

**To whom it may concern,**

In 2013, the Novartis Oncology leadership team embarked on a journey to transform themselves from a great team struggling to meet global expectations into a High Performance Leadership Team that Believed in the Unpredictable Success. We followed the Legacy Organizational Future by Design transformative learning approach to:

1. Get complete with our past
2. Distinguish the value we want to leave by
3. Define who we need to be to make the unpredictable happen in order to fulfill our Bold Promise
  - On our way to cure cancer, 100% of appropriate patients benefit from our cancer therapy solutions.
  - Through passionate & dynamic relationship we win together with our partners.
  - We are the most attractive place to invest in.
  - We are THE place to work to make a difference in cancer patients' life.

By 2017, by being the leaders we needed to be we became the fastest growing and most profitable Novartis Oncology subsidiary by having more patients benefitting from our products and the lowest talent and performing employees turnover. Furthermore, we grew as individuals due to our commitment to:

**Trust:** As a team and individually, we declare unconditional trust in each other. We give trust through generous listening, integrity and continuously strive to be complete.

**Passion:** As a team and individually, we will act with positive energy at all times in what we say and what we do. We will act as authentic leaders and inspire people from our hearts. As a result people will be motivated and fully engaged.

**Responsibility:** As a team and individually, we take responsibility for every action and decision taken in the past, the present and in the future of Oncology Novartis Germany. We take responsibility for what we say, how we listen, what we do and what others hear us say.

**Be open:** As a team and individually, we are open and value every opinion. Through our thinking and acting we are inclusive, respecting each individual.

One of the first and most critical action I took when I left Novartis to become COO of Nanobiotix, was to bring the Legacy team in to build a new a High Performance Leadership Team to ensure we would be the Leader we need to be to achieve our vision to Expand Life.



Chief Operating Officer  
Nanobiotix s.a.