



To Whom It May Concern,

It is with great enthusiasm that I recommend Howard Schrold, who reported directly to me during his tenure at 3M Healthcare. In his role leading professional development, Howard consistently demonstrated strategic foresight, creativity, and a deep commitment to developing future leaders.

One of Howard's most impactful contributions was the design and execution of a comprehensive leadership development program aimed at building bench strength for Regional Sales Manager and National Account roles. He developed a rigorous, year-long curriculum that culminated in a readiness assessment, categorizing participants as "ready now" or "needing additional development." This program accelerated the growth of high-potential representatives and created a sustainable leadership pipeline.

Howard applied adult learning principles to ensure the program was engaging, relevant, and impactful. He created content that blended digital engagement tools with live virtual facilitation and immersive in-person events. These sessions included role plays, assessments, and activity-based learning experiences—all designed to maximize retention, prepare participants for leadership roles, and minimize disruption to selling time.

To measure the effectiveness of his programs, Howard implemented the Kirkpatrick Model of training evaluation. He tracked participant satisfaction, knowledge acquisition, behavioral change on the job, and business impact. His efforts led to measurable improvements in leadership readiness scores, with many graduates moving into expanded roles within 12 months post-graduation. Additionally, his programs contributed to an increase in sales team engagement and an improvement in time-to-productivity for new leaders—clear indicators of ROI.

Howard also established nomination criteria, launched a peer mentorship program, and collaborated cross-functionally with senior leaders to ensure alignment and support. He managed vendor relationships for third-party development courses, oversaw program budgets, and led the creation of strategic learning and development pathways.

Howard is a creative thinker, an articulate communicator, and a credible leader with strong executive presence. His ability to inspire, influence, and deliver results made him an invaluable asset to our team.

I am confident that Howard will bring the same level of excellence, innovation, and leadership to any organization he joins. Please feel free to contact me at (443) 695-5189 should you require any additional information.

Sincerely,

Pete Montanaro, Commercial Enablement Leader, Solventum

Pjmontanaro@solventum.com Company website: www.solventum.com

July 1, 2010

To Whom It May Concern:

I have worked with Howard Schrold for the past 10 years and have had the opportunity to observe him and work with him on numerous occasions.

Howard's strengths are his ability to strategically think through difficult situations and choose a logical and well organized way in which to conduct business. Howard's analytical skills and attention to detail easily come to mind when I think of working with him on a project or seeing him present information to a large group of sales representatives or managers. Howard's leadership comes in the form of providing a well organized thought process and providing solutions that work in difficult situations. Howard would be a strong addition to any company and he would be the person that you can always rely on to get the project and job completed.

Regards,

George DuBois
District Manager, Orlando Fl
Takeda Pharmaceuticals North America, Inc.

During my Sales career, I have worked with many district managers, and I can sincerely say that Howard Schrold is one of the best. Howard genuinely cares about the development and success of his representatives. Howard has inspired leadership, execution and sales success. As one of Howard's colleagues he has been a knowledge resource in our Region by helping other District Managers improve their sales and business acumen. As a devoted leader, Howard searches for ways to develop individuals, as well as, inspires sales representatives to take advantage of sales opportunities. In my 11 years in the pharmaceutical industry Howard stands out as one of the best leaders I've had the privilege to work with. I would truly welcome the opportunity to work with Howard again in the future.

A handwritten signature in black ink, appearing to read "Gabe Damato". The signature is fluid and cursive, with the first name "Gabe" and last name "Damato" clearly distinguishable.

Gabe Damato
District Sales Manager
Takeda Pharmaceuticals North America, Inc.

Howard Schroid

From: Lang, Tasha (TPNA) [tlang@tpna.com]
Sent: Wednesday, June 16, 2010 10:03 PM
To: hschroid@cox.net
Subject: H. Schroid Reference

Memorandum

To: Whom it May Concern
From: Tasha M. Lang
Date: June 16, 2010
Re: Howard Schroid

For a little over 2 years, I have had the extreme pleasure of working with Howard Schroid whereby he has served as my District Manager. Within this time, Howard has worked diligently to not only help cultivate the current talents of his team members, but also to develop and enhance new skill sets amongst his team.

