U NOVARTIS

Our Values

Strong values define our culture and help us execute the Novartis strategy in line with our mission and vision.

We have introduced Values and Behaviors that describe the professional behaviors we expect from our employees. These values were selected by the <u>Executive Committee of Novartis</u> – with input from associates worldwide – and form an integral part of the framework we use to recruit people, develop them and assess and reward their performance. We will hold ourselves to account against these values and behaviors.

These values and behaviors are:

Innovation

by experimenting and delivering solutions

Quality

by taking pride in doing ordinary things extraordinarily well

Collaboration

by championing high performing teams with diversity and inclusion

Performance

by prioritizing and making things happen with urgency

Courage

by speaking up, giving and receiving feedback

Integrity

by advocating and applying high ethical standards every day

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