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| Annual Performance Review | Year | 2012 |

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| **Name of Associate** | Vinay Mahajan | Employee Number | 10322 |
| **Present Position** | Group Head | Since | Jul 2, 2001 |
| **Division** | Pharmaceuticals | Country | India |
| **Business Unit/**  **Department** | Oncology /Development | | |

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| Name of Manager | Vishwanath Iyer |
| Position | Head : Oncology Biometrics, India |

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| Name of Next Level  Manager | Lira Parvez |
| Position | Head: Oncology Development Operations India |

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| Name of Indirect Manager/Key User |  |
| Company |  |
| Position |  |

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| Annual Performance Review | Objectives | Year | 2012 |

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| Associate | Vinay Mahajan | | | Manager | | Mahesh Iyer | | | Department | | |
| Position | Group Head | | | Position | | Head: Oncology Biometrics, India | | | Oncology Development | | |
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| OBJECTIVES | | Evaluation Criteria; Measure-ments/Perf. Standards | Date | | Priority  No. / % | | Self-Appraisal with Rating\* | | | Manager Appraisal with Rating\* | |
| **Advance & individualize the pipeline** | | Ensure appropriate Biometrics support for the following key filings and regulatory approvals (if data supports). The support will ensure high quality and standards that none of the listed filings or approvals will be delayed due to BDM data quality or analyses.  **Ensure CDRR (DR) support as appropriate:**   * SPS produces standard reports (statistical -SR- and data - 5 types of DR reports provided for NovDD & NCDS data-) for any filings (if data supports) and regulatory approvals. * Ensure DR support in the LSP role with 4 FTEs working as LSPs from Hyderabad   **DR to produce the 5 types of DR reports provided for NovDD & NCDS data.**  For NovDD (Legacy) and NCDS studies on ongoing and new projects:   * Exception/DM reports (named VAM reports in the past) * Patient Profiles * Protocol Deviation * Data Validation Cleaning (which is only Oncology) * Ad-hoc listings   **Ensure CDRR (SR) support for:**   * Review and comment VAP, DB specifications, CRF prior to the FPFV (when available) * Review of RAPs: M3, M6 (within 90 days after FPFV), other RAP modules within 6 months of FPFV * Draft RAP M8 within the 2 weeks of the RAP M7 * Provide SR support for the completion of FIR, Dry run and CSRs for the OTM as per plan * Fully support the publications such as IB, ASCO, ASH, SABCS and decision making meetings such as TRTD (Translational Research and Translational Development board), DLT (Decision Leadership Team), and PMB (Portfolio Management Board). * Organize and support the transition of SR activities from OTM to OGD for compounds moving to full development   **Ensure CDRR support through various sub teams (CP, OTM, DR) to key filings, new molecules**  **Key filings:**   * SOM230 in Cushing’s Disease   **Ensure CDRR CP support for:**  Ensure optimum support and/or lead roles from CDRR Hyd for CP studies to plan across all the major compounds as well as new compounds   * AMN, RAD, Exjade, LBH, TKI, LDE, etc.   **Ensure CDRR OTM and OBBI support for:**  Ensure optimum support and/or lead roles from CDRR Hyd for OTM to plan   * PI3K program, LGX818X, LGK974X, LGH447X * MEK162X * LDE225, BHQ880A * LCL161A, LDK378, INC280   **Ensure CDRR TKI FD support for:**  Support ongoing trials across various indications (NovDD and NCDS) as per plan through associates in Hyderabad   * 2302 (mRCC Ph III), 2210 (mBC), 2208 (1st line HCC Ph II), 2211 (endometrial CA), * 2107(mRCC, both Ph I and II), 2201(UC), 2204(MM), 2202(mBC) * Quarterly Liver Function Updates, IB and DSUR | 31-Dec-2012 | | 60 % | | The following projects have been supported by various teams. Different roles were performed across groups ranging from Support programmers, Trial and lead programmers at study level, lead programmers at a project level. DR Programming group performed almost all the activities expected out of them from different types of deliverables.  