



JANUS

MARK B. WHISTON  
PRESIDENT, RETAIL AND  
INSTITUTIONAL SERVICES

September 3, 2002

Dear Janus Institutional Client,

I'm writing to let you know of a very positive development regarding Janus' future.

The board of directors of Stilwell Financial, Inc. has approved a plan to merge all of Stilwell's operations into a unified organization under the Janus brand name that will market and distribute its investment products on a global basis. The new organization will be created by merging Janus Capital Corporation into Stilwell Financial and will be called Janus Capital Management Inc. ("Janus"). As part of the reorganization, I have accepted the position of Chief Executive Officer. The merger and all related appointments will be effective December 31, 2002.

Two key details of this new organization, in my view, bring great promise for Janus' future. First, Janus portfolio managers are fully supportive of the new organization. The collegial, research-oriented culture — one of the keys to the firm's success for over 33 years — remains intact.

Second, Helen Young Hayes, portfolio manager and Managing Director of Investments, and Jim Craig, Janus' former Chief Investment Officer, will join Janus' new board of directors.

Helen Young Hayes' board participation reflects her ongoing commitment to Janus' future while offering a vital link to Janus' investment management team. We're equally excited by Jim Craig's reunion with Janus. He has been missed since leaving two years ago to run his family's charitable foundation and, with his extensive experience, we believe he will once again be a valuable contributor to the firm's overall success. Helen and Jim bring a solid history of results and leadership to their new roles on the board. In addition, their participation will ensure that the board continually aligns the requirements of a successful money management operation with those of a public company.

Helen and I will work closely with Janus' entire board of directors to ensure that we nurture Janus' unique culture and successfully integrate the complementary money management subsidiaries that will be joining Janus.

While we are pleased with these developments and are very optimistic for the future, the most important business for Janus continues to be delivering the investment performance you expect from us. This remains our number one priority. As the business side of Janus transitions to its role as a public entity, the investment side — Janus portfolio managers and research analysts — will remain focused on this end-goal.

Thank you for your business and continued confidence in Janus.

Sincerely,

Mark Whiston  
President, Retail and Institutional Services