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Dear business partner,

You will by now almost certainly have become aware of the recent significant changes in the ownership of Speedel Holding Ltd. Following the long-standing and successful collaboration with Speedel, Novartis has acquired additional shares and now owns approximately 70% of Speedel's stock. Furthermore, Novartis has launched a mandatory public tender offer to buy the remaining shares and intends to integrate Speedel into Novartis by the end of the year.

Following Speedel's Extraordinary General Meeting last week, I have been appointed as the new CEO for Speedel. I will be leading the company through the process of acquisition and integration. I am both excited and honored to take on this new role, and I personally aspire to integrate Speedel into Novartis as smoothly as possible, respecting and enhancing the value the company has created.

I am aware of the uncertainties that may arise among you as Speedel's stakeholders due to the recent acquisition process. We will make a special effort to inform you of our plans and proceedings in updates published on our website. For more specific information, please contact your respective partner at Speedel or a member of the management team.

Novartis aims to acquire all Speedel shares by October. In the meantime, Speedel's major business operations continue as planned. In particular, the recent changes in shareholding should not affect clinical trials, which are either in bidding, start-up or maintenance phase.

Overall, the acquisition of Speedel provides a great opportunity for Novartis to complement its cardiovascular pipeline with Speedel's capabilities and projects. Cardiovascular medicines remain a key business area for Novartis, and Novartis will continue to target innovative treatments – in the interest of patients, customers and shareholders.

I thank you for your continued support.

With kind regards,

**Dr. Andrin Oswald**  
**CEO Speedel**