

April 23, 1990

Subject: Mr. Paul V. Sheridan

To: Whom it May Concern

As the Cummins' Application engineer for Chrysler Motors, I have worked with Paul V. Sheridan since May '87 when I was assigned Engineering responsibility for the account.

His position as Engine Program Manager for the Diesel results in him having daily contact with Cummins on a wide-range of engine and related issues. He has been involved with the diesel since 1985, so he knows the program and its background.

Effective communication between Cummins and Chrysler at all levels has been an essential ingredient for the success of the diesel program. Both companies share a common commitment to the product, but from a different engine perspective: Chrysler builds high-volume automotive gas engines, and Cummins heavy-duty diesel engines.

Mr. Sheridan's commitment to Chrysler and the diesel program, his broad technical knowledge, and appreciation of the market-place make him an effective engine program manager.

- He has successfully administered and reorganized the Cummins/Chrysler engineering change process (Black box changes) to improve communication and operate efficiently.
- He has worked effectively to define the role of the Chrysler JTE engine group in the diesel program, and efficiently coordinated the specification, release, and change process for the diesel engine and transmission modules assembled by Cummins. He has consistently provided clear engine program direction to Cummins, clarifying Chrysler's needs and our responsibilities.
- In the '91.5 MY diesel program, he has worked with Cummins and pushed us to provide a rotary pump product that meets/exceeds Chrysler's technical objectives. This philosophy is continued in the '94 bid package resulting in the formation of a joint Cummins/Chrysler fuel system task force.

Mr. Sheridan's style of management is direct, relaxed, but focused on getting the job done. He is well-respected by Cummins and has strong interpersonal and communication skills. His technical knowledge, ability to formulate and interpret strategy/plans, and enthusiasm for the product has made him a key player in the successful Chrysler diesel pick-up truck program. I have thoroughly enjoyed working with Mr. Sheridan and the Chrysler Team.

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