
From: [redacted] [mailto:[redacted]@novartis.com]
Sent: Monday, May 04, 2015 11:25 AM
To: [redacted] (CAB-ANDRIUKAITIS)
Cc: [redacted] (CAB-ANDRIUKAITIS)
Subject: RE: Personal and non-transferable invitation: Fostering Creativity in Europe—a New Approach to Innovation and Healthcare

Dear [redacted],

Thank you very much for your interest in our event, we would be pleased to welcome Members of the Cabinet on May 27 at "*Fostering Creativity in Europe—A New Approach to Innovation and Healthcare*".

We also invited Ms Nathalie Chaze and Ms Annika Nowak, and we truly hope they can attend the event.

We will communicate additional details about the event in the coming weeks. Meanwhile, we would appreciate if you could let us know whom of Members of the Cabinet would be available to join us (for logistic purposes).

Should you have further questions, please do not hesitate to contact us.

With kind regards,

[redacted]

From: [redacted] @ec.europa.eu

[REDACTED]@ec.europa.eu]

Sent: Thursday, April 30, 2015 9:52 AM

To: Gherman, Claudia

Cc: [REDACTED]@ec.europa.eu

Subject: FW: Personal and non-transferable invitation: Fostering Creativity in Europe—a New Approach to Innovation and Healthcare

Good morning,

On behalf of Mr. Arunas Vinciunas, the Head of the Cabinet of Commissioner ANDRIUKAITIS, I would like to thank you for this kind invitation.

Unfortunately, due to the busy agenda Mr. Vinciunas will not be able to attend the event.

But the Member of the Cabinet would be able to replace him if that would be OK for you.

Please let me know,

Best regards,

[REDACTED]
Head of the Cabinet



European Commission

Cabinet of Commissioner Vytenis Andriukaitis
Health and Food Safety

BERL [REDACTED]

+32 229 [REDACTED]

[REDACTED]@ec.europa.eu

From: [REDACTED]
[mailto:[REDACTED]@novartis.com]

Sent: Wednesday, April 29, 2015 5:41 PM

To: VINCIUNAS Arunas (CAB-ANDRIUKAITIS)

Cc: [REDACTED]@google.com

Subject: Personal and non-transferable invitation:
Fostering Creativity in Europe—a New Approach to
Innovation and Healthcare

Dear Mr Arunas Vinciunas,

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] Novartis' [REDACTED]
Discovery & Investigative Safety and [REDACTED]
Therapeutic Areas in Preclinical Safety at Novartis
Institutes for BioMedical Research (NIBR).
- [REDACTED] Life Sciences.

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]

Brussels Public Affairs Office
Google
Novartis

[REDACTED]

Novartis European Public Affairs
Rue du Trône 108
B-1050 Brussels
Tel +32 (0)2 [REDACTED]
[REDACTED] [@novartis.com](mailto:[REDACTED]@novartis.com)
www.novartis.com



Annika Nowak
European Commission
Rue de la Loi 200
B-1049 Brussels

Brussels, 29th April 2015

Re: Personal and non-transferable invitation to a high-level roundtable on Wednesday, May 27th in Brussels: *Fostering Creativity in Europe—a New Approach to Innovation and Healthcare*.

Dear Ms Annika Nowak,

Healthcare is facing a technological paradigm shift that has the potential to transform the lives of millions of European citizens. Whilst we see personalized medicines, cancer immunotherapies, and genome editing bringing targeted therapies to patients, the ongoing ICT revolution is not only changing the way medicine is delivered (e.g., through health applications, e-prescriptions) but also opening exciting areas for healthcare innovation in Europe. More and more, the astute combination of healthcare and digital innovation is bringing a new generation of therapeutic solutions that can improve patients' outcomes.

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], [REDACTED] Novartis Institutes for BioMedical Research (NIBR). With more than 22 years of experience in drug development, [REDACTED] will discuss the challenges of pharmaceutical R&D and unveil today's exciting research projects towards tomorrow's medicine.

- [REDACTED] is [REDACTED] Google Life Sciences, where he oversees a team of scientists working on a wide-spectrum of healthcare-related projects. [REDACTED] will discuss the mission of Google Life Sciences—to help move health care from reactive to proactive—and how his team is seeking to partner with medical experts, patient groups, and the life sciences sector to marshal the latest technological tools to further that mission.

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]

[REDACTED]

[REDACTED] EU Relations &
Brussels Public Affairs Office
Novartis

[REDACTED]
Google

From: [redacted] [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: [redacted] @ec.europa.eu
Cc: [redacted] @google.com
Subject: Personal and non-transferable invitation: Fostering Creativity in Europe—a New Approach to Innovation and Healthcare

Dear Ms Nathalie Chaze,

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:

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- [redacted] Google Life Sciences.

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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]
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www.novartis.com



Nathalie Chaze
European Commission
Rue de la Loi 200
B-1049 Brussels

Brussels, 29th April 2015

Re: Personal and non-transferable invitation to a high-level roundtable on Wednesday, May 27th in Brussels: *Fostering Creativity in Europe—a New Approach to Innovation and Healthcare*.

Dear Ms Nathalie Chaze,

Healthcare is facing a technological paradigm shift that has the potential to transform the lives of millions of European citizens. Whilst we see personalized medicines, cancer immunotherapies, and genome editing bringing targeted therapies to patients, the ongoing ICT revolution is not only changing the way medicine is delivered (e.g., through health applications, e-prescriptions) but also opening exciting areas for healthcare innovation in Europe. More and more, the astute combination of healthcare and digital innovation is bringing a new generation of therapeutic solutions that can improve patients' outcomes.

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- [REDACTED] is the [REDACTED] Google Life Sciences, where he oversees a team of scientists working on a wide-spectrum of healthcare-related projects. [REDACTED] will discuss the mission of Google Life Sciences—to help move health care from reactive to proactive—and how his team is seeking to partner with medical experts, patient groups, and the life sciences sector to marshal the latest technological tools to further that mission.

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

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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]

[REDACTED]

[REDACTED]

Brussels Public Affairs Office
Novartis

[REDACTED]

Google