



## Letter of recommendation

AmCham France  
77, Rue de Mirosmesnil  
75008 Paris

August 28, 2010

To Whom It May Concern,

I'm pleased to provide this letter of recommendation of Mr. Pascal Bernhard, who was employed first as intern and then as Assistant Policy Advisor Europe at the American Chamber of Commerce mission in Paris, France, from July 2008 to August 2010.

During his time with us Mr. Pascal Bernhard contributed to market research on behalf of our clients. His outstanding analyzing skills and unique knowledge of the EU political system was highly valuable in providing advice on business opportunities for our partners. Mr. Pascal Bernhard was involved in a supportive role in negotiations between French, German and American firms, where we immensely appreciated his excellent language proficiency. As Assistant Policy Advisor Europe he built an ongoing relationship with customers from different countries. In addition, his tasks included writing press releases for targeted media and coordinating work schedules of our employees.

During his time with us we found that Mr. Pascal Bernhard was very willing to carry out any duties assigned to him. He used initiative and worked well without supervision carrying out his tasks to the highest possible standard. Mr. Pascal Bernhard worked very well with his colleagues and it was a great pleasure to have him on our team as Assistant Policy Advisor. He was devoted to his work and demonstrated to understand complex research areas as well as the impressive ability to quickly acquire new knowledge.

In summary, we would definitely hire Mr. Pascal Bernhard again, and would recommend him to other companies without hesitation.

A handwritten signature in black ink, appearing to read "Paul Thompson".

Paul Thompson  
*Amcham Vice President, Director Europe*