OTM projects:   * BEZ various deliverables on CSRs, IB updates, ASCO, AE risk analysis (liver toxicity, rash, asthenia, glycemia) * BKM – mono and combination studies * BYL IB update, AACR * HCD122A * BHQ880 – FIR, CSR ongoing * LDE225A2101 – CSR, ASCO * LDK378 – IB, ASCO * LCL161 -- IB * AUY – CSR up date   TKI various studies:   * FDA commitment, * study CSRs ongoing 2107, 2201, 2204, * ongoing ECG analysis, * 2302 study DMC support, * DSUR   CP studies:   * Exjade -- FDA questions, Health Canada question, CSRs, new formulation vs. FMIs –[lead] * SOM submission – [co-lead] * LBH pooling activities [co-lead] * AMN107C2118, 2131 – CSR –[lead] * TKI258A2112, 2116 CSRs ongoing –[co-lead] * LDE225A2114 -- interim analysis –[lead] * RAD001X2110 – Dry run –[lead] * PKC – 4 CSRs –[co-lead]   DR group:   * Various requests from NovDD studies * NCDS level 1 reports getting programmed, Level 2 and Level 3 awaiting the specifications from DMs * Patient profiles for approximately 6-7 NCDS studies and 15 NovDD studies   LSH group:   * Pre-conformance, conformance and post conformance activities on 8 studies | 2 | | Vinay had a change in his role in the middle of the year.  For the first half of the year, Vinay was the manager for the CP, OTM, DRP and TKI groups based out of Hyd. Vinay’s performance in this role strongly met expectations. Vinay was able to coach and mentor the associates in this group to perform well, and continued to focus on quality.  Examples of Vinay’s support to the group include the spontaneous help provided by Vinay to the TKI CDRR team late Friday evening to ensure that reports sent to Alessandro and the TKI GPT were accurate and timely.  Other examples included Vinay’s reaching out to DM groups in an effort to standardize the DRP reports, his continues push to develop standard templates (at times, working on templates himself so that he could guide DM on how to write specifications).  Vinay’s role in the second half of the year was to functionally manage only the OTM group, while focusing on his role as the global lead for LSH and DRP. This is currently work in progress.  In this role, Vinay has had to manage extremely difficult situations, with multiple stake-holders. This has included operational management of associates in the US, while continuing to coach Praveen to locally manage the group at Hyderabad. There have been numerous issues with the LSH system, and this has caused much consternation among the project teams, and Vinay has had to deal with much of the frustrations.  At the same time, Vinay has also tried to push the DRP group towards more standardized reports. While this continues to be on everybody’s list of priorities, more often, project teams have been asking for study specific reports, and it has been difficult to push back on these reports. As a consequence, enough progress has not been made on the standardization of these reports.  Vinay continues to grow in this role. Understandably, there have been 1-2 instances when Vinay’s communication has not been as optimal, given the kind of pressure that his group is under, Vinay continues to do a very good job. Vinay has reached out to all the stake holders, and continues to try and build relationships and bridges, so that that messaging can be aligned.  The effort, and the difficulty of the role that Vinay is in is fully appreciated. I have full faith that this situation will improve significantly in the new year, and that Vinay will be successful in steering the LSH and DRP teams through this crisis. | 2 |
| **Further strengthen Operational excellence** | | Contribute to Oncology End to End ADVANCE process resolution team as appropriate   * Ensure relevant CDRR associates attend all required ADVANCE training; * Support for training of SOPs, BGs, various processes and methodologies within BDM; * Collaborate to streamline BDM alignment across three operational sites: US, Basel and India by ensuring that CDRR colleagues worldwide adhere to a common programming practice and utilize standard codes from common macro libraries.   