

Time for Revolution

In the 180 days since stepping away from GRIDSMART Technologies Inc., where we grew from a white piece of paper to an exit generating more than \$95 million to investors, there's one question that I have been asked more than any other: "what's next?"

Indeed, there has been no shortage of opportunities. Through all the conversation, there was always a calling still looking to be satisfied. I knew that if I was going to take on another project then it had to fit some very specific criteria.

For more than two decades, I've created and implemented successful strategic plans in high-risk situations. Each time, I've needed to make a difference, whether in home based respiratory therapy, advanced microchip design, building a device to read DNA hybridization, creating a device making Blackberry and Palm Pilot devices smart, K-12 educational software, or pioneering vision processing based traffic control. Each ladder rung demanded meaning.

I've also always been a builder at heart, whether of people, products, companies or movements. And I've consistently had a passion for companies with social substance and servant hearts. This pull was made even stronger by the amazing people I worked with at GRIDSMART.

So, when I thought about what might be next, I had a unique set of qualities in mind that would have to be in place for me to take up the cudgel again. It wasn't ever entirely clear to me that the right thing would come along, and I was comfortable with that prospect.

Then I was reintroduced to NellOne Therapeutics, Inc.

NellOne is an early stage biopharmaceutical company using a talented protein to plot a new future for regenerative medicine. That protein is NELL1 [Neural EGF Like-Like molecule], a naturally occurring secreted human protein that triggers multiple processes for tissue growth and maturation during development and after injuries. With dozens of patents in eight countries, NellOne Therapeutics, Inc. is developing therapies with partners across multiple modalities leveraging the healing potential of NELL1. NellOne is the home where servant leadership thrives, and a meaningful difference is being made.

The vision and heart of NellOne stood out to me from the moment I was introduced to the business, and it's no exaggeration to say that it was awe-inspiring. George Eliot wrote in Middlemarch "...it would be like hearing the grass grow and the squirrel's heartbeat, and we should die that roar that lies the other side of silence". I didn't die from that roar but sprung to life hearing the call of what NellOne will do for the world. It is time to unleash this potential to the market, and that is why I am announcing today that my next role will be as Chief Executive Officer of NellOne Therapeutics Inc.

NellOne founders Bem Culiati and Tracy Warren have always been ahead of their time. Bem was working on the Human Genome project, and saw the future of regenerative therapies. She discovered the power of NELL1 in controlling the growth and maturation of musculoskeletal and cardiovascular systems and that this was just the beginning for this Talented Protein. Tracy is an accomplished health care executive and immediately went to work on commercializing the discovery.

Like all start-ups, NellOne has experienced bumps and bends in the road, but they have never lost their servant's heart. The regenerative potential of NELL1 is extraordinary, with the potential to help tens of millions of people in getting their lives back, all while reducing health care costs by curing rather than treating.

In my view it is no exaggeration to say that NELL1 can change the world.

So, if you've asked me what is next, let it be known that changing the world is what is next. This is bigger than any one person. Because it changes lives. Because it lets me be a servant leader. And because that NELL1 talented protein can only succeed if NellOne the company delivers on its promise. I answer to a higher calling and greater mission. I believe NellOne is where I am commanded to be.

Let the revolution begin.