

## Understand the Mindsets

Our accomplishments so far can be attributed to the unique way we have operated since the beginning. Along with our Mission and Values, the Mindsets that we have adopted emphasize how we succeed and overcome challenges together.



We act with **urgency**. Action today compounds the lives saved tomorrow.

We pursue options in **parallel** to make the best choice later.

We accept **risk** as the only path to impact.

We obsess over **learning**. We don't have to be the smartest—we have to learn the fastest.

We **pivot** fearlessly in the face of new data.

We question **convention** because proven models don't always fuel the future.

We push past **possible** to be the best version of Moderna.

We behave like **owners**. The solutions we're building go beyond any job description.

We act with dynamic **range**, driving strategy and execution at the same time at every step.

We remove **viscosity** to encourage collective action.

We prioritize the **platform** over any single solution.

We **digitize** everywhere possible, using the power of code to maximize our impact on patients.