



Saturday, August 20th, 2022

To Whom it May Concern,

I was first introduced to Matt in early 2019, at a period when AbbVie was needing a neutral assessment and analysis of their software platform hosting AbbVie's flagship website, abbvie.com. The primary purpose of the website is to share drug product information with the public, and with investors specifically, who might want to work more closely with AbbVie and provide funding. AbbVie is a multi-billion dollar corporation and this is its primary domain. It is also an international website serving independent AbbVie divisions around the globe, in a large number of languages. The platform hosts other sites and applications as well, which fulfill other business functions.

I was the owner of the software platform at AbbVie, and was responsible for determining/proposing the long-term solution roadmap and direction for the business, that would cost AbbVie millions of dollars, and would influence funding.

Matt's expertise in the specific technology from his time working as Chief Architect at Adobe Systems was desired to support my efforts, for planning updates to our technology, and to stay on Adobe's Product roadmap. However, AbbVie was not committed to continuing with Adobe's technology and needed a vendor-neutral assessment, which his company was able to provide.

Matt was able to provide an agnostic/neutral proposal which was needed in order to bring consensus among various parties at AbbVie, who had different and incompatible visions. Matt's support was instrumental to creating consensus in the business, and for coming to decisions about the platform which were later found to be mutually satisfying. His guidance influenced the future of AbbVie's software partner/platform investments.

Matt and I subsequently worked together on a number of initiatives for a year and a half, following that initial assessment. This included rebuilding AbbVie.com, with the support of an external vendor, Cognizant, and the creation of a new application for a recent acquisition of AbbVie's, Allergan Aesthetics (the company responsible for Botox). Each of our projects went smoothly and were easily delivered.

I am recently retired, and was happy to have had an opportunity to work with Matt while still at AbbVie. We are still in touch and have a good relationship. It is my pleasure to recommend his company to any customer who might benefit from his support.

Sincerely,

A handwritten signature in black ink, appearing to read "Dale Carter", with a long, sweeping horizontal line extending to the right.

Dale Carter,

Retired former AbbVie
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