



### **Anthony A. Hörning**

Anthony Hörning heads the Global Alliance Management function within Business Development & Licensing (BD&L) at Novartis Pharma AG since November 2004; Alliance Management takes responsibility for the implementation of complex development and marketing collaborations with partner companies. He has been a member of the Novartis Global BD&L management team for six years. Prior to the assignment in Pharma, Anthony was the Novartis Group's CFO in Brazil (1998-2000), where his responsibilities included the decentralization and restructuring of the Finance function, as well as the company's preparation for the spin-off of the Agro and Seeds businesses and subsequent merger into Syngenta.

Until 1998, Anthony was Head of Investor Relations and Capital Markets (pre- and post the merger of Sandoz and Ciba-Geigy), within Novartis' Group Finance Department in Basel. During this time, he was Chairman of the Swiss chapter of the Investor Relations Society for a year. Before joining Novartis in 1993, Anthony was a banker for ten years with JPMorgan & Co., where he gained international capital markets experience with various types of client-related activities in Treasury, Credit, and Investment Banking in Zürich and New York. Anthony Hörning graduated from Zürich University in 1983 with a degree in Business Administration. He attended the international boarding school Institut Montana Zugerberg from 1971-78, and was on this school's Board from 1994-98. He was Chairman of the Board of a small family-owned chain of pharmacies in Switzerland from 1987 to 1998.