



CHEMICAL MANUFACTURERS ASSOCIATION

Frederick L. Webber
President

CONFIRMING COPY SENT VIA MAIL 12 NOV

November 12, 1993

Mr. Keith Willard
President
Zeneca Inc.
1800 Concord Pike
Wilmington, DE 19897

Dear Keith:

It was a pleasure to meet you at last month's dinner honoring Sir Denys Henderson. I enjoyed the opportunity to learn more about Zeneca. It must be an exciting time to lead the company.

As we discussed during dinner, I would be interested in meeting with you to discuss Zeneca's membership in CMA. As a manufacturer and user of chemicals, we believe your company would benefit from CMA's work on health, safety, and environmental management issues. As an international company, you would benefit from CMA's work on trade and international regulatory harmonization. Finally, as a supplier to and customer of the chemical industry, Zeneca would benefit from involvement in our continuous improvement initiative - Responsible Care®.

We appreciate that Zeneca is a diversified, decentralized company. Many of CMA's members manufacture pharmaceuticals, agricultural chemicals, and other speciality chemicals. Many are similarly structured. All find value, though, in CMA membership.

Prior to the demerger, a number of Zeneca personnel were involved with CMA and we believe still value their work with the Association. Don Kotrady was a leader of our Engineering and Operations Committee and Bob Norris was involved with our Total Quality Council. Through a contractual arrangement with ICI, Brian Spiller is still involved with our Superfund reform efforts. If Zeneca were a CMA member, we would welcome these and other individuals onto our task groups and committees.

As you may know, the Zeneca Biocides Division is examining the possibility of CMA membership. While the Biocides group would be a most welcome addition to CMA, I believe all of Zeneca would benefit from participation with us and your peers.

CMA 175518

I hope you will consider the possibilities of membership. I will be following up with you in the near future and would look forward to the opportunity to visit with you and your staff in Wilmington if you believe that would be useful.

Best personal regards.

Sincerely,

A handwritten signature in dark ink, appearing to read "JD", is written over the typed name.

cc: John R. Danzeisen, ICI Americas, Inc.

CMA 175519