

From: [REDACTED] (CAB-ANDRIUKAITIS@novartis.com)
To: [REDACTED] (CAB-ANDRIUKAITIS@novartis.com)
Subject: RE: Personal and non-transferable invitation: Fostering Creativity in Europe—a New Approach to Innovation and Healthcare
Date: mercredi 13 mai 2015 16:20:41

Dear Sirs,

Thank you for the invitation sent to Ms Nowak to participate in a roundtable. Ms Nowak, who is responsible for this topic, unfortunately will not be able to attend this event on 27th may.

Regards,

[REDACTED]

From: [REDACTED] ([mailto:\[REDACTED\]@novartis.com](mailto:[REDACTED]@novartis.com))
Sent: Monday, May 11, 2015 3:39 PM
To: [REDACTED] (CAB-ANDRIUKAITIS)
Subject: FW: Personal and non-transferable invitation: Fostering Creativity in Europe—a New Approach to Innovation and Healthcare

Dear [REDACTED],

It was a pleasure talking to you today and, as you suggested, I am forwarding you the invitation for Ms Nathalie Chaze to our event *Fostering Creativity in Europe—A New Approach to Innovation and Healthcare*.

I would sincerely appreciate if you could let me know at your earliest convenience if she would be available to attend our event.

Thank you very much for considering my request!

With warm regards,

[REDACTED]

From: [REDACTED]
Sent: Wednesday, April 29, 2015 5:39 PM
To: nathalie.chaze@ec.europa.eu
Cc: [REDACTED] ([@google.com](mailto:[REDACTED]@google.com))
Subject: Personal and non-transferable invitation: Fostering Creativity in Europe—a New Approach to Innovation and Healthcare

Dear [REDACTED],

As Healthcare is facing a technological paradigm shift that has the potential to transform the lives of millions of European citizens, Novartis and Google Life Sciences wish to bring together key Brussels stakeholders to discuss the policy challenges for health innovation in all its different forms:

- What are the latest trends in health innovation? How can it contribute to improve healthcare delivery and patients' outcomes on a cost-effective basis?
- Is the EU regulatory and economic environment fit for purpose in terms of incentives to and uptake of innovation? Can Europe become a creativity hub for disruptive innovation in healthcare?

Novartis and Google Life Sciences request the pleasure of your company at this

informal event featuring two exceptional speakers who will set the scene for discussion:

- [redacted] in Preclinical Safety at Novartis Institutes for BioMedical Research (NIBR).
- [redacted]

The roundtable will take place on Wednesday, May 27th, from 12.30 to 14.00, in the Hessen Representation (Rue Montoyer 21, 1000 Brussels).

The session will include a small number of selected decision-makers and key opinion leaders who contribute to shaping the European policy landscape in the field of health innovation. To ensure an open, lively discussion, this invitation is personal and nontransferable. Discussions will follow Chatham House rules.

We would be delighted if you chose to attend this high-level event. Thanks for confirming your attendance to [redacted] [@novartis.com](mailto:[redacted]@novartis.com) by Wednesday 20th May.

We look forward to hearing from you and remain at your disposal should you wish for further information.

Sincerely yours,

[redacted]
Novartis

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Google

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