

012737

Dr. Adam Example
Example Street 1
1200 Genève

Shareholder:

Dr. Adam Example
Example Street 1
1200 Genève**Registration/appointment of proxy for the Annual General Meeting of Novartis AG
to be held on March 6, 2026, 10:00 CET in the St. Jakobshalle, Basel**

Returning this form as early as possible will facilitate the preparations for the General Meeting. For replies arriving later than **March 4, 2026**, the processing cannot be guaranteed.

Personal attendance at the General Meeting

- ☐ I/we shall attend the General Meeting and request an admission ticket in my/our name.
Admission tickets will be sent out from February 23, 2026, to March 4, 2026.

or appointment of proxy

I/we shall not attend the General Meeting and hereby appoint as my/our proxy to vote my/our shares:

- ☐ the Independent Proxy, lic. iur. Peter Andreas Zahn, attorney at law, St. Jakobs-Strasse 7, 4052 Basel, Switzerland, or any substitute independent proxy as may be designated in replacement of lic. iur. Peter Andreas Zahn by the Board of Directors.

The votes of my/our shares represented by the Independent Proxy are to be cast in accordance with the motions of the Board of Directors in all instances, except to the extent I/we have given different instructions (whether individual instructions in respect of the motions published in the invitation to the General Meeting, or general instructions) on the instruction form.

- ☐ the following person:

Full name / company name: _____

Street address: _____

Postal code and city / country: _____

If Novartis AG or members of the Board of Directors or of the Executive Committee are appointed as proxies, the power of attorney will be delegated to the Independent Proxy.

A shareholder who has not ticked any of the above three boxes will receive an admission ticket.

A proxy appointment is only acceptable and valid if this form is duly signed.

Date

Signature

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Voting instructions to the Independent Proxy

| A Individual instructions in respect of the motions published under the agenda items in the invitation to the General Meeting (agenda) | | Please tick only one box per agenda item | | |
|--|--|--|--------------------------|--------------------------|
| | | Yes | No | Abstention |
| 1 | Votes on the financial and nonfinancial reporting for the 2025 financial year | | | |
| 1.1 | Approval of the operating and financial review of Novartis AG, the financial statements of Novartis AG and the consolidated financial statements for the 2025 financial year | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 1.2 | Advisory vote on the nonfinancial report for the 2025 financial year | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2 | Discharge from liability of the members of the Board of Directors and the Executive Committee | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3 | Appropriation of available earnings of Novartis AG as per balance sheet and declaration of dividend for 2025 | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4 | Reduction of share capital | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5 | Votes on compensation for the members of the Board of Directors and the Executive Committee | | | |
| 5.1 | Binding vote on the maximum aggregate amount of compensation for the Board of Directors from the 2026 Annual General Meeting to the 2027 Annual General Meeting | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5.2 | Binding vote on the maximum aggregate amount of compensation for the Executive Committee for the 2027 financial year | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5.3 | Advisory vote on the 2025 Compensation Report | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6 | Re-elections of the Board Chair and the members of the Board of Directors, election of one new member to the Board of Directors | | | |
| 6.1 | Re-election of Giovanni Caforio as member and Board Chair | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6.2 | Re-election of Nancy C. Andrews | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6.3 | Re-election of Ton Buechner | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6.4 | Re-election of Patrice Bula | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6.5 | Re-election of Elizabeth Doherty | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6.6 | Re-election of Bridgette Heller | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6.7 | Re-election of Frans van Houten | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6.8 | Re-election of Elizabeth McNally | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6.9 | Re-election of Simon Moroney | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6.10 | Re-election of Ana de Pro Gonzalo | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6.11 | Re-election of John D. Young | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6.12 | Election of Charles Swanton | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7 | Re-elections and election to the Compensation Committee | | | |
| 7.1 | Re-election of Patrice Bula | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7.2 | Re-election of Bridgette Heller | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7.3 | Re-election of Simon Moroney | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7.4 | Re-election of John D. Young | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7.5 | Election of Elizabeth McNally | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8 | Re-election of the auditor | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9 | Re-election of the Independent Proxy | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| B General instructions in case of unannounced motions relating to items on the agenda and on new items on the agenda in accordance with Art. 704b of the Swiss Code of Obligations | | | | |
| I/we instruct the Independent Proxy to vote as follows: | | | | |
| <input type="checkbox"/> According to the motion of the Board of Directors | | | | |
| <input type="checkbox"/> Against alternative and/or additional motions | | | | |
| <input type="checkbox"/> Abstain from voting | | | | |