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Hi, Jim.

I just wanted to drop you a note to let you know that your guidance has had a significant, positive impact on our management team.

We have just completed our annual 3 day planning retreat and I must say that each function's presentation was deeply ingrained with your input. Many contained direct quotes from *Firing on All Cylinders* or *Pathways to Performance* and most initiatives that were proposed contained an indication that your approach, philosophy or framework had impacted the presenter's analysis or decision making.

We started down the road together less than a year ago and your message has leant practical and effective guidance to our improvement initiative. Our customers are noticing and there's a lot more to come!

Invitrogen is fundamentally changing the way we do business and the Canadian subsidiary's commitment to implementing Service Quality Excellence positions us at the leading edge of the company when it comes to taking advantage of these changes and capitalising on the opportunities they provide.

Thanks for helping us blaze new pathways, Jim.

A handwritten signature in black ink, appearing to read 'J Greenberg', with a stylized flourish at the end.

Jeff Greenberg
General Manager