

9 August 2016

To whom it may concern:

It's my distinct pleasure to highly recommend Dr Jaime Arvizu for a position of VP of Medical affairs.

I have known Jaime for 2-1/2 years while we both worked together as Senior medical affairs leaders at Baxalta now part of Shire and feel very comfortable evaluating his strengths and weaknesses.

Let me start off by saying that I thoroughly have enjoyed my time working with Jaime and I came to know him as a truly valuable asset to the team and company. During this period of time, Jaime has demonstrated strong leadership skills, solid medical and scientific knowledge, reasoning and judgement. He is an innovator and a strategic thinker with excellent team-building skills and has demonstrated his ability to build solid cross functional relationships. He is also an excellent teacher and mentor to junior team members. He is capable of building solid and sustainable working relationships with external KOLs, healthcare providers and patient's organizations.

One of his major contributions in Baxalta, now part of Shire, was establishing the company's scientific leadership in Latin America (LATAM) and other emerging markets of Asia. Jaime was able in a short period of time to build medical affairs teams in many countries including recruitment of medical directors, medical managers and MSL positions. Furthermore, he was able to successfully position Baxalta now part of Shire as the solid hemophilia scientific leader, all from non-existent leadership position in very competitive markets in LATAM. Jaime quickly recognized that to increase standards of care in rare diseases such as hemophilia, no healthcare provider should be left behind without education, imperative data generation, the need to closely work with local medical and patients associations and establishing strong partnerships between the industry and academia. Overall, Jaime's formula for success had a significant positive impact in LATAM and Asia-Pacific regions where he was able to move hemophilia care from lack of diagnosis and on demand treatment of bleeding episodes to higher diagnosis rates and to establishing preventative prophylaxis as the treatment of choice in many of these countries.

I am very confident that Jaime's contribution to patient care in his region has been a solid one and it is an important footprint in his region ensuring that a new generation of hemophilia patients will enjoy an improved quality of life.

Given this, I confidently recommend Dr Arvizu to join a medical affairs team at a VP level as I know that under his leadership he will bring innovation and transformation to any team using medical affairs operational excellence as a foundation. Please feel free to contact me at 224-343-2986 or leonard.valentino@shire.com should you like to discuss Jaime's qualifications and experience further.

Sincerely,

Electronically signed by Leonard A. Valenitno, MD

Leonard A. Valentino, MD
Head Global Medical Affairs, Hematology

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