



UNITED STATES SECURITIES AND EXCHANGE COMMISSION

Washington D.C. 20549

FOR	М 20-F
	(b) OR 12(g) OF THE SECURITIES EXCHANGE ACT OF 1934 OR
ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) ended December 31, 2014	OF THE SECURITIES EXCHANGE ACT OF 1934 for the fiscal year
	OR (4) OF THE SECUDITIES EVOLANCE ACT OF 1024
TRANSITION REPORT PURSUANT TO SECTION 13 OR 15	
☐ SHELL COMPANY REPORT PURSUANT TO SECTION 13 C	OR OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934
Commission fil	e number 1-15024
NOVAI	RTIS AG
(Exact name of Registran	at as specified in its charter)
	RTIS Inc. ant's name into English)
	rerland poration or organization)
	trasse 35
4056 Basel	, Switzerland pal executive offices)
	R. Ehrat
	neral Counsel
	rtis AG 56 Basel
Switz	zerland
	I-61-324-1111 I-61-324-7826
	imber and Address of Company Contact Person)
Securities registered pursual	nt to Section 12(b) of the Act:
Title of class	Name of each exchange on which registered
American Depositary Shares each representing 1 share	New York Stock Exchange, Inc.
Ordinary shares, nominal value CHF 0.50 per share*	New York Stock Exchange, Inc.*
	ed pursuant to Section 12(g) of the Act:
	One
	ligation pursuant to Section 15(d) of the Act: one
annual report:	es of capital or common stock as of the close of the period covered by the
	,257 shares
Indicate by check mark if the registrant is a well-known seasoned issu	
If this report is an annual or transition report, indicate by check mark	No \square if the registrant is not required to file reports pursuant to Section 13 or
15(d) of the Securities Exchange Act of 1934.	No 🏿
Indicate by check mark whether the registrant (1) has filed all reports re	equired to be filed by Section 13 or 15(d) of the Securities Exchange Act of the registrant was required to file such reports), and (2) has been subject to
	No □
_	filer, an accelerated filer, or a non-accelerated filer. See definition of
ē	ated filer ☐ Non-accelerated filer ☐
Indicate by check mark which basis of accounting the registrant has us	
·	s issued by the International Accounting Standards Board
	te by check mark which financial statement item the registrant has elected
Item 17	Item 18 □
	ant is a shell company (as defined in Rule 12b-2 of the Exchange Act).



Yes □ No ⊠

TABLE OF CONTENTS

INT	RODU	JCTIO	N AND USE OF CERTAIN TERMS	4
FOF	RWAR	D-LO	OKING STATEMENTS	4
PAR	ТΙ.			6
	Item	1.	Identity of Directors, Senior Management and Advisers	6
	Item	2.	Offer Statistics and Expected Timetable	6
	Item	3. 3.A 3.B 3.C 3.D	Key Information	8
	Item	4. 4.A 4.B 4.C 4.D	e e e e e e e e e e e e e e e e e e e	24 24 27 31 73 82 91 98 102
	Item	4A.	Unresolved Staff Comments	107
	Item	5. 5.A 5.B 5.C 5.D 5.E 5.F	Operating Results Liquidity and Capital Resources Research & Development, Patents and Licenses Trend Information Off-Balance Sheet Arrangements	107 107 188 201 202 202
	Item	6. 6.A 6.B 6.C 6.D 6.E	Directors and Senior Management	203 203 213 261 292 292
	Item	7. 7.A 7.B 7.C	Major Shareholders	293 293 295 295
	Item	8. 8.A 8.B	Consolidated Statements and Other Financial Information	296 296 297
	Item	9. 9.A	6	297 297



		9.B 9.C 9.D 9.E 9.F	Markets Selling Shareholders Dilution Expenses of the Issue	298 299 299 299 299
	Item	10. 10.A 10.B 10.C 10.D 10.E 10.F 10.G 10.H	Additional Information Share Capital Memorandum and Articles of Association Material Contracts Exchange Controls Taxation Dividends and Paying Agents Statement by Experts Documents on Display Subsidiary Information	299 299 304 305 305 310 311 311
	Item	11.	Quantitative and Qualitative Disclosures about Market Risk	311
	Item	12.A 12.B 12.C	Description of Securities Other than Equity Securities Debt Securities Warrants and Rights Other Securities American Depositary Shares	311 311 311 311 312
PART II			314	
	Item	13.	Defaults, Dividend Arrearages and Delinquencies	314
	Item	14.	Material Modifications to the Rights of Security Holders and Use of Proceeds	314
	Item	15.	Controls and Procedures	314
	Item	16A.	Audit Committee Financial Expert	314
	Item	16B.	Code of Ethics	315
	Item	16C.	Principal Accountant Fees and Services	315
	Item	16D.	Exemptions from the Listing Standards for Audit Committees	315
	Item	16E.	Purchases of Equity Securities by the Issuer and Affiliated Purchasers	316
	Item	16F.	Change in Registrant's Certifying Accountant	316
	Item	16G.	Corporate Governance	316
	Item	16H.	Mine Safety Disclosure	316
PART	ΓIII .			317
	Item	17.	Financial Statements	317
	Item	18.	Financial Statements	317
	Item	19.	Exhibits	318



INTRODUCTION AND USE OF CERTAIN TERMS

Novartis AG and its consolidated affiliates publish consolidated financial statements expressed in US dollars. Our consolidated financial statements found in Item 18 of this annual report on Form 20-F (Form 20-F) are prepared in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB).

