



In remembrance of Dane A. Miller, Ph.D.

The Biomet family is profoundly saddened by the passing of Dane A. Miller, Ph.D. Dane was one of Biomet's four founders and was our CEO from 1977 to 2006. It is impossible in one short letter to give justice to his impact on our company, on our industry, and on the communities where we operate – especially Warsaw and Winona Lake Indiana. It is also impossible to describe adequately Dane's impact on the lives of our Team Members and on the surgeons, distributors and independent sales representatives with whom he worked and developed friendships over many years.

Dane Miller was a true pioneer both in regard to the development of new technologies and in his stewardship of Biomet's unique work environment and culture. Under his leadership Biomet grew from a company with \$17,000 in revenues in 1978, our first full year of operation, to one with greater than \$2 billion in sales in 2006.

On the technology front, Dane's biomedical engineering background helped lead Biomet and the industry to critical advances in biomaterials and implant design. Patients around the world have been the beneficiaries of these and other advances.

On the cultural front, Dane thought of himself as an "environmental engineer," and he fostered an ownership culture where team members were empowered to make decisions, take reasonable risks and actively respond to the needs of our customers and their patients. Dane was one of industry's first leaders to use the phrase "Team Member" to describe his company's employees, and for him it was no empty term. He once told me that the best description of Biomet's culture was that of a "can-do family."

From a personal perspective, Dane was extraordinarily gracious and insightful in his guidance to me and to Biomet's Board of Directors over the past eight years.

Dane's influence will continue to be felt by our communities, our industry, and the people whose lives he touched. Our thoughts and prayers are with Dane's family, and with those who loved him.

Jeff Binder

President and CEO

Biomet, Inc.