
From: Michael Cohen <mdcohen212@gmail.com>
Sent: Thursday, February 16, 2017 11:25 AM
To: Rosenfeld, Barry
Attachments: Michael Cohen SOW (17-02-14 draft BR clean).docx



**EXHIBIT A TO SERVICES AGREEMENT
STATEMENT OF WORK**

This Statement of Work sets forth the Services to be performed pursuant to the agreement ("Agreement") between Novartis International AG ("Novartis") and Essential Consultants, LLC (the "Consultant"). The Agreement will be effective as of March 1, 2017 (the "Effective Date").

Scope of Work

The Consultant will provide consulting and advisory services to Novartis on matters that relate to the repeal and replacement of the Affordable Care Act in the US and any other issues mutually agreeable to the Consultant and Novartis.

Deliverables

Novartis and the Consultant will communicate regularly about all relevant matters within the Scope of Work.

Deleted: Objective

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With the process underway to repeal and replace the Affordable Care Act in the US, and the continued debate over drug pricing, there is considerable uncertainty around the US healthcare system and how it will evolve in the coming years. In this context, it is imperative that Novartis remain abreast of policy matters that could impact our business in the US, and ensure that our business actions in the US reinforce our good standing in that market. ¶

Deleted: US policy

Deleted: have the potential to impact Novartis, and on issues pertaining to Novartis' positioning in the US market.

Deleted: Specifically, the Consultant will:

- <#>Provide access to key policymakers in the US Government to facilitate constructive discussions about policy matters impacting Novartis;
- <#>Assess the reaction of the US Government to certain options to improve the affordability of medicines;
- <#>Provide feedback to planned actions of Novartis in the US that may impact our standing there; and
- <#>Advise on any other issues Novartis may face with the US Government.