



Helping all people  
live healthy lives

February 16, 2004

Mr. Brian M. Martin  
Chairman  
IAS Learning Group Ltd.  
249 Wright Road, Albany  
New Zealand

Dear Brian,

I am writing to thank you for the excellent implementation of our expanded Leaders Edge program. As you know, we began using the IAS Leaders Edge program in June of 2003. Looking back, my initial goal was to develop better teamwork and communications within my Leadership Team. To that end, this program was very successful and our Leadership Team was unanimous in its' desire to extend the program throughout the entire company.

Having just completed the implementation for 400 employees, we are looking to further extend the program to our manufacturing plant in Fukushima where we have another 200 employees. This means we will have covered all full time employees and completed implementation and follow up by the end of June. Obviously, we are very happy with the implementation and early results from the Leaders Edge program.

I would like to share a few observations in regard to the IAS program, our needs and what I believe will be the programs impact on our company. As a foreign capital company operating in Japan, there are some unique challenges that need to be overcome in order to maximize success. In addition, our 5-year plan, which was developed during our Leadership Team's first IAS session, calls for doubling the sales and profits of our business. There are several benefits that we expect from the full implementation.

- Successful implementation of our five-year plan, which will require the understanding, participation and enthusiasm of all employees (we are using the LE program to roll-out this plan)
- Increased employee engagement and productivity (measurable through our annual survey)
- Open and honest communications
- Development of a common language and improved behavior
- Improved environment for achievement and success
- Recovery of the LE program costs within the first year \*(measurable to some extent through rapid identification and implementation of various operational improvements)

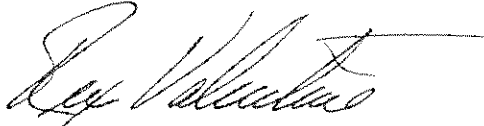
I believe that a key to success of this program is top leadership involvement. I both experienced and observed that the experience of the LE process really helps all people to internalize the learning. The learning is manifested in very positive new and or

changed behavior. We have found that this is true regardless of age, gender or experience. We have experienced a rapid closing of the distance between leadership and employees. Partially due to the great mixing of teams, barriers have been broken down and communications throughout the company have already started to improve. Since the program requires us to work as teams throughout the process, greater competence in working in the team setting has been developed and many new principals have been actually utilized. Our managers have been able to learn about themselves and then practice coaching others through their continuous participation in support of fellow employees involved in the sessions. I believe a great flow of knowledge and goodwill has started that will enable us overcome obstacles and achieve our goals.

Running the Leaders Edge for the Leadership Team was an important and necessary first step. It is even more important that our Leadership Team collectively made the decision to fund and expand this program. This demonstrated the learning and commitment of our leaders. I believe that expanding the program to all employees will ultimately serve to naturally reinforce the learning and behaviors for our leaders, thus becoming a virtuous cycle for "Team BD Japan". My recommendation to any company leader ready to make a personal commitment, is to engage IAS, "trust the process" and take a chance by investing in all of your human resources.

Brian, thanks to you and your team for all of your guidance, support and coaching. Please have anyone get in touch with me or other people our team, if they would like to discuss our experience further. We would be happy to share the learning.

Best regards,

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

Rex Valentine  
President  
Nippon Becton Dickinson Co., Ltd.