Improve the use of standards within across all projects:   * STL, standard Oncology TFL, * RECIST (if applicable to DRP), * Macros : Lympho, AML, MM * Common DRP & SR code * Support implementation of new internal CRT tool (in a user role)   Strengthen DRP Role and responsibilities:   * Establish standard libraries/catalog of NovDD and NCDS Data Review Reports and communicate it to CTT. * Collaborate with GenMeds DR team in streamlining the process of reporting, identify gaps and resolutions * Communicate libraries/catalog to CTT   Contribute as appropriate to drive the following aspects on standardization and process improvement:   * No further Oncology standards would be created without consulting the Standard Outputs and Programming Governance Board. * All requests for deviating from the standards will have to be submitted to the SR Unit Manager of the clinical program and written justification provided to the Governance Board to get approval. * Any modification in the existing Standard Programs would have to be approved by the governance. * The governance role will ensure consistency within Oncology and compliance to regulatory. * The governance role will ensure implementation in NovDD and consistency in NCDS * Ensure completion of or inputs to VAPs, RAPs, CSR’s early and on time   Global operational excellence:   * Continue support developing a global operating model within CDRR as needed – managers and associates located in Tokyo, HYD, US, Basel, and Japan   **Quality**  Drive Quality mindset and increase compliance across groups within groups in Hyd.  Implement critical quality metrics for CDRR and Bios.  Ensure compliance of all training in GCPs and SOPs.  Ensure compliance of QCSP initiative by ensuring participation  Health Authority Inspections: Implement inspection readiness, training and mock inspections/internal compliance checks across all groups.  Quality Compliance and Sustainability Program: Support implementation of key actions relevant to Biometrics.  Expand the training and compliance function in Hyd. Hire, onboard additional resource (CDRR), ensure close partnership with global counterparts to support compliance and quality initiatives. | 31-Dec-2012 | | 20% | | Contributions to the ADVANCE trainings by actively participating and providing inputs to the training material. Providing the associates the opportunity to attend these trainings.  Through various formal and informal team meetings building awareness about the SOPs and BGs related to BDM.  Active participation in workshops conducted by Gudrun to better understand the “as is” situation on processes followed within CDRR.  Supported development of RECIST macro via DR team, CRT tool via a super user role (Jayachand) as well as some teams within CP team using on the real studies. Support to GPS II directory structure change project, On-going contribution to CT4 retirement plan project as Jreview sub team lead.  On-going discussions on DR group working style as well as strategic alignment of group for better use of the resources. Participated on the SPS leadership meeting in the US to define future of the group. Action items identified.  Supported development of DR reports for NCDS studies through DR team.  Development of DR catalogue is on-going – to outline the programs which are available on the NovDD studies.  In CP India – Basel BDM meeting presented and explained the idea about Oncology standards governance board. There is a lot of work needed to be done to make various teams understand the need of the hour and be more inclusive while expecting the teams to accept and implement.  The quality of the deliverables has been maintained at the accepted levels across different teams. There have not been instances of CDRR holding up timelines for lack of quality.  Participated in various global meetings with multiple presentations, contributions to the preparation of agenda for SPS forum.  Contributions to creating template for CDRR standardization metrics and populating the updates every month for the DR organization. | 2 | | Vinay has a huge role to play in the operational excellence of the CDRR organization. As mentioned by Vinay, he has been supporting ADVANCE trainings, and has built awareness and understanding about the SOPs and BGs.  However, in his role as the head of DRP, Vinay plays a significant role in standardization of DRP reports. Though Vinay tried to push this multiple times last year, due to high priority of a lot of other deliverables, he was unable to make significant progress. However, Vinay has started the effort again this year, and if Vinay is able to deliver on a high level of standardization by this group by the end of this year, this will be a significant achievement.  As mentioned by Vinay, he has been presenting at many meetings, including the DM meetings and the OGD staff meetings in an effort to build awareness about systems and standards.  Vinay has been my “go-to” person for CDRR metrics, especially related to productivity and role development. Vinay's contribution to this has continued to be strong. | 2 |
