



# BOARD GOVERNANCE STATEMENT

**WE BELIEVE THAT,**  
BEYOND OUR DUE ACCOUNTABILITY AND COMPLIANCE WITH LAWS AND REGULATIONS:

■ **BOARDS HAVE TO BE VALUE ENHANCING;**

■ **VALUE ENHANCEMENT STARTS WITH ENSURING SUSTAINABILITY;**

■ **VALUE INCLUDES SOCIETAL AND ECONOMIC VALUE.**

- While efficiency and *financial performance* are necessary and desirable goals, IBA's "raison d'être" is based on its contribution to the fight against cancer and other particle beam applications contributing to human well-being. Its *societal purposes* are a remarkable source of motivation to all IBA stakeholders.
- Responsible and compassionate *Technological Innovation* is the driving force allowing us to realize our raison d'être and make the benefits accessible to an ever-larger part of the population through *cost reduction*. It needs to remain at the core of our focus on excellence.
- The company operating *values* have been summarized as "care - dare - share - be fair (and have fun)" and we stand by them.
- The synthesis of all these components should create a strong foundation allowing IBA to protect, enhance and save more lives through a good *balance* between:
  - Curing the pain of evermore patients and customers,
  - Growing the enthusiasm of our teams and people in their quality jobs;
  - Nurturing our shareholders' reasonable satisfaction and loyalty;
  - Strengthening our participation in a sustainable society, respectful of our planet.

■ **AT THE BOARD LEVEL, THIS REQUIRES:**

- *Time*: to properly organize the sessions, deal with the issues and try to reach consensus whenever possible. Possibly at the cost of additional board sessions when needed.
- *Transparency*:
  - with the outside world: our code of ethics operates under the "red face" principle that we will do nothing we would be ashamed to see published in a newspaper;
  - and within IBA, with the Board, the CEO, management and staff.
- *Trust*: between us but especially towards the CEO and staff.
- *Tease*: in the sense of constructive challenging and counselling. If we don't bring valuable, credible and relevant input to subjects under discussion, our added value is nil.

■ **DIVERSITY, PREPARATION, EXCHANGE, FEEDBACK AND CONGENIALITY IMPROVE OUTCOMES:**

- Through the selected complementary *diversity* of participants, exchanges are richer;
- The timely sharing of professional documents allows good *preparation* of meetings;
- Without compromising frankness and content, debates benefit from taking place serenely and in an atmosphere of respect and *conviviality*;
- Boards function better when their members and the company share a *common vision or dream*. On an ongoing basis, we will
  - take time to update or redefine our dream and establish clear priorities for IBA that will have the support of all of us, and
  - monitor the progress we make towards that dream and its (balanced scorecard) operational KPI's.
- Ongoing assessment and *feedback* will favor a Board composition adapted to the challenges of the time as well as continuous personal and team improvement in our functioning as a Board.

IBA Board of Directors

*Pierre Mottet*

Pierre Mottet

*Yves Jansen*

Yves Jansen

*Olivier Legrain*

Olivier Legrain

*Richard Hausmann*

Richard A. Hausmann

*Hedvig Hricak*

Hedvig Hricak

*Christine Dubus*

Christine Dubus

*Marcel Miller*

Marcel Miller

*Sybilje van den Hove*

Sybilje van den Hove