



March 28, 1996

LETTER OF RECOMMENDATION FOR DAVID J. DUNNING

This is a letter of recommendation for David Dunning, who worked for Centricut, LLC, a New Hampshire-based industrial torch company, in 1995 and 1996. During that time, as Director of Manufacturing, Mr. Dunning oversaw this company's manufacturing process (\$4 million+ of production), and has managed strategic alliances with our suppliers, including negotiating with them and coordinating their work. Furthermore, he has had the shipping, receiving, inventory, and packaging departments reporting to him. Based on this experience with Mr. Dunning and his work it pleases me to have opportunity to attest to his capabilities, leadership skills, work habits and attitude.

Dave Dunning has demonstrated a superior ability to accept difficult goals, organize strategies independently, and execute them effectively. Given the most difficult job at Centricut and with only a rough outline of what we needed, Dave set to work to expand our base of suppliers. He expanded that base approximately 20% by a combination of sound market research, exploring the capabilities of the potential vendors, and direct one-on-one negotiations with each of them. His greatest accomplishment has been building a strategic relationship with a firm which is arguably the finest US manufacturer of the specialty product we need, a relationship we have been seeking in vain for several years.

As one would expect of a former Marine officer, Dave has strong leadership skills. What I would not have expected, however, was that his style of management is not in the least autocratic, but rather relies on persuasion, gentle pressure, and patience, and also on his ability to write organized, clear prose. During Dave's time here our inventory control reached a superior level (<.15% adjustments), and our shipping accuracy performed similarly well. In packaging as well, Dave immediately found creative ways to improve our productivity, and did his own research to find the equipment his workers needed to improve their output. In these departments Dave's was a strong but not bullying presence, as he tends to direct more through casual visits and suggestions than through rank. He saved us having to hire additional workers, though the through-put in his departments climbed approximately 15%.

Ultimately, however, it is David's attitude and work ethic which are his ultimate commendation. David will likely make any potential employer familiar with the facts surrounding an accident which befell him a decade ago. Many people in such circumstances would have remained physically handicapped and disabled for life. David has driven himself to make an extraordinary comeback, and is one of the most determined and resolute people I have ever had the pleasure of knowing. Yet unlike many people with such steadfast characteristics, he is cordial, pleasant, and always professional.

Dave Dunning is goal-driven, and understands the difference between an excuse and a result. I have observed that he expects nothing less from the people who report to him. I would feel most comfortable recommending him for a job in sales, or any management job which required not a "boss," but a leader who could motivate and inspire those who reported to him.

If you have any questions about Dave Dunning, or if you would like to discuss his aptitudes or accomplishments in more detail, please feel free to call me.

Sincerely,

Patrick M. Byrne  
Chairman and President

Centricut, LLC  
Two Technology Drive, Suite Three West Lebanon, NH 03784  
603-298-7849 Canada 800-648-7623 Fax 603-298-5938  
US Toll Free 800-752-7623