



BOARD GOVERNANCE STATEMENT

10 juin 2026

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

Richard Hausmann

Richard A. Hausmann

Marcel Miller

Marcel Miller

Yves Jongen

Yves Jongen

Hedvig Hricak

Hedvig Hricak

Stephen M. Hahn

Stephen Hahn

Olivier Legrain

Olivier Legrain

Christine Dubus

Christine Dubus

Joyce Hansen

Joyce Hansen