

June 30, 2013

Dear Andrew:

I am writing to thank you for Surepath's contribution to success of Novartis Pharmaceuticals' Oncology Consolidation Project. This project was the largest piece of construction work that Novartis had ever undertaken in the United States. The construction costs alone were in the hundreds of millions of dollars, and to protect that investment, we knew we needed additional construction expertise on our side. Since you have been a proven performer for Novartis over the past ten years, the choice was easy. We knew Surepath was the right choice for Novartis.

As soon as you joined our team, you met with our staff and developed the project manual that we used to bid all facets of the project. You worked seamlessly with our Sourcing Group to develop the various bid packages required for the project, including the structural steel, custom curtainwall, and concrete packages. You assisted us in evaluating and short-listing CM firms, coordinated the selection and interview process, and were key in the selection of the successful CM.

Novartis then assigned you to be the Project Manager for Building 335; an \$86M, five-story, 140,000sf, custom office building filled with the highest level of interior finishes available. This unique building, designed by the award winning firm of Weiss/Manfredi, called for an unusual structural steel system with the perimeter bays hung from massive 100' long roof girders. The curtainwall was custom designed and contained special glass shipped from Germany. The building interior was filled with the most expensive finishes available, including custom interior glass walls, acoustical plaster ceilings, custom light fixtures, extensive and unusual millwork, solid stainless steel portals and stone quarried in the Arctic Circle.

As the Building 335 Project Manager, you quickly and naturally became the leader of a team already staffed with seasoned veterans of the industry. You immediately started collaborating with the design team by reviewing drawings and details, and you worked with three different preconstruction CM's to develop the base estimate for the project. You also ran the curtainwall design-assist process and facilitated the steel shop drawings prior to Novartis selecting a CM.

Once the CM was brought on board, you held them to their contractual dates, despite the fact that several of their key team members left their company during the project. Although it was a challenge, you were instrumental in getting the project opened on time and within our budget.

Furthermore, due to your extensive experience, your proven track record, and my confidence in your ability to successfully lead a complex job, Novartis allowed you to run Building 335 with minimal oversight. You were the only consultant on the project granted that much independence, which was especially significant considering that you were also leading the Novartis Entrance Project Team



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simultaneously. Your handling of Building 335 allowed me to effectively concentrate on the other portions of the overall project that were under my supervision.

Again, I would like to personally thank you for another outstanding project. We were very pleased to have Surepath on our team to successfully deliver this substantial project for Novartis' Oncology Group and I look forward to working with you again in the near future.

Regards,



Jonathan Smith