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From: Riemenschneider, Marion on behalf of Office, Vas Narasimhan (Gen)
Sent: Wednesday, September 21, 2016 7:01 PM
Subject: Important Organizational Announcement



Important Organizational Announcement

Dear Colleagues,

We are on this journey with colleagues across Novartis to become a more integrated and focused company unified by a singular mission – to extend and improve lives. Earlier this year in Development we began our journey to become “One Development” with the bold ambition of bringing more medicines to more patients more efficiently than any other drug development organization in the world. Together we are building an integrated organization that is poised to lead the industry by reimagining the practice of medicine and the science of operations.

Building a fully integrated Development Function aligned with our Business Units

As part of this pursuit, I am pleased to announce changes that will further strengthen the Global Drug Development (GDD) organization and our ability to deliver breakthrough innovations for our patients. **While our Business Units will continue to drive the overall strategy and define the target product profiles in our therapeutic areas, we will**

further integrate the Innovative Medicines development units into GDD to ensure world class execution of these strategies. As you know the structure we implemented on July 1 already had an integrated approach for Pharmaceutical development, group-wide budget/ portfolio management, and many elements of Oncology Global Development (OGD). We will now fully integrate trial management and trial monitoring across Innovative Medicines, and create functional integration within clinical sciences, biostatistics, and project management.

By integrating these areas, we will build even more scale, accelerate best practice sharing, increase harmonization, and increase our efficiency in critical global functions.

All our Pharmaceuticals development units and OGD will continue to work in a fully integrated way with their Business Units in bringing new medicines to patients around the world. **Our core joint decision making process in Novartis Development since 2008 of cross functional Global Program Teams (GPTs), Franchises / Units, and the Innovation Management Board (IMB) remains unchanged.**

Key changes and appointments

Effective October 1, **Alessandro Riva**, Head of Oncology Global Development, will report operationally to me and functionally to **Bruno Strigini**, CEO of Novartis Oncology. Alessandro will continue to be part of the GDD and Oncology leadership teams and remain on the IMB. With this change, Development Heads of all Franchises/Units except Biosimilars will report operationally to me. **Mark Levick**, Head of Biosimilars Development at Sandoz, will continue to report operationally to **Carol Lynch**, Global Head of Sandoz Biopharmaceuticals and functionally to me.

All six Oncology Global Program Heads (GPH) will continue to report operationally to **Alessandro**. **Annie Martin**, Head of Precision Medicine and **David Lebwohl**, GPH for the Cell Therapy (CTL019) will also continue to report operationally to **Alessandro**.

With the significant number of Investigator Initiated Trials (IITs) and Phase IV trial commitments, as well as the need to stay close to the insights gained from HCPs about our medicines, the role of Global Medical Affairs (GMA) is increasingly important to the strategy of the OBU. As such, GMA will remain in the OBU and a Chief Medical Officer Oncology (CMO Onco) will be appointed and will report to **Bruno**. As we search for a CMO for Oncology, **Dalila Oulid Aissa** will continue in her present role.

As part of this integration, we will also create strong alignment between the OGD Global Line functions and GDD Global Functions to create a consistent operating model.

- **Marianne Baisier**, currently Head of Development Operations & Head of SD&PM

(a.i) OGD, is appointed Head Monitoring GDD (a.i.) reporting to **Badhri Srinivasan**, Head of Global Development Operations (GDO). **April Monge**, Head of Trial Monitoring Pharma, will report to **Marianne**.