| **People/ org / culture / team** | | **People : Hire, develop, train and retain our people**  Hire to plan for Hyd Biometrics.   * Focus on hiring senior staff in CDRR. * Ensure high quality hiring, diversity and compliance to staffing processes.   Support implementation of 2011 Global Employee Survey (GES) as appropriate  Create an environment where employees have the tools and skills to deliver top performance consistently.  Develop and implement top actions for 2012 from the Oncology Hyderabad “Func.E” Initiative as appropriate.  Ensure that all employees have a development plan, do a TMS pulse check to support this goal, including manager’s response >90% compliance.  Strengthen and build Hyd leadership pipeline and skills through targeted development, leadership programs, coaching and mentorship.  Succession plans in place for managers and key roles by supporting sustainable structure in CDRR Hyderabad.  Further develop and expand the skills of staff in Biometrics through robust on boarding (all new associates have an on boarding plan), mentoring, training in accordance with the India 2015 strategy and roadmap for Biometrics.  Assess within various projects which HYD associate is capable of assuming a global role as part of 2015 strategy.  **Retention:**  Retention at 95% of 3.2/2.3/3.3, maintain a low turnover rate among 2.2. Target overall regrettable turnover rate < 10%.  **Drive Scientific Excellence:**  CDRR – innovative SAS macros, functions, presentations at SAS conferences  Outside – Scientific Brand building | 31-Dec-2012 | | 15% | | Contributions to the Roadmap 2015 and other parts of the overall strategy to grow the group in India.  Strategic discussions about the possibilities of structure of SPS group, roles within DRP.    LSH group started with 4 people and 8 studies identified to be supported from Hyderabad  Active participation in the SPS forum, in knowledge sharing sessions. Supported Func.E initiative  Coaching and mentoring is continuously on-going for junior programmers. Contributions to the re-organization of CDRR Hyderabad team.  Lead programmer, trial programmer roles are made available to people who are showing the required capacity via continuous dialogue with colleagues in Basel and FP.  Active reading of scientific literature and attempts to write some papers by collaborating with others  Discussions about FIRs, reports prepared for external presentations, interpretation of data for programmers, graphical representation, etc. routinely take place in various team meetings to increase the awareness of group.  Lavanya and Shakti left the team in the first half of 2012. | 2 | | Vinay has a huge impact on the CDRR associates, he is considered as the person to look upto by the majority of the associates. In that sense, Vinay continues to drive scientific excellence in the group, and his reach is much larger than just his group – it extends towards CDRR Hyd as a whole. |  |
| **Meet growth & profitability targets** | | Support Biometrics to contribute in achieving productivity targets within OGD&GMA of $56M in 2012.  Support the global outsourcing strategy for CDRR (DR programming group)  Support implementation and track Biometrics productivity, KPI Metrics and address improvement areas for teams based in Hyderabad. | 31-Dec-2012 | | 5% | | Participated in the identification process for choosing the FSP vendors in India and actual work getting delivered via FSP programmers.  Participated in co-ordinating EVO technology access pilot with TAKE solutions. | 2 | | Vinay has contributed strongly, both to the FSP identification, and to the EVO solution for granting access to our vendors. | 2 |

