

Recommendation Letter

Schlieren, September 8, 2020

To whom it may concern:

Benjamin Grauer, born April 09, 1980, was employed at VirtaMed AG in Schlieren, Switzerland from 2008 to 2020. From 2017 to 2020 Benjamin Grauer reported directly to me, Raimundo Sierra, Co-CEO, as we embarked together on the journey to develop our cloud-based solution for our simulator fleet; this recommendation letter reflects my experience in working directly with Benjamin.

VirtaMed develops state-of-the-art surgical training tools of the highest possible realism to improve the quality of patient care. The Swiss company offers virtual reality simulators for various endoscopic operations in orthopedics, gynecology, and urology. Teaching institutions and medical device companies use VirtaMed's simulators globally for education and hands-on training.

When we discussed the idea of a cloud-based solution, Benjamin raised to the challenge and expressed his keen interest to be part of this development effort. I had set the expectation that we would develop this project with a nearshoring team to reduce costs. Benjamin thus started with the task to explore where we could find such a team, analyzing options from Spain to Ukraine. With his rigorous analysis on the technical capabilities we narrowed our choices to Ukraine and Poland. Traveling together to these countries was a great pleasure – Benjamin is a very social person who enjoys combining work and personal interactions. He is always keen to build a personal relation to all people he works with.

Upon his recommendation we decided for a partner in Poland that would allow us to focus on the work while they would take care of the HR aspects of the team. Benjamin *was the bridge* between the team in Poland and Switzerland from day one. His wide understanding of technologies as well as agile management approaches rendered him an ideal leader for this effort. He quickly was appreciated and very well accepted by the team in Poland; also, because true to his nature he took a personal interest in each individual of the team. Within a few months the team could deliver the first proof of concept.

As the development of the front- and backend advanced we started the roll-out into the field. Benjamin experienced the challenge of “change management” that comes with the introduction of a new platform. He presented the “Connect” platform to the team, drove the definition of the end-user agreements in accordance to GDPR and ensured that the product met the legal requirements. All the time ensuring that costs were within the provided budgets.

There were various setbacks during the development, e.g., team members in Poland that decided to leave the company or internal hesitations to use the system with customers. Benjamin was always fully committed to Connect and available to help, e.g., when the VirtaMed team had a problem at a conference with Connect and required help.

To summarize; in his role as **“Head of Data Services”** he was responsible to build up and roll out a global system to Connect all of VirtaMed's simulators in order to improve the way people train and teach with VirtaMed's simulators and to provide VirtaMed with important user-based data to improve its offering in the future. His main tasks included the following:

- Gather requirements from Training & Education, Sales, Product Owners and Customers in order to build a centralized system connecting all simulators online.
- Define, drive, and adjust the product road maps incl. milestones, business plan and budget forecast.
- Manage a remote development team, their tasks and schedule priorities incl. controlling the quality of their output and achievement of pre-defined milestones.
- Integrate the development into the product lifecycle of the simulators and ensuring successful roll-out via existing operations entities such as Production and Service & Support.
- Liaise with Sales and Marketing & Analytics team to market and sell the offering to existing and new customers.
- Ensure the development was on budget.

Benjamin has a very strong talent to immerse himself into different software technologies and identifies possibilities and challenges of the software. He is a person who cares about the individuals he works with and seeks a fair and upfront dealing with people. He is very committed to the work he does. Benjamin's strength is in starting new product ideas and winning people to contribute to it. I thank Benjamin for delivering “Connect” to VirtaMed and wish him success for his future!

Yours faithfully,

VirtaMed AG



Raimundo Sierra, PhD
Co-CEO