

Novartis Pharma Ireland's Industry Council Charter

Novartis Pharma Ireland wants to have greater confidence in the development of the assumptions underpinning its ten-year environmental forecast to ensure it is fit for the future Irish healthcare system.

Objectives

1. To advise on a defined set of issues by providing expert insight, intelligence, experience and knowledge on how the broader environment and context impacts those issues
2. To expose Novartis management to new thinking by bringing external insights and fresh perspectives into the organisation
3. To challenge and provide an independent viewpoint on the Pharma Executive Committee (PEC) assumptions by leveraging experience and real insight on current and future market considerations
4. To identify relevant stakeholders relating to issues being discussed and to advise on appropriate and effective ways for Novartis to engage with them

Issues to be covered by the group

The role of the Industry Council is not to advise or discuss individual product offerings but rather areas of higher purpose such as:

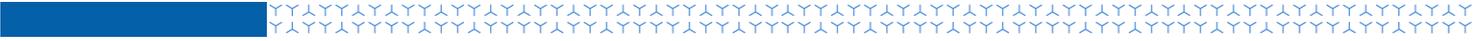
1. **DATA & DIGITAL**
2. **EVOLVING CUSTOMERS**
3. **RESEARCH & DEVELOPMENT**
4. **FIT FOR FUTURE**
5. **PERCEPTION AND POSITION**

Expectation of the Industry Council members

- Members would be required to attend (virtually where necessary) ~ five meetings over two years in Dublin between June 2020 and December 2021, each meeting two and a half hours long and requiring two to three hours preparation time
- Members would be expected to be available for interim advice or insight for the equivalent of an additional two days per year, split equally across quarters
- Open sharing of expert insights, balanced analysis between opportunities and risks, in a confidential environment
- Member will prepare a set of recommendations for Novartis to consider
- Members will declare any actual, potential or perceived conflicts of interest both at the outset of their appointment and as issues arise.

Remuneration arrangements

- Industry Council members will be modestly and reasonably remunerated for their roles, where appropriate
- Novartis may also cover modest and reasonable travel and accommodation expenses, where appropriate



Public status of the Industry Council

- The Industry Council membership and role will be transparent, but not actively promoted
- Members will need to have no conflicts of interest with Novartis (or each other) that would present challenges to open dialogue and disclosure