

NOVARTIS INDIA LIMITED

FAMILIARIZATION PROGRAM FOR INDEPENDENT DIRECTORS 2025-2026

Novartis India Limited proactively keeps its Board and committee members abreast on all key activities of the Company, its management and operations and provides an overall industry perspective & issues being faced by the industry.

In order to better orient themselves with the roles, rights and responsibilities, each Director is at the time of his/her appointment issued a letter of appointment, which inter-alia stipulates the duties and responsibilities of the Directors. The Directors are also given orientation on Company operations, its structure as well as culture.

During meetings of the Board and its Committees, members have the opportunity to engage with the Company's senior management and deliberate on matters relating to financial performance, business updates, legal and regulatory developments, as well as review the internal audit and risk management framework.

Additionally, the whole-time directors, along with business and functional heads, provide continuous updates on industry trends, regulatory changes, business developments, and key litigation matters. This ongoing interaction ensures that Directors remain well-informed and regularly familiarized with the latest developments in both the pharmaceutical industry and the Company.

At the Board Meetings and the respective committee meetings held on May 09, 2025; July 29, 2025; October 28, 2025; January 28, 2026; February 19, 2026, and March 27, 2026, the Directors were familiarized with various updates on economic, industry and business trends including a strategy workshop.

The Board and its committees are regularly apprised of amendments to the Companies Act, 2013, SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, SEBI (Prohibition of Insider Trading) Regulations, 2015, new labour laws, and any related circulars. Updates also cover key litigation matters, along with discussions on the roles and responsibilities of Directors. In addition, any significant developments occurring between two Board or committee meetings are promptly communicated to the members to ensure they remain appropriately informed.

Details of time spent on familiarization with Independent Directors is as follows:

Sr. No.	Name of Independent Director	No. of Board Meetings attended	No. of hours spent in the Board & Committee meetings attended
		FY 2025-26	FY 2025-26
1.	Ms. Sandra Martyes	6	Approx. 12 hours
2.	Mr. Sanker Parameswaran	6	Approx. 12 hours
3.	Ms. Gira Sardesai	6	Approx. 12 hours