

## to date

trustee PF 1  
substitute PF 2

● **As a trustee, I will work to safeguard the security of your pension.**

I have been a member of the Board of Trustees for 8 years. My expertise, tenacity and high level of personal motivation will actively contribute to ensuring that our pension fund continues to perform well in the future; I am pleased to stand for re-election. The Board of Trustees is the most important decision-making body of your pension fund and consequently needs strong employee representation. Just like an employee representative, a member of the Board of Trustees must ask pertinent questions and work constructively to arrive at solutions.



## Ralf Endres

Senior Principal Scientist | BR | PK Sciences |  
Member of the Employee Representative Council |  
Board Member NAV | Board Member NEF

### **My objectives:**

- We intend to maintain our fund's balanced investment policy to enable us to continue to cope well with difficult phases such as negative interest rates and global crises.
- Any necessary adjustments must be shared fairly between employers and employees in line with their respective economic capacities; the current pension level must be maintained.
- As an employee representative and member of the Board of

Trustees I will ensure that the current schemes for early retirements are upheld and developed further.

Please use your right to vote at this important election and play your part in directly influencing the future development of our pension fund. Please select the candidates on the NAV list. The Novartis Pension Fund ranks among the best in Switzerland - and we want to keep it that way!