

Malcolm Baldrige National Quality Award Ceremony
March 9, 2004

Remarks by John P. Friel
President and CEO
MEDRAD, INC.

President Bush, Secretary Evans, members of the Baldrige family, honored guests:

It is a privilege to accept this award on behalf of MEDRAD's over 1,200 employees in Pittsburgh and around the world. I stand here because of their commitment to delivering performance excellence every day. This recognition belongs to them.

Forty years ago our founder, Dr. Steven Heilman, developed the first MEDRAD technology. He invented a device to control the injection of contrast media into the body during an X-ray procedure. His goal was to create better medical images, so that disease could be diagnosed more accurately. Today, MEDRAD devices enhance over 20 million medical images each year, helping patients around the world.

Our Baldrige journey began 15 years ago, when the first Baldrige awards were announced. Performance Excellence has since become the blueprint for exceeding the expectations of our customers, shareholders and employees. We attribute much of MEDRAD's success to the Baldrige process. Today we enjoy:

- A worldwide reputation for the highest-quality products
- Customer satisfaction rates well above those of our nearest competitor, and
- Employee satisfaction rates that exceed best in class.

We sincerely thank NIST, the American Society for Quality and the Baldrige organization for their leadership and integrity. Living and working in America is a great gift; you have created a framework that enhances the ability of American companies like ours to compete on the world stage, and flourish.

It is also our privilege to share this honor with six other award recipients who have raised the bar of excellence to new heights in their sectors. Congratulations to all of you.

I'd like to personally thank Lutz Lingnau, Chairman, MEDRAD, INC. and Member, Board of Executive Directors, Schering AG. As our parent company, Schering's support of our Baldrige journey has never wavered. We are proud to be part of a larger organization that recognizes the impact of the Baldrige principles.

We are very proud to bring this award back to Western Pennsylvania, a region that has the resources – and especially the people – to build a world-class quality organization.

Thank you again for this great honor, and congratulations to the employees of MEDRAD.