

March 1, 1994



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5e Regiment d'artillerie,
Legere du Canada
CFB Valcartier
Courcellette, (QUEBEC),
GOA 1R0

To whom it may concern;

RE: Lieutenant J. A. R. Otis,

The information herein is the result of input from numerous sources. Our Accounting Department, Personnel Records, Payroll and Operations Departments were all accessed for pertinent data.

Interviews were conducted with the Store Payroll Administrator and the Regional Sales Manager both of whom had direct business dealings on a day to day basis with Lt. Otis during his term of employment.

Lt. Otis was hired July 1987, he was made Store Manager of our Carrefour Neufchatel store in April 1988. When the store at Place Fleur de Lys, Quebec City was bought back from the franchisee it was decided that Lt. Otis would be of greater use if transferred to manage this new acquisition.

Lt. Otis helped with the training of the manager replacing him at Carrefour Neufchatel and assisted with the supervision of the store for well over two months following his transfer.

Attached to this letter is a job description for a Corporate Store Manager detailing exactly what is expected of our employees. Lt. Otis lived up to each of these expectations admirably.

I am not at liberty to divulge exact sales figures but will attempt to present as clear a picture of Lt. Otis' progress and managerial expertise as possible.

The total square footage of his store is 2,246, but only half of that is used for retail purposes.
Lt. Otis managed a total store staff of nine.

The classification of our stores is established by rating the annual sales, the square footage, the geographic location and the merchandise mix carried in the store. A class 'B' will sell between \$500,000 and 1 million.

Lt. Otis' store is a class 'B' store.

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An official qualification is difficult to establish because of the scope of responsibilities for our managers. As stated in the Job Description we require expertise in personnel, merchandising, advertising and sales. The closest we can establish would be a two year business college diploma.

If I can be of further help or clarification is required, please do not hesitate to contact me.

Yours truly;
Japan Camera Centre Limited

Lynn Wick
Director of Human Resources
LW;encl.