To the Chairman of the EMA Management Board

Dear Pat,

I am writing to inform you and The Board, according to the Staff regulation of my intentions following the end of my tenure as Executive Director of the EMA.

I have decided to use my experience and knowledge of the Health care and pharmaceutical sector to start my own business and become a Consultant. It is my goal to carry on in my profession and build on more than 30 years experience in the pharmaceutical field. I will provide advice and counsel to the pharmaceutical industry, regulatory agencies, non-and Governmental agencies, non-profit organisations and other consultancy companies, on management, regulatory and strategic issues. I will also take up non-executive board positions in the pharmaceutical sector.

I am very conscious of my obligations and commitments to the EMA and can assure you that in my new role there will be no conflict of interest, breach of code of conduct, nor any of my other legal contractual obligations, as a departing employee of the EMA. It is my intention to uphold the reputation of the EMA and myself in a highly professional manner. I hope to support the EMA as much as possible in everything I do.

I will be starting my new company as a consultant with effect from 1<sup>st</sup> January 2011 and the possible role as non-executive in due time.

I would like to thank you and The Board for your continued support over the past 10 years. It has been an inspirational place to work and many great things have been achieved. I very much look forward to following the development of the EMA in the years to come.

Yours sincerely,

Thomas Lonngren