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BOVIS LEND LEASE SPAIN
Edificio Torre Europa
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To the attention of Mr Alberto de Frutos

Alcalá de Henares, November 7, 2005

Copy : I Calvino, F. O'Meara, M. Seifollahi.

Subject : Completion of the QO Lab Project / Congratulations

Dear Sir,

We are pleased to congratulate you for the outstanding work and successful completion of the QO Lab project by the BLL Spain office in our MSD Alcala de Henares site.

From the beginning, Bovis Lend Lease Spain was engaged and accepted the challenge to work with a EPCM agreement. Your management was confident enough to agree on a Lump Sum contract for the services and open enough to go for open book construction costs in spite of a challenging cost target.

The Engineering services went well and we would ask you to transmit our thanks to your partner Aguilera for the job well done.

The Construction phase was extremely well managed by your Jorge Carbojosa. We would like to highlight his dedication and commitment to the project and construction safety. Jorge demonstrated his capabilities to keep an excellent relationship with the internal customers on site and to manage the local subcontractors effectively.

In addition, Jorge worked in close cooperation with our team involved in this project.

Jorge was open to work according to some MSD requirements (e-auctions) and he achieved substantial reduction in construction cost.

Obviously all the good results could not have been achieved without great leadership of the project. Therefore, we would like to thank Ivan Calvino for his leadership and management skills. We have particularly appreciated his open communication style and his pragmatic approach.

In conclusion, this project is a success for MSD and Bovis' contribution has been very beneficial and key for this success.

We would appreciate if you could transmit our sincere thanks to all the people who were involved in making this project a success.

Yours sincerely,

Benoit Gaudessart
Associate Director
EMEA Global Procurement

Mehran Seifollahi
Project Director
Central Engineering