

# The IP aspects of exiting a country

Oliver Watson

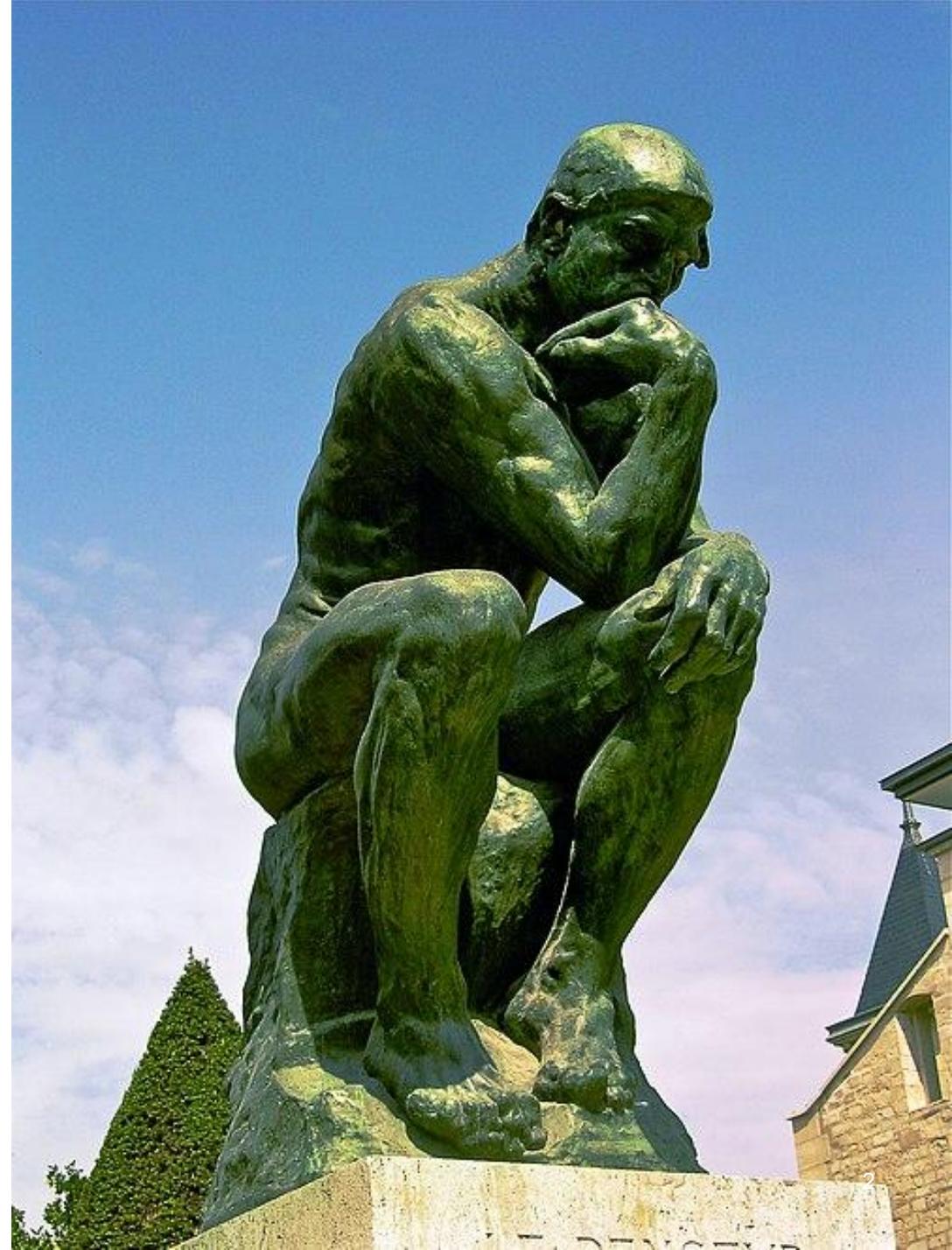
9 October 2025

PTMG



# Existential Questions (1)

- Who am I and why am I here?
- A disclosure
- A disclaimer



# Novartis, the last multinational drug firm, exits Bangladesh

The Switzerland-based Novartis AG has signed an agreement to sell its entire 60% stake at Novartis Bangladesh Limited (NBL) to homegrown Radiant...

