

# Volkswagen of America, Inc.

3600 Hamlin Road  
Auburn Hills, MI 48326

Tel. 313-340-4991  
Fax 313-340-4960

H. W. Lytle  
Executive Director  
Human Resources

October 30, 1992

Dear Sir/Madam,

The following is a letter of recommendation for Mr. Juan Carlos Acosta, a professional German-English interpreter.

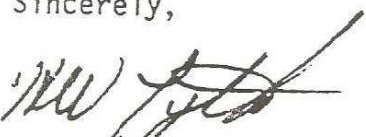
Mr. Acosta has worked for us as a German-English interpreter on several occasions during meetings and conferences with the Volkswagen AG Supervisory Council from Germany. The topics dealt with ranged from business management and organization as well as issues of labor relations and economics. He has always demonstrated high professionalism. He proved very effective particularly with respect to the handling of issues relating to political economics.

The following are some of the assignments he has completed for us.

- \* Simultaneous and consecutive interpreting for Professor Daniel Roos at M.I.T. in Boston during his lecture to managers and Works Council representatives. Subject: "Machine that Changed the World and Lean Production Management."
- \* Simultaneous and consecutive interpreting for former Ambassador and Undersecretary of State for European Affairs Richard Burt during his address to management and Works Council representatives. Subject: "Labor Issues National and International Affairs."
- \* Simultaneous and consecutive interpreting for Professor Charles Heckscher at Harvard University in Boston during his lecture to management and Works Council representatives. Subject: "Lean Production Management."
- \* Simultaneous and consecutive interpreting for the president and representatives of Volkswagen of America, Inc., and representatives from Volkswagen AG, Germany.

We recommend Mr. Juan Carlos Acosta for his very professional handling of our needs and the very satisfactory results he achieved.

Sincerely,

  
H. W. Lytle

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