

# SAMUEL HOLLIS

COUNTRY PRESIDENT  
NOVARTIS SLOVAKIA



Samuel Hollis serves as Country President of Novartis, one of the largest pharmaceutical companies in Slovakia and Europe, where he leads efforts to reimagine medicine.

With experiences spanning the US, Switzerland and the UK, Samuel has held both global and local roles across marketing, sales, market access and medical functions within the pharmaceutical industry.

Now based in Central Europe for the last 2.5 years, he leads the Novartis team in pioneering purpose-led partnerships across Slovakia, working to create a sustainable healthcare system and bringing innovations to address some of the most pressing healthcare challenges facing society today.

## HOW DO YOU FOSTER INNOVATION WITHIN YOUR ORGANIZATION, WHETHER THROUGH TECHNOLOGY, PEOPLE, OR BUSINESS MODELS?

In 2026, Novartis celebrates 30 years as a unified company - built on more than 250 years of scientific innovation - with one clear purpose: reimagining medicine to improve and extend people's lives. That purpose remains both our compass and our challenge.

Innovation in the life sciences sector is essential but hard. On average, it takes on average around 14 years and more than \$2 billion to bring a new medicine from molecule to patient and only a small fraction (14%) of early ideas ever reach market or patients. This reality demands that we innovate not just in medicines, but in how we discover, develop, and deliver them.

## TECHNOLOGY AS AN ENABLER, NOT THE OBJECTIVE

New technologies - particularly data science and AI - play a critical role in improving success rates, reducing cost and accelerating development. At Novartis, we actively encourage teams to use AI in their daily work, but responsibly. Speed alone is never the goal; data quality, transparency and trust are essential in a regulated, patient-centric industry.

By automating routine and procedural cognitive tasks, we free our people to focus on higher-value work: clinical insight, strategic decision-making and creative problem-solving. Clear ethical principles guide our use of AI, ensuring we act responsibly as part of our commitment to patients, society and the environment.

## CULTURE AND PEOPLE AS THE TRUE INNOVATION ENGINE

Technology enables innovation, but people make it real. In my experience, an innovative organization starts with the belief that change is inevitable and positive. Leaders must actively foster curiosity, resilience, and smart risk-taking from the top down.

At Novartis Slovakia, the innovation mindset I aim to embed is grounded in several core principles:

- Psychological safety and a "fail-forward" culture**  
 Innovation requires creating an environment where people feel safe to share ideas, challenge assumptions, experiment and learn from failure without fear of blame.
- An "Unbossed" way of working**  
 Leaders shift from controlling decisions to removing obstacles and creating space for teams to experiment. Teams are given autonomy over how work is delivered, alongside taking greater accountability for the ideas and learnings from implementation.
- Customer and patient-centricity**  
 Innovation must solve real problems. We listen closely to customers and patients, embed analytics into decision-making, and ensure experimentation always ties back to outcomes and value - not novelty.
- Curiosity and cross-functional collaboration**  
 Questions like "why?" and "what if?" are encouraged. By breaking down silos and bringing diverse functions together, we unlock broader perspectives and better solutions.
- Learning from beyond our industry**  
 Innovation rarely happens in isolation. We actively learn from academia, startups and other sectors and explore open approaches such as partnerships, hackathons and crowdsourcing to bring in fresh thinking.
- Recognition and celebration of learning**  
 We deliberately celebrate well-designed experiments and shared learnings, not only successful launches. The question shifts from "Did it work?" to "Did we learn something meaningful?"

## BRINGING IT ALL TOGETHER

By combining responsible use of technology, strong data and analytics capabilities, cross-functional collaboration and a culture that values experimentation and learning, we strengthen our ability to innovate sustainably.

This integrated approach helps Novartis remain competitive in a fast-changing industry, while allowing our people to focus on what matters most - delivering meaningful breakthroughs for patients and contributing to healthier, more resilient healthcare systems.