5 Dec 2024

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## Novartis announces strategic review of Novartis India Limited, its listed entity in India

Feb 16, 2024

- The strategic review will include an assessment of the shareholding of Novartis AG in Novartis India Limited
- Novartis India Limited is an entity that is wholly separate from Novartis Healthcare Private Limited, which includes a corporate center, a commercial organization and R&D teams

**Mumbai, February 16, 2024** - Today, Novartis AG announced a strategic review of Novartis India Limited, a public company listed on Bombay Stock Exchange. The strategic review will include an assessment of the 70.68 per cent shareholding of Novartis AG in the company.

## Novartis enters agreement with International Investment II Limited, an affiliated company of Muller & Phipps Pakistan, to continue supplying innovative medicines and providing access in Pakistan

May 08, 2025

- Decision aligned with Novartis' global strategy to ensure continued supply and access to innovative medicines
- International Investment II Limited to take over ownership of Novartis business in Pakistan
- Manufacturing and distribution to continue under the same legal entity
- Agreement ensures job continuity for existing employees and retention of global healthcare expertise and skillsets in Pakistan

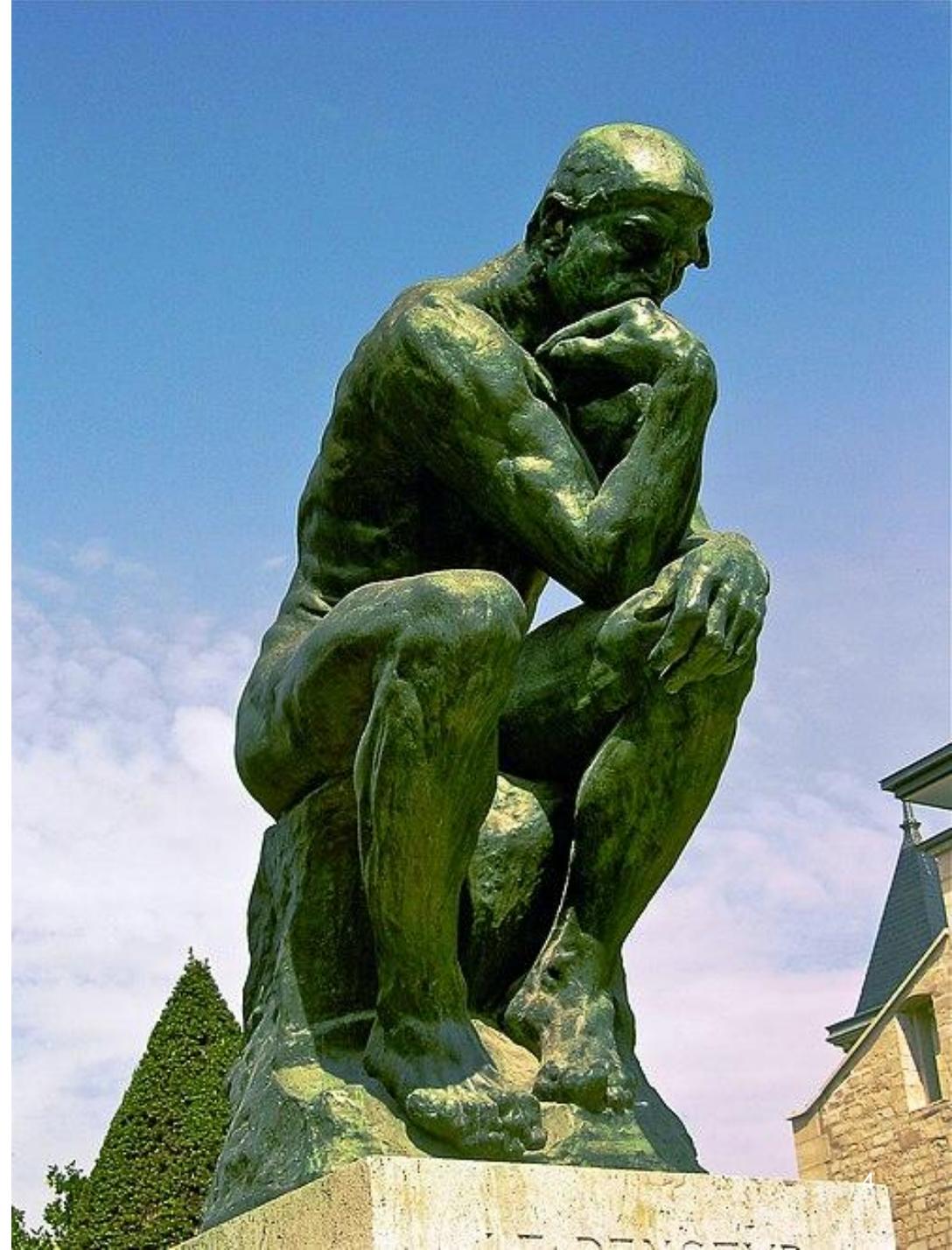
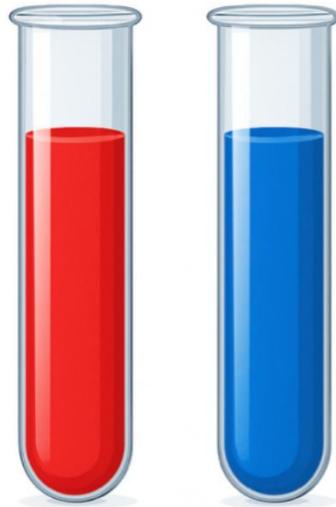
**Karachi, May 8, 2025** – Novartis today announced that it has entered into an agreement with International Investment II Limited, an affiliated company of Muller & Phipps Pakistan (Private) Limited ("M&P"), to enhance access to innovative medicines in Pakistan.