Some of Howard's strengths include his timeliness with completing multiple tasks, exceptional organizational skills, and attention to detail. He is a solution-oriented thinker with strong business acumen. While analyzing and understanding data are both key strengths of Howard, he is able to effectively translate data into meaningful, effective business solutions. He demonstrates creativity, reliability and integrity with all of his business decisions.

On a personal note, Howard has a well-rounded personality and has being a true pleasure to work for. His flexibility, both personally and professionally, are truly valuable assets to any organization.

I highly recommend Howard Schroid for any position that he may be pursuing as he has proven to be a trustworthy, capable manager. If I may be of further assistance, please do not hesitate to contact me.

Tasha M. Lang, MBA

Takeda Pharmaceuticals
Sr. Sales Representative
Orlando, FL
C: 850.766.2429
VM: 877.202.2721 #16139

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This message is for the designated recipient only and may contain privileged o

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No virus found in this incoming message.
Checked by AVG - www.avg.com
Version: 8.5.437 / Virus Database: 271.1.1/2942 - Release Date: 06/16/10 18:35:00

July 8, 2010

As my District Manager for over 6 years, I am especially honored to write this strong recommendation letter for Howard Schrold. Howard's positive influence and direction has impacted me greatly at Takeda. His leadership qualities have been paramount to my success, including my own development as a leader, my promotion to senior sales rep, and a recipient of our organization's prestigious sales incentive trip. I have great confidence in Howard's ability to lead others to excel in your organization.

Howard's characteristics as a manager and employee that resonate with me are his confidence as a leader, his enthusiasm to coach to our strengths, and his talent at analyzing data and translating it into an executable business plan. Howard's ability to coach his representatives to focus on their strengths has earned him a reputation as a supportive, genuine, and personable manager and employee. Howard would often recognize the efforts of others with personalized thank you notes and recognition awards. His ability to maintain and promote a positive attitude and a grounded perspective in the face of change or adversity was evident throughout my employment under Howard. Howard exemplifies the business acumen necessary to analyze multiple data reports and discover trends with which to formulate a successful business plan. Even more impressive is his ability to teach this to others in such a way as to empower his representatives.

Howard will definitely be missed at Takeda as he has been a very significant influence amongst the representatives that he managed. I am extremely confident that Howard will be a great success and an invaluable addition to your organization. I would welcome the opportunity to answer any other questions or discuss any other qualifications of Howard Schrold.

Regards,
Jen Andreozzi
352-284-5581

June 24, 2010

It is with great privilege that I write to you to recommend Howard Schroid as an excellent addition to your organization. As my District Manager for four years, Howard models qualities essential for success—the ability to lead with confidence, knowledge, and fairness.

During his tenure at Takeda Pharmaceuticals, Howard is known for his conscientious demeanor, trusting nature, and is very well-respected throughout the organization. Without fail, Howard recognizes each individual's talents and contributions to make the district stronger as a team. He consistently gives you a pat on the back for a job well-done and recognizes an individual's time and efforts put forth toward projects, such as leading a conference call, presenting new information in the managed care arena, or leading discussion on new company initiatives. Howard is approachable, resourceful, and detail-oriented, keeping team members updated on changes within the organization, and quickly following-through on questions or concerns that arise. Howard's strength is his gift of business acumen, an amazing ability to analyze data from various sales reports to allow critical thinking from a global perspective that can then be applied to day-to-day activities in the field. Howard's management style allows each individual motivation for self-improvement and professional growth.

Although we are saddened to lose Howard, I highly recommend him for employment. His exceptional leadership experience would be an asset to your organization! If you would like to discuss Howard's qualifications in further detail, I can be reached at (850)933-0987.