- **Florian Bieber** is appointed Head of Clinical Development & Analytics GDD. **Judith Klimovsky**, Head of OGD Clinical Development, will continue to report operationally to **Alessandro** and functionally to **Florian**.
- We will appoint a new **Head of GDD Clinical Trial Management** reporting into the GDO organization under **Badhri**. All associates working in OGD clinical trial management and supporting functions will become part of GDO. **Rosemary Rebuli**, Head of Trial Management Pharma, will report to **Badhri** until the new leader is identified. **Judith Klimovsky** will continue to oversee OGD Clinical Trial Management ad-interim.
- **Eric Gibson** is appointed Head Biostatistics and Pharmacometrics GDD. **Michael Branson** will continue in his role as Head Biometrics OGD (a.i) and will report operationally to **Alessandro** and functionally to **Eric**. **Guenter Heimann**, Head of OGD Pharmacometrics, will report to **Michael Looby**, Head of Pharmacometrics GDD. **Michael** will continue to report to **Eric**.
- **Dan Howard**, Head of Clinical Pharmacology OGD and his team will report operationally into **Novartis Institute of Biomedical Research (NIBR)**. Further details around the future organizational structure will be communicated at a later date.
- **Stephan Haemmerli**, Head of OGD Program Management, will report functionally to **Pascale Burtin**, Head Program Management GDD and continue to operationally report into **Alessandro**. The OGD Operational Excellence team will be integrated with GDD Operational Excellence and report operationally to **Katrin Korn**, Head of Operational Excellence GDD. **Fabien Saint-Gerard** will continue in his role as Head Trial Budget Management OGD and will report to **Marie-Claude Raymond**, Head of Development Operation Services GDD.
- **Jaspreet Jaggi**, Head of BD&L OGD, will continue to report operationally to **Alessandro** and functionally to **Prakash Raman**, Head of Oncology BD&L.
- **Jyoti Mehra**, Head of HR, OGD & GMA, will continue to report operationally to **Alessandro** and functionally to **Vicki Rawlinson**, Head of HR GDD.

- **Heather Bochner**, Head of Communications, OGD/GMA and Oncology BD&L, will continue in this role through the transition period and will take on a new assignment within OBU Communications and Advocacy thereafter. During the transition period, she will report to **Tracy Furey**, Head of Global Oncology Communication and Advocacy and **Sreejit Mohan**, Head of Communications GDD. Following the transition period, OGD communications will move into the GDD organization.
- **Stephanie Harloff**, Head Legal & Compliance OGD will continue to report operationally to Alessandro and functionally to **Alexander Meier**, Head of Legal GDD.
- **Gabriela Gruia** (Regulatory Affairs), **Lothar Finke** (OGD & GMA Japan), **Tom Reilly** (Finance), **Alex Lauzon** (IT), **Judy Coddington** (QA), and **Melanie Rolli** (Medical Safety) will maintain their current reporting relationships.

What does this mean for OGD associates?

Ensuring the continuity of our pipeline activities is our top priority. Therefore, key functional areas such as monitoring and trial management should continue to operate exactly as before for now. We want to complete this integration with minimal disruption to our operations and programs. OGD has an effective operating model with several strong elements that we would like to retain and potentially adapt for other parts of the GDD organization. Over time, and as part of the integration process, we will work together to harmonize our approach wherever possible. We will establish a Project Management Office to manage this integration in a seamless fashion. We will also create opportunities for you to engage in conversations with GDD leaders to shape our future ways of working together as One Drug Development organization.

Shaping the future of GDD together

Over the last eight months as we built the new GDD organization, I've been both impressed and humbled by the passion and dedication of our development associates around the world. We race tirelessly against disease and we race against ever-present and increasing competition to deliver medicines that extend and improve patients' lives.

During this time, by bringing people from various units together, we've also started to uncover opportunities to transform drug development at Novartis without impacting our programs or our therapeutic-area focused strategies. Personally, it has been inspiring to be

part of this movement. **Our passion for patients and collaborative spirit are enabling us to break from the past and completely reimagine how we bring breakthrough medicines to patients.**

I know there is a lot of change and I know each one of you will want to know what does this mean for me. I ask you to reach out to your line management and your HR partner to learn more. I also ask you to be part of building the new ways of working within your function, team and at the interfaces you have. Finally I ask you to say focused on the major pipeline milestones that we need to deliver before the end of the year and flawlessly executing those plans. Together, as one team, we will ensure Novartis continues its legacy of transforming medicine, bending the curve of life, and being a leader in medical innovation for another 100 years.

Best wishes,

Vas

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