



Novartis Healthcare Pvt. Ltd.
Salarpuria Sattva, Sy. No. 83/1,
Plot No. 2, Rayadurg Panmaktha Villiage,
Serilingampally (Mandal),
RR (Dist), Hyderabad - 500032
Telangana, India
Tel: +91 40 6758 2000

June 20, 2016

Vinay Mahajan

Employee Code: 40006550

Dear Vinay,

Following the approval by the Executive Committee of Novartis (ECN) of the global implementation of the New Novartis Incentive System (NNIS) in early 2015, the incentive structure for all associates in GJFA bands 1 to 8 in India will change as from performance year 2017.

NNIS ensures external market competitiveness of Novartis' incentive levels as well as internal equity, consistency, and compliance of our compensation programs.

This letter confirms your compensation structure effective January 1, 2017 as per the attached annexure:

As you would notice, your Target Short Term Incentive % has been decreased in the New Novartis Incentive Scheme. However, the differential amount in Target Short Term Incentive has been added back to your Annual Base Salary to ensure that there is no impact to your Cost to Company.

Same and except to the extent above, all other terms and conditions of your employment remains unchanged.

Enclosed for your further reference is a brochure "**Compensation at Novartis**"

Actions required from you:

- Please study the attached brochure carefully. We are happy to answer any questions you may have concerning your compensation.
- Please return a signed copy of this letter to your HR Business Partner confirming acceptance of your revised compensation structure effective January 1st, 2017.

For Novartis Healthcare Pvt. Ltd.,

Authorized Signatory

For Novartis Healthcare Pvt. Ltd.,

Line Function Head

Accepted:

Vinay Mahajan

29 June 2016

Date

Note: Please note that the digitized image of the handwritten signature is an equivalent of the manual signature on this letter

GM-GDEV-NPH