



Novartis Pharmaceuticals Corporation

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To Mike Hourigan:

Dear Mike,

I wanted to follow up and thank you for the excellent job you did on our behalf 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 black ink that reads "Mark Lloyd". The signature is written in a cursive, flowing style.

Mark Lloyd, Region I Account Manager Novartis
Pharmaceuticals

cc:

Mark Brady, Executive Business Director, Novartis Pharmaceuticals