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**Pharmaceutical  
Division**

Biotechnology

Bayer Corporation  
800 Dwight Way Post  
Office Box 1986 Berkeley,  
CA 94701-1986 Phone:  
510 420-5000

November 22, 1996

Jeff Gassman  
BioValidation Associates  
P.O. Box 2586 Alameda,  
CA 94501

**Re: Bayer B60 Multipurpose Biotechnology Plant Project -  
Letter of Appreciation for Services**

Dear Mr. Gassman,

This letter is to acknowledge the effort and contribution you put forth during this past year for the Engineering Checkout of purification process equipment. We appreciate in particular that you helped to make a smooth transition from the process equipment checkout into the validation phase, especially paying attention to proper documentation.

You advised management up front about potential problems and schedule issues so adjustment could be made' to maintain progress. Importantly, you worked well under the tension of a startup atmosphere.

Thank you for your dedication.

Sincerely,

  
  
Michael Atzor, Ph.D.  
Engineering Project Manager

  
  
Scott Silverness  
Process Engineering Manager