



March 29, 2013

To whom it may concern

Reference letter for Dr. Thomas Baier

Dr. Thomas Baier, born 7.7.1959 in Ulm, Germany, was employed from October 1990 until March 2013 by Roche Diagnostics GmbH.

Thomas reported to me in his function as Business Unit Head of our Biochemical Reagents/Custom Biotech businesses for 18 months and was a member of my Leadership Team.

Thomas is a senior leader who gained experience in his career at Roche in diverse leadership positions which I would like to describe in brief:

- In the first six years in Roche, Thomas complemented his excellent scientific skills as a molecular biologist with business skills like product management, marketing and finance. Since 1992, he was a member of the worldwide “Roche Executive Development Program”

and participated in several top level leadership courses of well-respected business schools. Thomas was promoted in 1996 to General Manager of the Diagnostics Division in Copenhagen leading a sales & marketing team of 40 people.

- After the acquisition of Boehringer Mannheim in 1997, Thomas was promoted to General Manager (GM) of the newly founded legal entity “Roche Diagnostics Scandinavia AB” based in Stockholm. At this time, he was the youngest ever appointed GM in Roche Diagnostics. During his period in Stockholm, Thomas had full responsibility for all commercial activities in five Nordic countries (Sweden, Denmark, Norway, Finland & Iceland). Double digit growth was achieved in seven consecutive years and the cost-to-sales ratio significantly improved. In addition, the Swedish site was ISO-certified and all five countries introduced SAP. Thomas was a member of the boards of both entities of Roche in Sweden – Pharma and Diagnostics.
- Thomas was promoted in 2003 to lead the European site of the Roche Molecular Diagnostics (RMD) business area. In this role, he drove product development, developed the marketing strategy for the products in his responsibility and was the marketing leader for the EMEA region. Finally, Thomas ensured the smooth transfer of key people from Penzberg to Rotkreuz in Switzerland when RMD operations moved there.
- In 2007, Thomas joined Roche Applied Science (RAS) as leader for the worldwide marketing strategy of RAS - a major Life Science competitor. In October 2010, Thomas became one of the first Life Cycle Leaders in the Diagnostics Division’s Life Cycle Management Model. The Life Cycle leader role unites the commercial and all product development responsibilities under one cross-function team. Together with four other marketing heads, he was responsible for the seamless introduction of Lifecycle management across the Division.

- During the past 11/2 years I have experienced Thomas as a passionate, people and results-oriented leader. Thomas achieved two remarkable results for the Custom Biotech (B-to-B) business. He achieved strong sales with one of the highest profit margins in the Division and was able to sell specifically designed instruments into a new customer segment (Pharma/Biotech manufacturing).
- Thomas' leadership style can be described as open, transparent and focused on delivering results. He has a great passion for developing young leaders and has made several major contributions for improving Roche's expat program.

I can recommend Thomas for positions like managing director or General Management where he can best foster his talent.

In case there is more information needed to support Thomas in his change period, I am more than willing to function as a reference for him.

Roche Diagnostics GmbH

A handwritten signature in black ink, appearing to read "Dan Zabrowski".

Dan Zabrowski

Head of Roche Applied Science