



Basel, December 17, 1998

**TO WHOM IT MAY CONCERN**

Dr. Thomas Baier, born 07.07.1959, has during the period of April 1996 until December 1998 reported to me in the functions of

- a) Head of Nordic Regional Centre  
and
- b) after the merger with Boehringer Mannheim as Managing Director of the new founded legal entity Roche Diagnostics Scandinavia AB

In both positions he was fully responsible for the business in Sweden, Finland, Norway, Denmark and Island and in his current position his responsibility increased besides operations to the head of the legal entity in Sweden.

In his job as managing director Thomas Baier was successfully in the following areas:

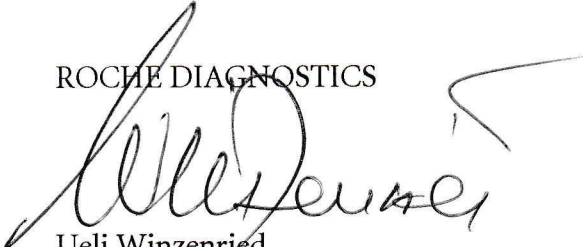
- Developing and implementing a region specific business plan. As part of this plan the targets on growing sales or reducing costs were achieved.
- Creating a training & development plan for his employees which lead to a substantial increase in quality of the knowledge in his region during the two years.
- Planning and Co-ordination of customer workshops / product demonstrations in relation to the complete product portfolio of Roche Diagnostics – Clinical Chemistry, Immunochemistry and Molecular Diagnostics.
- Thomas Baier has had a special dedication to a few numbers of key accounts in Scandinavia which also lead to a deeper relationship, a greater share in sales at these accounts and a stronger binding to Roche Diagnostics

- Thomas Baier actively contributed to the regular meetings of GM's which were run by me in my task as head of Country Operations International.
- Thomas Baier has shown true leadership and has adapted during a short period of time to the different cultures in Scandinavia.
- Thomas Baier was the leader of the integration group appointed to create an integration plan after the merger of Roche Diagnostics and Boehringer Mannheim. He succeeded in delivering an excellent integration plan. He is until now completely on target concerning the challenging targets set in this plan and will therefore contribute substantially to the expected synergies of Roche Diagnostics.

I have experienced Thomas Baier as a loyal, creative and successful regional manager who has fully paid back the trust I have given to him.

Since I will leave Roche to become the CEO of an insurance company, I found it important to give Thomas Baier my reference.

ROCHE DIAGNOSTICS



Ueli Winzenried