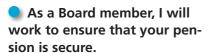
## to date

Substitute board member PF 1 New PF 2



I have been a member of the Board of Trustees for 4 years. With my specialist knowledge, high level of motivation and ability to get things done, I actively contribute to ensuring that our Pension Fund remains efficient in the future, and am pleased to stand for reelection. The Board of Trustees is your pension fund's most important decision-making body and needs strong employee representation. Like a staff representative, a board of trustees must ask the right questions and work together constructively on solutions.



## Ralf Endres

Principal Scientist | NIBR Member Employee Representative Council

## My goals:

We should maintain our balanced investment policy so that we can continue to get through difficult phases such as the corona pandemic or negative interest rates.

The effects of necessary adjustments must be distributed fairly among employers and employees in line with their economic capacity and the current pension level must be maintained. As a staff representative and board member, I will ensure that the current models for early retirement are continued and developed.

Use your right to vote in this important election and thus directly influence future developments. Select the people on the NAV list. The Novartis Pension Fund is one of the best in Switzerland and we want it to stay that way.