

To Whom It May Concern

Le Locle, March 15, 2012

**Subject: Mühlemann + Partner Architekten Planer (M+P)
Kastelsstrasse 98, CH-2540 Grenchen, Switzerland**

Dear Sir or Madam,

It is our pleasure to confirm that we have conducted several building projects with the collaboration and support of M+P since 2001.

The major projects were the following:

1. Expansion optimization of an existing 11'700 m² production and offices building on the existing available land. This study was mandated as part of an architectural contest in which M+P were invited to participate along with other architect firms. M+P won the contest in 2001 based on best fit to our needs and optimal benefits versus cost proposal
2. Renovation and adaptation to J&J standards of an acquired 4'850 m² production and offices building completed in 2003
3. Construction of a new 6'200 m² production, offices and distribution building completed in 2007
4. Proposal for a major facilities optimization project concentrating six J&J buildings at a single location completed in 2011

Since the beginning, our collaboration with Mathias Mühlemann and the M+P team has been very good and we are pleased to confirm that all projects have been conducted within very tight deadlines with full compliance with specifications and budgets and to our full satisfaction in the use of our new facilities.

For us, the key strengths of the M+P team are their enthusiasm and ability to work within tight deadlines, their creativity in proposing best benefits versus cost solutions, their flexibility to adapt to evolutions in needs during a project, their talent to develop detailed schedules and to execute according to them without delay and finally their skills to ensure that projects are finalized within budget.

We take this opportunity to thank Mathias Mühlemann and the whole M+P team for the great collaboration over the years on all projects and would recommend them to Companies interested in their services.

We wish them continuing success in their current and future projects.



André Haemmerli
General Manager



Olivier Schouwey
Senior Manager
Facilities & EHS