Pfizer	13.	Novartis
14.	HSBC Holdings (6)	14.	Verizon Communications
15.	3M Company	15.	Nestlé
16.	Eli Lilly	16.	Lockheed Martin
17.	BASF (7)	17.	GlaxoSmithKline
18.	McDonald's	18.	Amgen
19.	Amgen (18)	19.	Hewlett-Packard
20.	Vodafone	20.	BAE Systems

2007	2006	2005	
3	5	5	Johnson & Johnson
12	13	NEW	NOVARTIS
13	-	11	Pfizer



Novartis in Dow Jones Sustainability Index – 2007

Novartis score of 82 % versus pharma company average of 73 %

SAM Benchmarking Report

06.09.2007

Corporate Sustainability Assessment

2007

Novartis AG

Member of DJSI World & DJSI STOXX

DRG Pharmaceuticals

Switzerland



Corporate Sustainability Assessment Results

Economic Dimension

Criteria	Company Score			DJSI North America (%)	Weighting in Total Score (%)
	(%)	Average Score(%)	Best Score(%)		
Corporate Governance	83	81	90	83	6
Risk & Crisis Management	93	70	93	45	6
Codes of Conduct/Compliance/Corruption&Bribery	100	79	100	72	5.5
Brand Management (IS)	100	54	100	31	4
Marketing Practices (IS)	89	89	100	97	7.5
Research and Development (IS)	85	80	90	70	6
Customer Relationship Management (IS)	68	69	80	71	2

Manager Magazin “Best Annual Reports”

Novartis among top 4 in Stoxx50 list – for the 3rd year in series

Aufmarsch der Schweizer Garde
Die Berichte der Stoxx-50-Unternehmen (maximale Punktzahl: 100)

Rang	Unternehmen	Inhalt		
		Geschäftsbericht	Zwischenbericht	Gesamt
				Inhalt
1	UBS	66,19	68,79	66,71
2	Roche	64,47	65,67	64,71
3	Novartis	60,56	53,15	59,08
4	Royal Dutch Shell	58,78	56,13	58,25
5	ABN Amro	56,28	59,08	56,84
6	Nestlé	53,45	48,19	52,40
7	HSBC	59,34	70,09	61,49
8	BP	55,12	52,78	54,65
9	Philips	49,57	49,48	49,55
10	Banco Santander	53,88	39,89	51,08
11	Ericsson	50,03	51,88	50,40
12	Suez	53,75	50,85	53,17
13	GlaxoSmithKline	47,28	52,84	48,39
14	Royal Bank of Scotland	48,06	54,65	49,38
15	Axa	51,99	18,78	45,35
16	HBOS	46,86	55,19	48,53
17	Barclays	47,57	54,19	48,90
18	Lloyds TSB	48,97	42,81	47,74
19	BT	51,39	21,69	45,45
20	Nokia	46,41	50,12	47,15

*In Prozentpunkten; ** setzt sich zusammen aus den gewichteten Ergebnissen in den drei Beurteilungskategorien: 74,99 bis 62,50: gut; 62,49 bis 50,00: befriedigend; 49,99 bis 37,50: ausreichend; weniger als 37,50: mangelhaft



Schweizer an der Spitze
Die 20 besten Berichte der Stoxx-50-Unternehmen (maximale Punktzahl: 100)

Rang	Unternehmen	Inhalt	
		Geschäftsbericht	Zwischenbericht
1	UBS	70,47	74,15
2	Credit Suisse	53,67	57,95
3	Novartis	63,51	59,09
4	ABN Amro	51,20	53,61
5	Roche	65,69	16,45
6	Philips	51,14	49,73
7	L'Oréal	48,27	58,13
8	Anglo American	56,92	66,01
9	HSBC	58,87	67,08
10	Nestlé	54,95	48,84
11	Royal Bank of Scotland	47,57	58,51
12	Vodafone	47,47	68,14
		50,89	21,62
		50,39	56,16

2007	2006	2005	
2	5	5	Roche
3	3	4	NOVARTIS
13	-	-	GlaxoSmithKline
-	15	8	AstraZeneca

MedAdNews “Most Admired Companies”

Novartis ranked “Most Admired Company” – for the 2nd year in series

MedAdNews
THE MAGAZINE OF PHARMACEUTICAL BUSINESS AND MARKETING • MEDADNEWS.COM • OCTOBER 2007

24 UP FROM THE SIDE WALLS
Social experience and diverse backgrounds characterize the leaders profiled in the second annual look of executives on the rise in the pharmaceutical industry.

30 WHAT LEADERS NEED
Leaders from across the pharmaceutical and biotechnology industry discuss the experiences and characteristics they possess that have helped them succeed in a challenging business.

34 ADVENTURES IN MARKETING
A variety of young creative ventures companies could change the way pharmaceutical products are marketed and sold.

40 BACK TO GRASS ROOTS
The public is receiving a dose of pharmaceutical education, which could shed positive light on the industry's image.

48 ACQUISITIONS SHIFT
For now, big pharma has looked to first for better drug makers, instead choosing cutting-edge diagnostic and research tool companies.

SEVENTH ANNUAL SPECIAL FEATURE
MOST ADMIRED COMPANIES

MOST ADMIRED PHARMACEUTICAL COMPANY

NOVARTIS

MOST ADMIRED BIOTECHNOLOGY COMPANY

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6

VOLUME 26 NUMBER 10 \$25

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TOP 10 MOST ADMIRED PHARMACEUTICAL COMPANIES

1. Novartis
2. Johnson & Johnson
3. GlaxoSmithKline Plc.
4. Pfizer Inc.
5. Merck & Co.
6. Roche
7. AstraZeneca Plc.
8. Genentech Inc.
9. Eli Lilly and Co.
10. Schering-Plough Corp.

2007 2006 2005

1	1	3	NOVARTIS
2	2	2	Johnson & Johnson
3	4	6	GlaxoSmithKline
4	3	1	Pfizer
5	10	9	Merck
6	9	10	Roche
7	6	7	AstraZeneca
8	5	4	Genentech
9	8	5	Eli Lilly
-	7	8	Amgen



"Identifying and addressing the needs of patients remains at the forefront of all that we do," says Daniel Vasella, M.D., chairman and CEO of Novartis.