Sincerely,

Theresa Estrera

June 21, 2010

To whom it may concern,

I have known Howard Schrold for five years and three of those years he has served as my Manager.

As a District Manager, Howard cared deeply for all of his employees both professionally and personally. He was a great listener, kept open lines of communication and welcomed feedback to help him develop as a leader. Howard's organization and problem-solving skills were evident in how he was able to grow four different territories, all with their own unique obstacles, and have my territory climb to the top of the Region just last year.

I'm a better sales representative for having worked with Howard and would gladly work with him again.

Sincerely,

Brent C. Aucoin

Rick Butler, Sr Sales Representative, Takeda Pharmaceuticals (colleague)
reported to you

"Howard was one of the best managers I worked with at Takeda. He taught me that doing the small things well in work and in life will help you reach the big things and surpass your goals. Howard has a positive coaching style that he is able to utilize to keep new and seasoned representatives focused on the present while looking to improve themselves in the future. I always admired the fact that he was constantly searching for ways to improve himself and his district. He is a trustworthy manager and is highly motivated to do what is right so that his team will be successful." *July 8, 2010*

Kevin Carrier, District Manager, Takeda Pharmaceuticals (colleague)
worked directly with you

"Howard is a very organized and strategic oriented District Manager. He had a unique ability to genuinely connect with his team members which has a positive impact on teams buying in to his strategies. Howard's ideas and strategies are "real world" and can be implemented to streamline resources and succeed goals. As a new DM, Howard had a direct impact on my development as he taught me from experience, the fundamentals of achieving success as a district manager." *July 9, 2010*

Blaine Palmer, Territory Manager-Metabolic Abnormalities Specialist, Takeda Pharmaceuticals (colleague)
reported to you

"Howard is a strategic partner utilizing his ability to coach and develop his representatives to make dramatic improvements in bottom line results and growth of business. He is top tier talent!" *July 17, 2010*

Theresa Estrera, Sr. Sales Rep, Takeda Pharmaceuticals (colleague)
reported to you

"Howard models qualities essential for success—the ability to lead with confidence, knowledge, and fairness. During his tenure at Takeda Pharmaceuticals, he was known for his conscientious demeanor, trusting nature, and very well-respected throughout the organization. Howard's strength is his gift of business acumen, an amazing ability to analyze data to allow critical thinking from a global perspective that can then be applied to day-to-day activities in the field. He is a manager who coaches to your strengths, offering insight and positive direction, keeping you motivated to achieve and surpass your goals! Howard recognizes each individual's talents to make the team stronger as a whole. Howard has truly been one of the best managers that I have worked for not only in the pharmaceutical industry, but in my professional career." *July 28, 2010*

Colleen Czajka, Regional Sales Director, Takeda Pharmaceuticals North America (colleague)
managed you

"I would strongly recommend Howard Schroid to any prospective employer. I have had the pleasure of working with Howard for nearly nine years at Takeda Pharmaceuticals North America and recognized his commitment and credibility in roles of Sales Representative, Regional Trainer, and District Manager. As a Regional Sales Director, I valued Howard's leadership and contributions within his District and the Gulf Coast Region. Howard is accountable, coachable, and committed to the development of others and himself; he is an asset for any Organization." *August 16, 2010*

Denise Falzone, Territory Manager, Takeda Pharmaceuticals North America (colleague)
worked indirectly for you

"Howard was an excellent trainer. When I was hired 7 years ago he assisted in providing me with core foundational training as a diabetes specialist. His product and disease state knowledge helped me excel into winning many awards including 2 crescent awards and 1 silver performance award." *July 20, 2010*

Tom Sawyer, Corporate Home Office Sales Trainer, Takeda Pharmaceuticals (colleague)
worked directly with you