Unless the context requires otherwise, the words "we," "our," "us," "Novartis," "Group," "Company," and similar words or phrases in this Form 20-F refer to Novartis AG and its consolidated affiliates. However, each Group company is legally separate from all other Group companies and manages its business independently through its respective board of directors or other top local management body. No Group company operates the business of another Group company. Each executive identified in this Form 20-F reports directly to other executives of the Group company which employs the executive, or to that Group company's board of directors.

In this Form 20-F, references to "US dollars" or "\$" are to the lawful currency of the United States of America, and references to "CHF" are to Swiss francs; references to the "United States" or to "US" are to the United States of America, references to the "European Union" or to "EU" are to the European Union and its 28 member states, references to "Latin America" are to Central and South America, including the Caribbean, and references to "Australasia" are to Australia, New Zealand, Melanesia, Micronesia and Polynesia, unless the context otherwise requires; references to "associates" are to employees of our affiliates; references to the "FDA" are to the US Food and Drug Administration, references to "EMA" are to the European Medicines Agency, an agency of the EU, and references to the "CHMP" are to the Committee for Medicinal Products for Human Use of the EMA; references to "ADR" or "ADRs" are to Novartis American Depositary Receipts, and references to "ADS" or "ADSs" are to Novartis American Depositary Shares; references to the "NYSE" are to the New York Stock Exchange, and references to the "SIX" are to the SIX Swiss Exchange; references to "GSK" are to GlaxoSmithKline plc, references to "Lilly" are to Eli Lilly and Company, and references to "CSL" are to CSL Limited.

All product names appearing in *italics* are trademarks owned by or licensed to Group companies. Product names identified by a "®" or a "TM" are trademarks that are not owned by or licensed to Group companies.

FORWARD-LOOKING STATEMENTS

This Form 20-F contains certain "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Other written materials filed with or furnished to the US Securities and Exchange Commission (SEC) by Novartis, as well as other written and oral statements made to the public, may also contain forward-looking statements. Forward-looking statements can be identified by words such as "potential," "expected," "will," "planned," "pipeline," "outlook," or similar terms, 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; potential shareholder returns or credit ratings; or regarding the potential completion of the announced transactions with GSK and CSL, or regarding potential future sales or earnings of any of the businesses involved in the transactions with GSK, Lilly or CSL, or regarding potential strategic benefits, synergies or opportunities as a result of these transactions; or regarding potential future sales or earnings of the Novartis Group or any of its divisions; or by discussions of strategy, plans, expectations or intentions. You should not place undue reliance on these statements.

Such forward-looking statements are based on the current beliefs and expectations of management regarding future events, and are subject to significant known and unknown risks and uncertainties. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect,



DOCKET

Explore Litigation Insights



Docket Alarm provides insights to develop a more informed litigation strategy and the peace of mind of knowing you're on top of things.

Real-Time Litigation Alerts



Keep your litigation team up-to-date with **real-time** alerts and advanced team management tools built for the enterprise, all while greatly reducing PACER spend.

Our comprehensive service means we can handle Federal, State, and Administrative courts across the country.

Advanced Docket Research



With over 230 million records, Docket Alarm's cloud-native docket research platform finds what other services can't. Coverage includes Federal, State, plus PTAB, TTAB, ITC and NLRB decisions, all in one place.

Identify arguments that have been successful in the past with full text, pinpoint searching. Link to case law cited within any court document via Fastcase.

Analytics At Your Fingertips



Learn what happened the last time a particular judge, opposing counsel or company faced cases similar to yours.

Advanced out-of-the-box PTAB and TTAB analytics are always at your fingertips.

API

Docket Alarm offers a powerful API (application programming interface) to developers that want to integrate case filings into their apps.

LAW FIRMS

Build custom dashboards for your attorneys and clients with live data direct from the court.

Automate many repetitive legal tasks like conflict checks, document management, and marketing.

FINANCIAL INSTITUTIONS

Litigation and bankruptcy checks for companies and debtors.

E-DISCOVERY AND LEGAL VENDORS

Sync your system to PACER to automate legal marketing.

