NOVARTIS INDIA LIMITED

BOARD FAMILIARIZATION PROGRAMME

1. Purpose and Scope

This board familiarization programme ("**Programme**") for the independent directors ("**IDs**") of Novartis India Limited ("**Company**") has been adopted pursuant to Regulation 25(7) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 (as amended from time to time) ("**Listing Regulations**").

2. Familiarization Process

The Company shall periodically conduct programmes / presentations to familiarize the IDs about the following:

(a) roles, rights and responsibilities of the IDs;
(b) regulatory framework applicable to the Company;
(c) extant policies of the Company, including the code of conduct for directors and senior management;
(d) nature of the industry in which the Company operates, including any material developments;
(e) business model of the Company;
(f) details of any new initiatives and projects of the Company;
(g) annual operating plan and performance of the Company;
(h) details of other companies in the group; and
(i) any other information, as considered relevant by the board of directors of the Company ("**Board**").

3. Disclosures

3.1 The Company shall disclose on its website, the details of the familiarization programmes imparted to the IDs, including the following:

(a) number of programmes attended by the IDs (during the concerned year and on a cumulative basis till date);
(b) number of hours spent by the IDs in such programmes (during the concerned year and on a cumulative basis till date); and
(c) any other details, as considered relevant by the Board.

3.2 The weblink where the details of the programmes imparted to the IDs is disclosed, shall be provided in the corporate governance section of the annual report of the Company.

4. Amendment, Review and Effectiveness

4.1 This Programme will be subject to review and revisions as may be deemed necessary by the Board. In the event of any conflict between the terms of this Programme and applicable law (including the Listing Regulations), the provisions of applicable law shall prevail.

4.2 This Programme is approved and adopted by the Board at its meeting held on July 29, 2026, from which date, this Programme shall be effective.