

Mr Vinay Mahajan

Date: 23.02.2021

### Compensation Review Confirmation

The result of Compensation Review for Vinay Mahajan (Personnel Number: 40006550):

Compensation Review							
IN Merit 2020/21							
Merit Increase							
Compensation Plan						Effective Date	
Merit Increase						01.04.2021	
Previous Salary <sup>(1)</sup>	Salary Increase %	Increase Amount <sup>(1)</sup>	New Salary <sup>(2)</sup>	Currency	Time Unit		
6,489,720.00	3.80	246,610.00	6,736,330.00	INR	Annually		
<sup>(1)</sup> Values are calculated based on 100% Employment Level.							
<sup>(2)</sup> Local rounding rule is applied (if applicable).							
Short-Term Incentive							
Compensation Plan						Effective Date	
Short-Term Incentive = ((Base Salary * STI Target % * Employment Level % * CPP %) * (No. of Days / 366) + (Base Salary * STI Target % * Employment Level % * IP %) * (No. of Day s / 366)) * BPF%						01.03.2021	
No. of Days	Organizational Unit	Business Pool	Base Salary	STI Target %	Employment Level %	STI Amount <sup>(3)</sup>	Currency
275	Data Ops Dev Unit	Novartis Global	6,489,720.00	20.00	100.00	975,231.15	INR
91	Data Ops Dev Unit	Novartis Global	6,489,720.00	20.00	100.00	322,712.85	INR
Total Short-Term Incentive Amount <sup>(2)(3)(4)</sup>						1,297,950.00	INR
<sup>(2)</sup> Local rounding rule is applied (if applicable).							
<sup>(3)</sup> Values are calculated based on proration							
<sup>(4)</sup> Your Total Short-Term Incentive Payout has been calculated using the 100% CPP and Global Novartis BPF of 100%							
CPP = Collective payout Pool / IP = Impact Pool							
BPF = Business Performance Factor							
The amounts shown on the compensation review confirmation are gross amounts.							
If you have questions concerning your annual base salary, please contact your operational manager and/or your P&O Business partner.							
We thank you for your contributions to the success of our business and wish you all the best for the current year.							

### Long-Term Incentive

Compensation Plan					Grant Date
Long-Term Incentive = (Base Salary * Employment Level % * LTI %)					20.01.2021
Award Type	Base Salary <sup>(5)</sup>	Employment Level % <sup>(5)</sup>	LTI %	LTI Amount <sup>(2)(6)</sup>	Currency
SELECT Award	6,489,720.00	100.00	11	713,870.00	INR
Total Long-Term Incentive Amount <sup>(2)(6)</sup>					<b>713,870.00</b>
					<b>INR</b>

<sup>(2)</sup>Local rounding rule is applied (if applicable).

<sup>(5)</sup>Base Salary and Employment Level % based on December 31st of performance year 2020

<sup>(6)</sup>Values are FTE adjusted based on Employment Level

Your Total Long-Term Incentive amount (SELECT Award and/or Divisional Grant) will be delivered in the form of Restricted Shares (RS) / Restricted Share Units (RSU) determined by applicable country laws and Company policy. The equity will be booked in your personal portfolio with your Plan Administrator (Fidelity for North America associates; Equatex for all other associates) within the next few weeks. You will be notified via email from the Plan Administrator as soon as the awards have been deposited into your equity account. For further details, please refer to the SELECT Plan documents visible on your Plan Administrator accounts or visit our Group HR Compensation and Benefits website.

**Mr Vinay Mahajan**

Date: 23.02.2021

**Compensation Review Confirmation**

The result of Compensation Review for Vinay Mahajan (Personnel Number: 40006550):

EFFECTIVE DATE: 01.04.2021

TOTAL COMPENSATION BREAKUP	
Salary Components	Per Annum( INR)
Basic Salary	2,896,622.00
Flexi	3,839,707.00
Provident fund	347,595.00
Gratuity	164,528.00
Short term incentive	1,347,266.00
<b>Cost to Company</b>	<b>8,595,718.00</b>