Subject to the completion of necessary formalities, statutory and regulatory approval conditions, this agreement will ensure that Novartis manufacturing operations and the distribution of its products will continue in Pakistan under the same legal entity.

As part of the agreement, Novartis Pharma Pakistan Limited employees will be offered job continuity in their current roles with the provision of comparable compensation and benefit packages. This aims to ensure the retention of global healthcare expertise and skillsets that will benefit the growing innovative health ecosystem in Pakistan.

# Existential Questions (2)

- Who are you and what will you do here?
- Your new employer (for the next 30 minutes)



# Day #1 of your new job

- Project kick-off
- The goal
- Notable features of the 'exit game'
  - Blackout period
  - Confidentiality *F.Y.E.O.*

# Things to consider / your bullet points

## A. Products / Product Names:

- Locally Manufactured / Imported?  
'Local' / 'Global'?
- Assign?
- Licence?
- Distribution Agreement?
- Something else?

## B. Corporate Name and Logo?

## C. Packaging / product appearance / get-up?

- Bridging stock?

# B. Corporate Name and Logo?

- RedBlue Fonduland Limited
- Is there a consequence to many Oliver Watsons?
- Sale to a global / substantial business
- Potential new names
- A second entity in Fonduland?
- Regulatory approval

# C. Packaging / product appearance / get-up

- Should we care?
- Will they be 'our' products, or 'their' products?
  - For 'their' products, packaging / product appearance and get-up may be important
  - Future enforcement issues?
- Bridging stock?
  - Necessary for Black Out Period – and to provide window for achieving regulatory approvals
  - Controls?

# Signing – the end?

- Deal made public
- Local business now aware and will want to prepare
- Conceptual issues and questions will have to be dealt with, to prepare for engagement with regulators on Day #1

***A good first day!!***

**Questions?**

**Reimagining  
medicine,  
together.**

 **NOVARTIS**

