

# Looking Around Corners - Keeping In-house Counsel Relevant

New Ways of Working & Digital Transformation

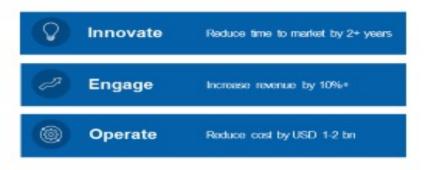
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## Context

### Digital transformation at Novartis

Becoming the leading medicinies company powered by data science and digital technology

#### Our bold ambition



#### Our four priorities



CONTRACT AND

Scale 12 digital lighthouses

Bolder moves





Make Novartis digital

#1 Partner in tech ecosystem



## Impact on In-house Counsel

- Substantive learning
  - Technologies
  - Ways of working
- Application to industry
  - Less precedence
  - Proactive shaping
- Culture
  - Experiment, "fail" fast, iterate
  - "Smart" risk-taking, empowerment
  - Challenge norms (e.g. data) & silos

# Thank you