



Mr. Hans Muster
Musterstrasse 1
9999 Musterstadt



Appointment of Proxy and Instructions for the Annual General Meeting of Novartis AG to be held on March 2, 2021 at 14:00 CET

It will facilitate the preparations for the Annual General Meeting if this form is returned as early as possible. Returned forms will be processed by Devigus Shareholder Services, Birkenstrasse 47, 6343 Rotkreuz, Switzerland. It cannot be guaranteed that replies will be processed if they arrive later than **February 26, 2021**.

Appointment of Proxy

I/we hereby appoint 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, as my/our proxy to vote my/our shares:

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 Annual General Meeting, or general instructions) on the Instructions Form.

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

Date

Signature

Shareholder number: 999999

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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 Annual General Meeting (Agenda)	Please tick only one box per agenda item		
	Yes	No	Abstention
1 Approval of the Operating and Financial Review of Novartis AG, the Financial Statements of Novartis AG and the Group Consolidated Financial Statements for the 2020 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 2020	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 Reduction of Share Capital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5 Further Share Repurchases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6 Votes on Compensation for the Members of the Board of Directors and the Executive Committee			
6.1 Binding Vote on the Maximum Aggregate Amount of Compensation for the Board of Directors from the 2021 Annual General Meeting to the 2022 Annual General Meeting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.2 Binding Vote on the Maximum Aggregate Amount of Compensation for the Executive Committee for the Financial Year 2022	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6.3 Advisory Vote on the 2020 Compensation Report	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7 Re-elections of the Chairman and the Members of the Board of Directors			
7.1 Re-election of Joerg Reinhardt as Member and Chairman	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.2 Re-election of Nancy C. Andrews	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.3 Re-election of Ton Buechner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.4 Re-election of Patrice Bula	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.5 Re-election of Elizabeth Doherty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.6 Re-election of Ann Fudge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.7 Re-election of Bridgette Heller	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.8 Re-election of Frans van Houten	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.9 Re-election of Simon Moroney	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.10 Re-election of Andreas von Planta	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.11 Re-election of Charles L. Sawyers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.12 Re-election of Enrico Vanni	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7.13 Re-election of William T. Winters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8 Re-elections to the Compensation Committee, Election of one new Member to the Compensation Committee			
8.1 Re-election of Patrice Bula	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.2 Re-election of Bridgette Heller	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.3 Re-election of Enrico Vanni	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.4 Re-election of William T. Winters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8.5 Election of Simon Moroney	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9 Re-election of the Statutory Auditor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10 Re-election of the Independent Proxy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11 Amendment to Article 20 Paragraph 3 of the Articles of Incorporation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B General instructions in case of alternative motions under the agenda items published in the Invitation to the Annual General Meeting, and/or of motions relating to additional agenda items according to Article 700 paragraph 3 of the Swiss Code of Obligations

I/we instruct the Independent Proxy to vote as follows:

- According to the motion of the Board of Directors
- Against alternative and/or additional motions
- Abstain from voting

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