"Howard is a man with strong character, who consistently demonstrates integrity and loyalty. He is thoughtful and puts the needs of his colleagues and employees first. I was fortunate to work with Howard in the sales and training department at Takeda Pharmaceuticals. When he led projects, he would often ask and implement ideas from his peers, and then always made sure to recognize their contributions. The strong skill sets that Howard possessed in terms of communication, strategic approach, leadership, and coaching was evident in training classes and corporate meetings. As a result of his abilities in this role, he was quickly promoted to the district manager position within eight months of joining the department. On average, other trainers were being promoted out of the training department between one to two years. Howard's aptitude was a head of the curve then, as it is now. He would be an asset to any company looking for a dedicated worker with strong skill sets, who values others and has a proven track record of success." *August 22, 2010*

Mike Kapocius, Student, University of Wisconsin-Eau Claire (colleague)
worked with you

"I had the opportunity to work directly with Howard while he served as a sales trainer. Howard demonstrated a very strong ability to engage his audience through interaction. His audience had a varied level of disease state experiences and Howard drew upon his clinical and field experiences to maintain the focus of the audience. Howard is a charismatic individual and his enthusiasm is contagious." *October 7, 2010*

Tom Nickle, Regional Controller, Discovery Zone (colleague)
worked with you

"I worked with Howard in a start-up environment that was clearly " a fast moving stream". We were given an aggressive growth plan that needed to get in a very short time-frame. Howard kept his team focused on the priorities of the week while always keeping the long term strategies and goals in mind. He is a great leader and his staff worked hard along side Howard to achieve the tasks at hand. He clearly leads by example. I enjoyed working with Howard over those years." *August 24, 2010*

From: Marchegiani, Mark
Sent: Monday, January 13, 2003 9:25 PM
To: DuBois, George; Schrold, Howard
Subject: Letter of Recommendation

To Whom It May Concern,

I am writing his letter of recommendation on behalf of my counterpart, Howard Schrold. As his counterpart, I have learned a great deal about his team philosophy, his organizational skills, his territory management, and his belief in the Takeda Promise. I feel with his developmental skills and his ability to apply what he has learned to fulfill the needs of his Doctors and their patients, Howard would make an excellent trainer in any capacity that would fit the needs of Takeda. Howard has the ability to make the most complicated situation a simple task. The "Schrold Inventory Method" is a one example of Howard's organization and simplification ability. Howard's business philosophy and positive personality are summed up by what he says to me everyday, " Mark, if you need anything, please do not hesitate to call me anytime."

Sincerely yours,

Mark J. Marchegiani

Howard Schrold
543 Cascade Falls Drive
Weston, FL 33327

January 13, 2003

Dear Howard,

I am writing this letter to you as a thank you, for your dedication, commitment, and guidance. Over the past year and half, since I have been working for Takeda, you have been a strong source of support. Additionally, you have been an excellent role model, demonstrating to me the type of representative I would like to be.

In the beginning of my career with Takeda, you taught me the importance of organization, in the car, of a daily calendar, samples, and more. Organization was perhaps, the most important lesson you could have ever taught me. There is not a day I am in the field, that I am not thankful for having learned the value of organization.

You helped make my transition from the West Palm Beach-North territory to the Fort Lauderdale-East territory, a smooth and seamless one, by giving me directions, helpful hints about physicians/offices in the area, and advising me on how to take on the territory and my new partner. Furthermore, you believed in me and my ability to succeed in this new territory, and for that I am extremely grateful.

As the Select District Trainer, you lead the district journal club, provided us with websites, relevant articles and news reports, as well as, weekly sales tips to improve our knowledge as representatives. At District, Regional and National meetings you gave presentations that helped the team learn creative means of engaging physicians and taught us how to earn credibility with doctors.

Your work ethic, enthusiasm, and commitment makes you a natural leader and will guarantee your success with Takeda, as well as, all your life's endeavors. Thank you for your hard work and dedication.