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| Objectives discussed and agreed on | | Date | | | | Appraisal discussed and agreed on | | Mid-Year date: | Year-End date: | Overall Rating |
| Associate |  | | | | | Associate |  | | | 1 🞎 2🞎 3 🞎 |
| Manager |  | | | | | Manager |  | | | 1 🞎 2 ✓ 3 🞎 |
| Ind. Manager/  Key User |  | | | | | Ind. Manager/  Key User |  | | | 1 🞎 2 🞎 3 🞎 |
|  | |  |  |  |  | **\* 1 = Partially met expectations 2 = Fully met expectations 3 = Exceeded expectations** | | | | | |

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| Performance Review: Values and Behaviors | Year | 2012 |

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| **Name of Associate** | **Vinay Mahajan** | | | **Name of Manager** | | **Mahesh Iyer** | |
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| **Novartis Values & Behaviors** | | Self-Appraisal with Rating\* Comments (specific examples) | | | Manager Appraisal with Rating\* Comments (specific examples) | | |
| **Result driven** | | 2 | - The team has done a great job in meeting the timelines with good quality. There has not been any instance where there was any delay due to our inability to deliver on time.  - The day to day activities on projects have been managed by associates and the new LSA managers in the 2nd half of the year, which is heading in the right direction with respect to the development of the group.  - There is a lot more awareness on scientific correctness through our greater involvement in submission level activities on TKI, OTM projects. | | 3 | | Vinay is very strongly result driven. He strives to ensure that even extremely time-crunched deliverables are completed in a timely manner, with high quality.  Examples of these include his support in TKI, DRP shells, FIRs for CP, RECIST coaching for his team, and so on. |
| **Customer/Quality Focus** | | 2 | - Along with me all the associates have taken on themselves to think about the big picture and translating it into better quality and customer focus.  - On DRP patient profiles, we have given a lot of comments to improve the overall quality of the deliverables. Similarly RAP reviews for various deliverables in TKI. | | 2 | | Vinay’s focus on quality continues to be strong. An area of focus for Vinay going forward could be the customer focus. Vinay is in a new role, with global responsibilities, and very high visibility. This is for a system that inherently also has many problems, this makes Vinay’s job even more difficult because of the multiple stake-holders that Vinay needs to manage. |
| **Innovative and Creative** | | 2 | - Creative ways implemented while training the team to explain work related aspects.  - Solutions provided for re-organizing the DR group, 3d view for Biometrics development as per roadmap. Inputs into various walk-through related presentations. | | 3 | | This has traditionally been a strong behavior for Vinay, and continues this year. Examples of Vinay’s creativity include the “butterfly” plot created to project the growth of the CDRR organization in terms of roles essayed. |
| **Competent** | | 2 | - With increasing exposure to people management, I have developed ways to manage people.  - I have improved my abilities to answer queries from local teams (on technical as well as on people front) so that minimum support is taken from Global teams. Whenever there are questions which are unsolved, there are multiple solutions proposed.  - As a global lead for the systems stream, there are a lot more responsibilities. These require different set of competence ho handle tricky situations. This is an area of development for me. | | 2 | | Vinay has grown to be fully competent in his role – both as a technical individual contributor as well as the GH for the group at Hyderabad. However, in the past year, Vinay was offered a new role as the global head, and this continues to be a learning area for Vinay, especially since the kind of stake holders that he has to deal with in this role is different from his previous roles. |
| **Leadership** | | 2 | - I think I have improved as a leader over the years. I am more comfortable in leading a team and guiding the team as a leader.  . I think I am guiding the team towards the right direction to take on more complex tasks.  - I will have a bigger task on my hand on shaping the future of the systems group within CDRR. | | 2 | | Vinay has matured as a leader. He is able to lead his local team quite well, he meets with them regularly.  Vinay now needs to enhance his leadership at the global level, with having direct reports in other sites, as well as being responsible at the global level for groups like LSH and DRP. |
| **Fast/Action-Orientation/Initiative/Simplicity** | | 2 | - I have kept myself away from day to day activities at each project level. I have given that responsibility to each individual to take necessary decisions with continuous support. In return the team has responded very well.  - I have given my team the required amount of responsibility to handle their project and have made them accountable for the same.  - As a global lead, I will have to take more initiative to achieve the larger goals of the group. This will be a new challenge for me going forward. | | 3 | | Speed has always been Vinay’s strength, and continue to be so even now. He is very quick in identifying the root cause of a problem, and proposing a solution.  In terms of initiative as well, Vinay does exceedingly well, volunteering to take on things like creating a 3D plot for discussions, footprints to establish Hyd cross functional contribution to various projects, and so on. |
| **Empowerment/Accountability** | | 2 | - I am committed to developing associates further to take on more responsibilities.  This year, I have given more responsibilities to the senior programmers within the team to develop the junior associates. This has worked well in CP and TKI team. OTM team should be served well with Murali’s inclusion.  Shiva has done a good job with FSPs on DR group. | | 2 | | Vinay is fully accountable for the tasks and projects that he takes on. His empowerment has also improved over the year, he fully trusts his teams to deliver on what they are responsible for, and if they are stuck on any problems, he coaches them well enough so that they are eventually successful. |
| **Commitment/Self-discipline** | | 2 | - I am committed to developing associates and developing teams with new structure further to take on more responsibilities. | | 2+ | | Another strong behavior for Vinay – he is more than 100 committed, and there are very few times when Vinay has to be reminded about something he has taken on to do. |
| Mutual Respect/Candor/Trust/Integrity/Loyalty | | 2 | - I have communicated timely in a consistent manner. I have been open to the criticism on the shortcomings. | | 2+ | | Vinay is an extremely respected of the CDRR organization at Hyderabad d – he is looked upon as one of the mentors and technical “gurus” of the group. Vinay has also managed to build this reputation across other line functions in Hyd.  Vinay is now in the process of building this reputation at the global level – in his new role. I am fully confident that Vinay will succeed in building similar relationships with his global stakeholders. |
| **Open Communication/Collaboration/Compassion** | | 2 | - I have trusted the team to the possible extent. I have been accountable for my own mistakes.  One of the examples could be related to the reality check on the DR group. | | 2 | | Vinay’s collaboration is very strong – examples of this include the sessions he has conducted for DM, and the work he has done along with DM to try and build standards for DRP.  In terms of communication – Vinay has made significant progress this year. He has started to be less reactive in his written communication, and has begun to navigate the matrix structures better. As mentioned before, there were still a couple of instances where Vinay’s communication was considered not optimal, and possibly a little reactive – however, given the pressure that Vinay has been under in his new role – this is understandable. I am fully confident that Vinay will be even better this year in terms of his communication. |
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| **\* 1 = partially met 2 = fully met 3 = exceeded** | | 2 | **Overall Self Appraisal (Rating)\*** | | 2 | | **Overall Manager Appraisal (Rating)\*** |

