

**Non-Invasive Monitoring
Systems, Inc.**

1840 West Avenue
Miami Beach, FL 33139

To whom it may concern:

It is a pleasure to write this letter on behalf of Rick King whom I have known for almost four years. Rick has been a major influence on my business life. I first met Rick in Boston at a course given by SBIR on writing grant applications. The meeting ran two days and was the first I'd ever attended. After the first day, I considered not attending the second day since the course curriculum consisted of generalities with little specific information. But airline connections were difficult so I decided to stay the second day.

What Karma! Rick gave a talk on the writing of a business plan that was one of the best presentations I've ever heard, having attended literally hundreds in my forty year career. He was a charismatic teacher in the mold of a performance artist. And what great content! After the lecture, I congratulated him on his presentation and asked him whether he would help me in a major negotiation with a large company who was interested in acquiring rights to our medical products or the company itself. He expressed interest and shortly thereafter our relationship began.

After exchange of e-mails, telephone calls, and a visit to my company, he agreed to help me with the negotiations. He was a fantastic advisor in this situation and of great help when we met the other party's chief negotiator. We worked out a handshake deal with which I was happy. Unfortunately, a week later there was a major restructuring of the company and the deal was called off. This was a major blow since I spent a great deal of effort and time in trying to make this transaction work. I considered closing the doors of the company but with Rick's advice a new deal was offered to us by a start-up company so I decided to continue on.

Rick was of inestimable help in negotiating terms with the start-up company that put my business on a solid footing. I was able to buy time that allowed me to develop new products that have the potential of selling into an extremely large market. Further, Rick helped negotiate a deal for a research and development contract, equity position and royalty arrangement with the start-up company that now appears to be a "home run" based upon this start-up company's progress to date.

While we were developing this new product, contact was made with an old, conservative public company that wanted to incorporate our product into their existing product line. They had never done a licensing agreement with a company as small as ours. Rick was the primary negotiator on extremely lengthy conversations and contract presentations. If it were up to me, I probably would have given up midway through the negotiations. But Rick was an intelligent "pit-bull" throughout this period. He calmed me down and explained the tiniest ramification in great deal. Finally, the deal was completed - thanks in large part to Rick's persistence. And I'm happy with it. Most recently, Rick has helped me in selecting a CEO to grow our company under a solid foundation, which could not have been built without Rick's input.

Rick is a loyal, caring business collaborator and a friend in whom any small business can benefit from his advice in strategic planning, deal making or in crisis situations. He gets my highest recommendation in this regard.

Sincerely,

Marvin A Sackner, M.D.

CEO and Chairman of the Board