

**From:** Communications, Novartis (Gen)  
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## Novartis Leadership Announcement

Dear Colleagues,

Earlier this year I shared with you [our five strategic priorities](#), which will help us harness the full strength of our organization as we build the leading medicines company in the world, powered by data and digital.

Today, we are announcing some changes to the Novartis Leadership Team to align our governance with our five strategic priorities.

### **Embrace operational excellence**

After a phenomenal 34 years at Novartis, **André Wyss**, President Novartis Operations and Country President, Switzerland, decided to leave Novartis so he could start a new chapter in his career. His journey is unique: he has grown from a chemistry apprentice in manufacturing all the way to the Executive Committee of Novartis (ECN) as the President of Novartis Operations and Country President, Switzerland. I want to thank André for his leadership, his loyalty to our company as well as his significant contributions and business impact he had over the past three decades. Please join me in wishing him all the best and much success for the future.

I decided to split Novartis Operations into Novartis Technical Operations (NTO) and Novartis Business Services (NBS). We will elevate the role of NTO. Our NTO and Quality teams across more than 60 production and supply chain sites serve millions of patients and customers every day. To further strengthen our focus on embracing operational excellence, it is important that the strategic needs of this essential part of our business are represented at the ECN.

**Steffen Lang**, Global Head Novartis Technical Operations, will report directly to me and become a member of the ECN, effective April 1, 2018. Steffen joined Novartis in 1994 and served as Global Head Biologics Technical Development and Manufacturing (BTDM), and Global Head Technical Research and Development (TRD) prior to his current role. He holds a Ph.D. in Pharmaceutical Technology/ Biopharmaceutics from ETH Zurich, and a Masters in Pharmaceutical Sciences from the University of Heidelberg, Germany.

We have started an external and internal search to recruit a new Head for Novartis Business Services. **Philippe Barrois**, Head Novartis Corporate Affairs, will lead NBS *ad interim*, effective April 1, 2018. Philippe was previously Country President and CPO Head for Novartis France and served as Region Head, Emerging Markets for Novartis Oncology. **Matthias Leuenberger**, Delegate Novartis Switzerland, will assume the role of *Country President, Switzerland*, effective April 1, 2018, reporting to Philippe Barrois.

**Erwin Vanhaecke**, *Group Head Quality*, has decided to step down from his role on April 1, 2018. He will continue to serve as an advisor on quality topics for another year. I would like to thank Erwin for his strong leadership in shaping our Quality strategy and culture as well as for building a world-class Quality function at Novartis over the past five years. I wish him all the best for his future.

Effective April 1, 2018, **Montse Montaner** will succeed Erwin as *Group Head Quality*, reporting operationally to Steffen Lang, Global Head NTO, and functionally to me. Montse will continue to lead the Global Quality function for NTO. While the Quality units of GDD, NBS and NIBR will report operationally to Montse and functionally to the respective business heads, she will also oversee the support functions, such as Quality Management Systems, External Engagement as well as Compliance and GxP Auditing. Montse joined Novartis in 2007 as NTO Site Quality Head in Barbera, Spain, and holds a Pharmacy Degree from the University of Barcelona, where she taught as a Professor for over 10 years.

### Go big on data and digital

To ensure we accelerate the strategic impact of our “Go digital” strategy on the way we innovate, engage and operate, **Bertrand Bodson**, *Chief Digital Officer*, will become a member of the ECN. Bertrand joined Novartis on January 1, 2018 and has quickly shaped the new Digital organization across Novartis. He is making significant strides in defining our eight lighthouse projects that will kick-start our Digital organization.

Bertrand brings extensive digital leadership experience, and a proven track record in creating and implementing digital innovation and culture change across global companies such as Sainsbury Argos, Amazon and EMI Music. Bertrand earned a Master of Business Administration from the Harvard Business School in the US and a Master of Commercial Engineering from the Solvay Business School / McGill University in Belgium and Canada.

### Return more to society

In the spirit of harnessing our ability to return more to society, we need a unified perspective on risk as a strategic enabler. I therefore decided to create a new Ethics, Risk, and Compliance function, which will allow us to better identify and mitigate those risks that pose the greatest threat to our ability to reimagine medicine.

Effective April 1, 2018, **Shannon Thyme Klinger** will be appointed *Chief Ethics, Risk and Compliance Officer*. In this new role, Shannon will continue to report to me and will become a member of the ECN. This new function will bring together teams that strategically work on risk under one umbrella. Please [click here](#) for more details. Shannon joined Novartis in 2011, as General Counsel, North America, Sandoz US. She was soon thereafter appointed Global Head Legal and General Counsel for Sandoz, before she assumed her current role of Chief Ethics and Compliance Officer and Head of Litigation. Shannon holds a juris doctor with honors from the University of North Carolina at Chapel Hill and a bachelor's degree in psychology from the University of Notre Dame, both in the US.

**Tom Kendris**, US Country President and US Country Head, Legal, Novartis Corporation, will assume the additional role of *Global Head of Litigation, Novartis*, effective April 1, 2018. Tom will continue to report operationally to Philippe Barrois, Head Novartis Corporate Affairs, in his US Country President role, and to Felix R. Ehrat, Group General Counsel, as Global Head of Litigation and US Country Head, Legal. Tom joined Novartis in 1995 as Pharmaceuticals Counsel for the US Transplant Unit. He has since then held a number of significant leadership roles, including his current position.

By taking these steps, I believe we will further strengthen our impact on patients, our contributions to society, and our financial performance for our shareholders. Please join me in wishing our colleagues much success in their new and enhanced roles. I'd like reiterate my sincere thanks to Andy and Erwin for their outstanding service to Novartis wishing them the very best for their personal and professional lives.

Kind regards,

Vas

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