



NORGINE LIMITED

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To whom it may concern

Re: David Jones

This is to confirm that David worked for Norgine from April 2006 to January 2008, initially as a consultant, then as the Interim Head of Global Purchasing, in the period when we created Purchasing as a function within Norgine.

Background

- Norgine is a European speciality pharmaceutical company with a turnover of € 250 m growing at double-digit rates for more than twenty consecutive years
- Sponsored by Vice President Finance (indirect spend) and the Vice President Manufacturing & Supply (direct spend)
- Member of the Global Finance Executive Team and the Manufacturing & Supply Executive Team
- As "Head of Global Purchasing" responsible for all direct and indirect purchases throughout the business and "Purchasing Work-stream Leader" for the Oracle-JD Edwards "Enterprise One" ERP implementation.

Key Activities as Interim Head of Global Purchasing

- Conducted structured diagnostic & opportunity analysis of business' entire purchasing activities
- Identified opportunities for consolidation of purchasing expenditure globally
- Developed business case for improvement programme. Signed off unconditionally by COO
- Restructured and re-launched the Purchasing team both "globally" and "locally"
- Led the development of global direct materials savings programme
- Led the development of global indirect purchases savings programme
- Led the purchasing work-stream for the Oracle-JD Edwards ERP system implementation
- Introduced "purchase to pay" (P2P) governance principles to minimise maverick purchasing and risk of fraud
- Formalised organisation of "Delegated Purchasers" to manage high-volume / lower-value transactions in accordance with Purchasing Policy.
- Introduced procurement cards for "Delegated Purchasers" for lowest value purchases.
- Introduced purchasing website and intranet purchasing content to reinforce purchasing governance and procedures.
- Introduced Ariba-Procure "on demand" e-Sourcing platform and launched client's first e-Sourcing programme.
- Led team through structured e-Sourcing training & experience programme
- Developed the category purchasing strategy for the business' primary direct material, an active pharmaceutical ingredient (API).

David Todd
VP, Global Finance & IT