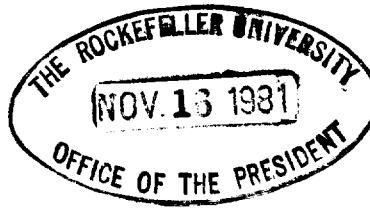


Foremost-McKesson, Inc.
One Post Street
San Francisco, CA 94104

415 983 8378

Thomas E. Drohan
President and
Chief Executive Officer



November 13, 1981

FOREMOST
McKESSON

Joshua Lederberg, Ph.D.
President
The Rockefeller University
1230 York Avenue
New York, NY 10021

Dear Josh:

Many thanks for sending on the article about UHT milk.

As you had suggested, we have been studying this development for quite some time here in the United States, and have several installations in our overseas operations already. We had originally allocated \$1 million for a test program, but decided against going ahead with it when it became obvious to our marketing people that this phase of the milk business was going to be taken over by the large cooperatives (with their attendant tax advantages). The article surely proves our experts right.

I think that if we had any real long-term hopes for developing our dairy business into a larger operation, we would necessarily get into UHT. As it is, we are treating Dairy as a "cash cow," and won't make the investment. I do appreciate your thinking about us.

I am back at the office operating on all eight cylinders, and looking forward to seeing you and Marguerite soon.

Best personal regards,

A handwritten signature in cursive script, appearing to read "Tom".

Thomas E. Drohan
TED:eds

Handwritten initials "TD" with a checkmark, followed by the date "11/16/81" and a signature.