



## ECN Leadership Changes announced on April 4, 2022

Today's announcement to set Novartis up for more growth by bringing our structure into alignment with our strategic focus, shape a more agile organization for better collaboration, sharpen our focus on investing in and launching new medicines, and enable faster decision-making has also resulted in changes to the Executive Committee of Novartis.

---

As we combine our global commercial businesses and focus them on regions, **Susanne Schaffert** will step down from the ECN with immediate effect and leave our company to pursue her career outside Novartis.

Since gaining a PhD in chemistry, Susanne has been driven to change the world through science, collaboration, and servant leadership. She has been at Novartis for 25 years, dedicating most of her career to transforming the lives of people with cancer. And in that time, she was able to drive or lead through several key milestones that have reimaged and revolutionized how we treat cancer—from launching the first targeted therapy (Glivec), introducing the first CAR-T therapy for adults and children (Kymriah), to launching the first two radioligand therapies (Lutathera and now Pluvicto).

Susanne will be missed by many who have worked with her over her long career with Novartis. We wish her well and lots of success for the future.

---

**Robert Weltevreden** will step down from the ECN with immediate effect as we establish the new Operations organization. He will also leave Novartis.

Robert joined Novartis in 2018 as Head of Novartis Business Services (NBS) and since February 2021 headed up Customer & Technology Solutions. Under his leadership, NBS transformed successfully to the industry-leading services and solutions organization it is today. And, with the creation of CTS last year, he and his team helped to accelerate our Data & Digital journey with great examples of focus and scaling now in place, such as Formula1 & Andromeda. The CTS organization has helped make Novartis more agile, efficient, and resilient, and generated savings of approximately USD 500 million that are being invested in innovation to benefit patients around the world.

We extend our thanks and appreciation to Robert and wish him lots of success in his next endeavor.

---

**John Tsai** will step down from the ECN effective May 15 and will leave Novartis.

Since taking up his role as President, Global Drug Development and Chief Medical Officer in 2018, John has overseen one of the strongest pipelines in the industry, delivering 18 major approvals and strengthening the GDD and NIBR partnership to advance our most promising assets into mid and late-stage trials. During his tenure, John established a framework for portfolio assessment and decision-making, prioritizing and accelerating assets with the most significant potential for patients, resulting in the GDD Pioneer program. John has also advanced the culture journey in GDD, notably championing a drive for simplification and a foundation of curiosity and learning.

We thank John for his leadership especially in helping to position Novartis so well in our aim to bring up to 20 major pipeline assets to market by 2026 and wish him success for the future.

---

Additionally, **Natacha Theytaz**, aligned with her career aspiration, will take up a new position with Novartis which will be announced at a later date.

Natacha joined Novartis as Head of Internal Audit in 2018, and her role expanded the following year when she became Head of NBAA. She successfully positioned the newly combined function as a trusted business advisor, and with her team successfully reimaged Internal Audit to provide risk-based assurance and advice on key strategic topics.

We thank Natacha for her contribution to the ECN and Novartis and wish her well for her new role.

## We welcome the following new members to the Novartis Executive Committee

---

Effective May 16, **Dr Shreeram Aradhye** will become **President, Global Drug Development and Chief Medical Officer** and will report to Vas Narasimhan. He is returning to Novartis, after serving more than 20 years with the company before leaving to become Chief Development Officer at Axcella Health. He was most recently Executive Vice President and Chief Medical Officer at Dicerna Therapeutics where he led the development of multiple clinical stage RNAi assets. Shreeram has dedicated his entire professional career to improving patient lives, first as an academic clinician and then as a drug developer and business leader. He brings significant experience in global Clinical Development of innovative medicines across several therapeutic areas and has played a key leadership role in the development of multiple innovative therapeutics. During his 20-year tenure at Novartis, he held several global leadership roles including as development head for the company's Neuroscience franchise and Global Head of Medical Affairs for the Pharmaceuticals business unit.

---

**Victor Bulto** is appointed **President of Innovative Medicines US** and reports to Vas Narasimhan with immediate effect. He will join the ECN as of May 1. Prior to this role, Victor served as President, Novartis Pharmaceuticals Corporation, leading the US pharmaceuticals business. He has been with Novartis for 17 years and has broad, multi-national experience in the healthcare industry. He has worked across every therapeutic area at Novartis Pharmaceuticals and played critical roles in launching numerous products. Victor has a strong track-record as a people-first leader with a focus on creating a culture where each individual can show up every day as their authentic self to best serve the interests of people living with disease.

---

**Marie-France Tschudin** is appointed **President of Innovative Medicines International (IMI) and Chief Commercial Officer (CCO), Novartis**, and will continue to report to Vas Narasimhan. In her new role as President of IMI, she will focus on strengthening and growing our positions in our global markets outside of the US, including our three priority markets: China, Germany and Japan. As CCO, she will oversee global strategy for our pipeline and in-market medicines, and work to effectively bridge our scientific and commercial efforts for our medicines in close collaboration with IMUS, GDD, NIBR and Strategy & Growth.

Prior to this role, Marie-France was President, Novartis Pharmaceuticals, where she led the growth of the Pharmaceutical business. She joined Novartis in 2017 as Europe Region Head, draws on more than 25 years of multinational experience in the pharmaceutical and biotechnology industry, several of them with a focus on Oncology, and speaks six languages. Throughout her career, Marie-France has established a strong record of driving commercial excellence, maintaining integrity and championing a commitment to patients. Marie-France is inspired by the opportunity to partner across the healthcare community to bring medicine to patients in a way that is as innovative as our science.

---

**Steffen Lang** is appointed **President Operations** and will continue to report to Vas Narasimhan. In this newly created role, he leads a team of 35,000 associates dedicated to manufacturing and supplying high-quality medicines to patients, and providing operational support such as information technology, data and digital, procurement, and facility services, to the entire Novartis enterprise.

Prior to this role, Steffen was Global Head of Novartis Technical Operations (NTO). Under his leadership, NTO underwent a transformation to become one of the leading manufacturing and supply organizations in the industry, providing agile, efficient support to the business, and reliably delivering life-changing medicines to patients around the world. Steffen draws on a wealth of experience in the pharmaceutical industry, with a career that ranges from research through development to manufacturing and supply. He joined Novartis in 1994 as Head of Laboratory in Research and held positions of increasing responsibility before taking on his present role in 2022.

---

---

In addition to these changes to the ECN, also as of May 1, **Kees Roks** will take on the role of **Chief Audit Officer**, reporting to Vas Narasimhan.

Currently, Kees is the Head of the European Oncology Business and is responsible for leading over 2,000 dedicated associates in 51 countries. Kees began his career at Novartis in 1985 in the Netherlands at Sandoz. Since then, he has worked across both Pharma and Oncology throughout Europe, Asia, and Latin America, launching bold innovations, reducing complexity and bureaucracy, and ensuring access to medicines is advocated and actioned at the local level. Kees' curious mindset and unique, in-depth knowledge of our business and servant leadership will be of enormous value to our Internal Audit team.