

February 25, 2003



Note: Called back soon after this temporary layoff.

To Whom it May Concern:

David Hortman worked for me at Innovative Machines Technologies for one year as a Machine designer. I am writing this letter to confirm that his recent layoff from Innovative Machines was not in any way tied to his performance, and to highly recommend him as an employee with your organization.

Had I been given the choice, I would not have laid Dave off. Innovative Machines completed two huge projects and in order to balance expenses with the anticipated reduction in sales revenue we had to Lay Dave off. As a result, Innovative Machines must drastically reduce the size of its workforce. Unfortunately, this major reorganization left no other position open for Dave. We regretfully had to let him go.

Dave is a conscientious, highly skilled designer. Dave's design abilities, product knowledge, computer skills, and excellent people skills have consistently received rave reviews from his peers. Should conditions at Innovative Machines change, I wouldn't hesitate to hire him back.

If you would like to speak to me about Dave's skills, talents and work habits, feel free to call (616) 669-1649 or via e-mail at: arlen@innovativemachines.com

Sincerely,

A handwritten signature in blue ink that reads "Arlen Van Os". The signature is fluid and cursive.

Arlen Van Os
President
Innovative Machines