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Governance White Paper

The Founding Principles

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MEDICALAI

Project currently developed and led by KOCO WORLD PUBLISHING

Current edition — August 2026

This edition updates only the designation of the legal entity responsible for the project and institutional wording that has become inaccurate. The doctrinal substance and all ten founding principles remain unchanged.

Our conviction

Every important decision involves a degree of uncertainty. An organisation's responsibility is not to pretend that uncertainty can be eliminated. It is to reduce it methodically so that decisions can be made with discernment. This conviction guides the way MEDICALAI shapes its development. It precedes its strategy. It precedes its governance. It precedes its choices. MEDICALAI is, first and foremost, a method for making decisions.

CLARIFY
UNDERSTAND
ACT

MEDICALAI applies to its own governance the methodological principles it advocates.

Preamble

This White Paper sets out the principles that guide MEDICALAI's governance over the long term. It is neither a procedures manual, nor an internal rulebook, nor a strategic document. It expresses the project's decision-making culture. These principles are not intended to freeze its evolution. They define the framework within which that evolution takes place. MEDICALAI's strategic documents present an ambition and describe a path. This White Paper explains the method that connects them. It forms the common foundation on which MEDICALAI's decisions rest.

Credits and rights

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Our purpose

MEDICALAI was born from a simple conviction. The quality of a decision depends less on how quickly it is made than on the quality of the path leading to it. In an environment marked by complexity, technological acceleration and uncertainty, information alone is no longer enough. It must be analysed, challenged and understood before it becomes a decision. This requirement is MEDICALAI's reason for being. It applies to the organisations that will call on its work. It applies first to MEDICALAI itself. Every decision that shapes the project follows the same logic:

Clarify. Understand. Act.

This sequence is not a tagline. It is MEDICALAI's governance method.

The founding principles

The following principles are neither operating rules nor internal procedures. They express the convictions that guide MEDICALAI's governance over the long term. They do not describe what MEDICALAI will do tomorrow. They describe how it chooses to make decisions.

Principle 1 — Acknowledge what we do not know

Every decision involves a degree of uncertainty. The first responsibility of governance is to identify what remains unknown before claiming to act. Acknowledging a limit is not a sign of weakness. On the contrary, this clarity makes it possible to seek out the skills, knowledge and evidence needed for a responsible decision. The role of governance is therefore not to know everything. It is to bring together the conditions for deciding with the best knowledge available. This requirement guides the composition of the team, the use of outside expertise and the gradual evolution of MEDICALAI's governance. Acknowledging what we do not know is the starting point for every responsible decision.

Principle 2 — Build decisions before making them

A decision is never a starting point. It is the outcome of a process. MEDICALAI structures every important decision in five steps:

- Observe
- Understand
- Challenge
- Validate
- Decide

This discipline separates facts from assumptions, brings in the expertise required and gradually reduces the uncertainty surrounding each important decision. An important decision is undertaken only after the main uncertainties around it have been reduced. The quality of a decision depends less on its speed than on the quality of the path leading to it.

Principle 3 — The project before people

A lasting organisation cannot be built around one indispensable person. Governance is responsible for protecting MEDICALAI's mission before preserving individual positions. Responsibilities evolve when the project's development requires it. This requirement applies to all stakeholders, including the founder. The legitimacy of a role comes neither from seniority nor from status. It comes from the ability to provide, at the right time, the skills the project needs. Governance protects the project's future first.

Principle 4 — Evidence precedes commitments

An organisation's resources are limited. The allocation of those resources carries responsibility. MEDICALAI favours progress based on successive validations rather than irreversible commitments. Each stage of development should produce evidence that justifies the next. Resources can never make up for a lack of demonstration. They support progress that is already under way. This discipline preserves the project's ability to adapt while giving every investment an objective justification.

Evidence precedes commitments.

Principle 5 — Execution reveals credibility

An ambition may persuade. An achievement builds trust. An organisation's credibility is measured by its ability to turn intentions into observable results. Every commitment must be translated into concrete actions, evaluated objectively and used to increase the project's maturity. Execution does not mean multiplying initiatives. It means focusing effort on actions that create demonstrable progress.

Credibility is built through execution.

Principle 6 — Continuous improvement prevails over certainty

No decision is final. A responsible organisation stays on course while remaining able to evolve when new information justifies it. Experience, results and facts progressively enrich decisions already made. This ability to evolve is not a sign of instability. It reflects governance that prefers learning to certainty. The vision remains constant. Decisions evolve when the evidence evolves. Being faithful to a method does not mean refusing change; it means changing decisions with the same degree of rigour.

Principle 7 — Preserve independence of judgment

The quality of a decision depends as much on the method used as on the freedom with which it is made. MEDICALAI considers independence a responsibility of governance. Listening to its environment does not mean submitting to it. Each decision is assessed in light of MEDICALAI's mission, established facts and the principles set out in this White Paper. This independence rests on transparent reasoning, openness to challenge and the ability to distinguish facts from preferences.

Independence is measured by the integrity of judgment.

Principle 8 — Pass on the method

A skill belongs to a person. A method belongs to an organisation. MEDICALAI attaches as much importance to passing on its principles as to applying them. Formalising a method preserves the project's continuity, facilitates the integration of new expertise and allows practices to evolve without losing sight of the mission. An organisation becomes lasting when its principles can be understood, shared and enriched over time.

A transferable method becomes a collective asset.

Principle 9 — The project's long-term interest

Governance is responsible for protecting the project's long-term interest. Responsibilities, organisational structures and roles evolve when such changes serve the project's mission. This principle applies to all stakeholders, including the founder. An organisation's durability depends on its ability to bring in the skills it needs when it needs them. The project's long-term interest remains the reference guiding these changes. Governance protects that long-term interest before any individual consideration.

Principle 10 — Build trust

Trust cannot be claimed. It is built. It results from consistency between stated principles, decisions made and actions taken. Each decision helps strengthen or weaken that trust. For this reason, MEDICALAI sees consistency as one of its primary responsibilities. Trust is not an objective. It is the consequence of governance applied consistently. Trust is built one decision at a time.

Founding declaration

Governance is not about eliminating all uncertainty. It is about having a sufficiently rigorous framework for making responsible decisions. This White Paper sets out that framework. The principles it brings together are not communication commitments. They define the standards MEDICALAI applies to itself. They guide MEDICALAI's governance, the way it builds its decisions and how it intends to pursue its development. They are meant to evolve when experience or new knowledge shows that they can be improved. For fidelity to a method does not mean refusing change. It means revising decisions with the same rigour that led to them. It is in this spirit that MEDICALAI shapes its development.

The ten founding principles

1. Acknowledge what we do not know.

2. Build decisions before making them.

3. The project before people.

4. Evidence precedes commitments.

5. Execution reveals credibility.

6. Continuous improvement prevails over certainty.

7. Preserve independence of judgment.

8. Pass on the method.

9. The project's long-term interest.

10. Build trust.

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MEDICALAI applies to its own governance the methodological principles it advocates. It is in this spirit, and with this consistency, that MEDICALAI shapes its development.