



Jim Carter
President & Chief Operating Officer

June 18, 2003

To: Mr. Jim Clemmer
The Clemmer Group
Kitchener, Ontario

Re: Syncrude Safety Symposium 2003 – Courageous Leadership for Performance
Excellence

On behalf of all employees of Syncrude Canada Ltd. and our contract workforce, I would like to take this opportunity to express my gratitude and appreciation to you for your recent presentation on "Courageous Leadership for Performance Excellence". During the Senior Leaders presentation of the Syncrude Safety Symposium held June 2-3rd, 2003 we were able to have over 570 employees and contractors exposed to your message.

The key leadership skills you presented provided an excellent refresher for Syncrude leaders as well as a motivating leadership primer. The concept of "the moose on the table" will encourage us to identify and address uncomfortable issues and become more courageous in our personal leadership approach.

The energy and enthusiasm you brought to your presentation was greatly appreciated and helped contribute to a very successful event overall. Most noticeable for the audience was the professional care and attention to detail that you put into the front end planning for the presentation and the customization of your slide program to reflect our business focus and needs.

I am confident that the insights and techniques you have shared will help us on our continued journey to zero injuries and performance excellence in safety, productivity and quality. Thank you.

Sincerely,

A handwritten signature in black ink that reads "Jim E. Carter". The signature is written in a cursive, flowing style.

Jim Carter