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Ms. Melinda Manion
Managing Director
North Sea Capital
525 Park Avenue
New York, NY 10011

Dear Ms. Manion,

Thank you for your time and consideration yesterday. I appreciate your review of my resume and our discussion about the kinds of opportunities that might be the most receptive to someone with my background. Your insights and suggestions will be most helpful.

Following up on your recommendation, I have already written to John Borden, Susan Jones, and Gayle Critz, and plan to follow through with them next week to arrange meetings. I will let you know what results from those contacts.

Finally, it was extremely generous of you to offer to do some more thinking about people I might want to contact at Credit-Suisse and UBS. As we agreed, I will call you next Friday to see if you have some specific people to suggest.

Thank you again for your time, advice, and continued interest in my career.

Best,

(Sign your name)

Heidi Smith