

Mahajan, Vinay

From: John Tsai <John_Tsai.office@novartis.com>
Sent: Monday, April 4, 2022 11:30 AM
To: Mahajan, Vinay
Subject: A message from John

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Dear GDD colleagues,

By now you have read about the [new organizational structure for Novartis announced this morning](#), including a number of changes in our operational set-up as well as an evolved approach to driving an end-to-end enterprise portfolio strategy.

In parallel, changes among the company leadership were announced, including my decision to pursue opportunities outside the company. As I prepare to do so from mid-May, I'd first and foremost like to recognize and thank all of you, and particularly my dedicated and purpose-driven leadership team. It has been my privilege and honor to work with each and every one of you and lead this incredible organization over the past four years. I truly believe that all our efforts have established a strong foundation for this next phase of developing and executing the portfolio strategy.

I am extremely proud of the work we have accomplished together. In addition to delivering a record number of approvals, we've instilled an outcomes-based mindset in decision making, and differentially accelerated and maximized development of assets with the highest potential impact for patients. We simplified and streamlined, reduced bureaucracy and embraced curiosity and learning, while having fun at work; I am still smiling at the thought of jumping into the freezing Rhine after we achieved 10,000 days of savings in our time-saving challenge. We also had a chance to laugh as friends, sing to the tunes of Queen, and to celebrate numerous first-in-industry approvals, all to the benefit of patients. Not least, I believe our partnership with NIBR has never been stronger and has resulted in combined accountability in creating a promising mid- and late-stage pipeline for future success.

Many of you know that in life I follow a course guided by my personal values across four cornerstones: Pioneering new medicines for patients, leading with inspiration, my role as a husband and father, and supporting my community. Making a meaningful difference to people's lives is what originally inspired me to go into medicine, and the potential to make an impact on healthcare at scale led to my passion for drug development. At Novartis, I had the opportunity to follow this purpose and advance development of important and meaningful medicines for patients. Naturally, this moment means significant personal change for me too, and I will continue to follow my values grounded in these four pillars, re-balancing and shifting the focus over the near-term horizon.

At this moment of transition, I encourage each of you to pause and feel a sense of accomplishment in our journey together, and I look forward to seeing the results of your efforts for patients over the coming years. As the future leader of GDD, Shreeram Aradhye, joins from mid-May, I encourage you to embrace the important role you play in driving the next phase of innovation and growth.

With thanks and best wishes to you all,

John

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