With sincere appreciation,

Elana Oko
Professional Sales Representative
Miami Select-Fort Lauderdale (East)

From: Ibarra-Dias, Silvia
Sent: Tuesday, January 14, 2003 10:32 PM
To: Schrold, Howard
Subject: Letter of Recommendation

To Whom it May Concern:

I am writing this letter on behalf of Howard Schrold. Howard has been an exceptional resource to myself as well as the entire Miami Select District for over two years. In addition to proving himself as an exemplary District Trainer, Howard has gone "above & beyond" in making himself available on a regular basis to myself and other counterparts.

Howard's ability to share his comprehensive knowledge and creative selling ideas has made him a huge asset at all of our POA meetings. He is always well prepared with new and engaging ways to utilize our marketing resources to the fullest extent. He also serves as an excellent source of continued learning by forwarding current articles from the internet to our entire district for our review.

Howard has helped me personally in finding solutions and approaches with difficult physicians. He has been a great source of motivation and encouragement and has made me feel comfortable in calling on him whenever necessary. His weekly tips get our workweek off to a great start.

I am confident that Howard will be successful in any position that he pursues.

Sincerely,

Silvia Ibarra - Dias
Takeda Sales Representative
(305) 822-6501



TAKEDA PHARMACEUTICALS AMERICA, INC.

To Whom It May Concern,

1/13/03

I have known Howard personally and professionally since I joined Takeda Pharmaceuticals America in 2000.

It is my privilege to write a character reference letter for him.

Howard can easily be described as a selfless individual with a tremendous depth of natural leadership abilities and initiative.

Howard is currently the district trainer and has been since I started with Takeda.

Howard has contributed in numerous ways to help the district excel as a whole and individually. His natural creative talent has allowed him the ability to make learning fun and interactive. Howard possesses all the attributes necessary to make an individual successful in life.

Howard's attitude and character are highly valuable and respected.

Sincerely,
David J. Falco
Regional Sales Representative

Schrold, Howard

From: Fernandez, Vivian
Sent: Monday, January 13, 2003 11:50 PM
To: Schrold, Howard
Cc: DuBois, George
Subject: Letter of Recommendation for Howard Schrold

Takeda Pharmaceuticals,

This letter is written as an affirmation for Howard Schrold's skills as the district trainer for the Supranos Select team in South Florida. I have had the pleasure of working with Howard for the last 2 years. He, in the capacity of district trainer, was responsible for the dissemination of all presentations at our district meeting. I have also had the pleasure of riding with Howard on several occasions. He exhibits all the qualities of a true Takeda professional-organizational skills that are top notch, dedication to his customers. He truly embodies the Takeda Promise, most importantly that he holds himself to the highest standards of integrity and ethics which I believe is the most important attribute of Takeda sales professionals. I thank him for all his hard work for the past 2 years and wish him the best of luck in his future endeavors.

Sincerely,

Vivian Fernandez

Schrold, Howard

From: DuBois, George
Sent: Friday, January 10, 2003 3:13 PM
To: Anderson, Lynnel; Notaro, Thomas
Cc: Czajka, Colleen
Subject: Southeast Field Trainer- Howard Schrold

Lynnel, Tom,

I wanted to send you some of my thoughts on Howard Schrold.

Howard has been the district trainer for the last two years and this is primarily due to his industry experience as well as his strong fundamentals. From the first time I worked with Howard I was impressed with the structure and organization that he had when it came to pre-call, post-call data entry, sample accountability system, well thought out opening probes, sales fundamentals. Howard remained the district trainer because he continued to demonstrate the fundamentals that I was interested in seeing from all the representatives in the district. Howard has developed a sample accountability tracking method, district new hire binder, thorough routing and targeting, excel budget tracker, MEDS program, and has become a resource to the district in product and disease state knowledge. Howard operates well independently and he is very diligent about completing assignments as well as producing quality presentations without continuous guidance. Howard has many experiences from the different products that he sold and different companies that he has worked for and this combined with his high level of maturity and professionalism would make for an excellent field trainer.

If you have any questions, comments, concerns, please do not hesitate to call me.

Thank you,

George DuBois
District Manager- Miami Select
O: 561-627-6633
C: 561-818-0925