# Novartis Values & Behaviors

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| **Results driven**   * Can be relied upon to exceed targets successfully * Does better than competition * Pushes self & others for results while staying in bounds of ethical and legal standards   **Customer / Quality Focus**   * Assigns highest priority to customer satisfaction * Listens to customer & creates solutions for unmet customer needs * Establishes effective relationships with customers and gains their trust & respect   **Innovative & Creative**   * Comes up with a lot of new & unique ideas * Challenges “status-quo”: does not settle for the first right idea * Makes new connection work by seeing relationships between seemingly disconnected elements, synthesizes odd combinations   **Competent**   * Has functional & technical knowledge & skills to successfully perform his/her role   **Leadership**   * Establishes clear directions and sets stretch objectives * Aligns and energizes associates behind common objectives * Champions the Novartis Values & Behaviors. Rewards/encourages the right behaviors and corrects others   **Fast/Action-oriented/Initiative/Simplicity**   * Is action-oriented & full of energy to face challenging situations * Is decisive, seizes opportunities and ensures fast implementation * Strives for simplicity & clarity. Avoids “bureaucracy” | **Empowerment/Accountability**   * Sets clear performance targets and a well defined "playing-field" with corresponding personal accountability * Defines clear-cut, flexible involvement process (involves the right associates in the right situation at the right time) * Fully utilizes diversity of team-members to achieve superior business success * Shares consequences of results with all involved * Fully cooperates with all organizational compliance initiatives and legal requests, as well as motivates others to behave in a way that ensures adherence to the same   **Commitment/Self-discipline**   * Fully supports and implements decisions * Is 100% committed to achieve agreed-upon targets (strives to achieve the "slightly impossible") * Pursues targets with a need to finish. Does not give up, especially in the face of adversity   **Mutual Respect/Candor/Trust/Integrity/Loyalty**   * Establishes mutual respect and trust in dealing with others * Acts and behaves in accordance with his/her words * Commits to honesty/truth in every facet of behavior and demonstrates ethical and legal conduct * Keeps confidences, admits mistakes & does not misrepresent self for personal gain   **Open Communication/Collaboration/Compassion**   * Communicates in open, clear, complete, timely, and consistent manner * Listens effectively and invites response * Genuinely cares for people & demonstrates empathy * Is a team player |

