



Novartis Pharmaceuticals Corporation

8000 Regency Parkway  
Suite 400  
Cary, NC 27511

919-467-7525 Tel  
888-678-8730 Toll-Free  
919-467-7767 Fax

Mike Hourigan

Dear Mike:

I wanted to follow up and thank you for the excellent job you did on our behalf on September 1, 1998, when you presented the Negotiations Skills workshop to BlueCross BlueShield of North Carolina.

It is my perception that the program was received very well. In fact, Dr. O'Connell mentioned to me at a meeting last week that he would love to have you back sometime in the future. Overall, I thought the workshop was informative, entertaining, and thought provoking. Of particular note, I appreciate your attempt to customize your presentation based on my client's needs. I feel that this was truly meeting my customer's needs.

Again, thank you very much. Perhaps we can do this again sometime in future.

Regards,

A handwritten signature in cursive script that reads 'Mark Lloyd'.

Mark Lloyd, Regional Account Manager  
Novartis Pharmaceuticals

Cc:

Mark Brady, Executive Business Director, Novartis Pharmaceuticals