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| Annual Performance Review - Manager | Year | 2012 |

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| Name: | Mahesh Iyer | Position: | Head : Oncology Biometrics, India |

Overall Performance Evaluation

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| **OBJECTIVES** | **3** Exceeded expectations | Superior Results, Unsatisfactory Behaviors  **3.1** | Superior Results, Good Behaviors  **3.2** | Superior Results, Superior Behaviors  **3.3** |
| **2** Fully met expectations | Good Results, Unsatisfactory Behaviors  **2.1** | Good Results, Good Behaviors  **2.2** | Good Results, Superior Behaviors  **2.3** |
| **1** Partially met expectations | Unsatisfactory Results, Unsatisfactory Behaviors  **1.1** | Unsatisfactory Results, Good Behaviors  **1.2** | Unsatisfactory Results, Superior Behaviors  **1.3** |
|  | **1** Partially met expectations | **2** Fully met expectations | **3** Exceeded expectations |
| **Novartis Values & Behaviors** | | | | |

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| **Performance Summary** | | | |
| Vinay transitioned into a very difficult role in the middle of the year – as the global head for LSH and DRP which came with its share of technical challenges. Vinay has made significant efforts to try and achieve the targets in this role, however, these continue to be work in progress. I am fully confident of Vinay’s ability to deliver on these targets successfully this year. | | | |
| Key Strengths (current and future assignments) | | | |
| Continued technical focus – innovative solution provider  Commitment to deliver on accepted tasks/projects. | | | |
| Key Developmental Needs (current and future assignments) | | | |
| Some aspects of leadership – like navigating through multiple stake-holders and being able to influence without authority. | | | |
| Associates Comments | | | |
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| **Date** |  | **Signed Associate\*** |  |
| **Date** |  | **Signed Manager** |  |
| **Date** |  | **Signed Next Level Manager** |  |

**\* Signature by Associate does not necessarily indicate agreement, only review and notification.**

**If need be, use a blank sheet of paper for additional comments on the appraisal.**

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| Annual Performance Review - Indirect Manager/Key User | Year | 2012 |

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| Name: | Lira Parvez | Position: | Head: Oncology Development Operations India |

Recommended Performance Evaluation

**OBJECTIVES**

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|  | **3** Exceeded expectations | Superior Results, Unsatisfactory Behaviors  **3.1** | Superior Results, Good Behaviors  **3.2** | Superior Results, Superior Behaviors  **3.3** |
| **2** Fully met expectations | Good Results, Unsatisfactory Behaviors  **2.1** | √Good Results, Good Behaviors  **2.2** | Good Results, Superior Behaviors  **2.3** |
| **1** Partially met expectations | Unsatisfactory Results, Unsatisfactory Behaviors  **1.1** | Unsatisfactory Results, Good Behaviors  **1.2** | Unsatisfactory Results, Superior Behaviors  **1.3** |
|  | **1** Partially met expectations | **2** Fully met expectations | **3** Exceeded expectations |
| **Novartis Values & Behaviors** | | | | |

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| **Comments** |
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| **Date** |  | **Indirect Manager/Key User** |  |

If need be, use a blank sheet of paper for additional comments on the appraisal