



April 3, 2000

To whom it may concern:

This is a letter of recommendation for Ted Wills, whom I have had the pleasure of knowing and working with since August, 1994. Ted was part of my Operations Staff in our Mexico and Central America Headquarters in Mexico City until April, 1998. He was directly responsible for supporting daily operations, producing internal communications and supervising quality controls; he is an outstanding trouble-shooter for special projects, such as security investigations. Ted knows how to effectively manage several projects simultaneously according to deadlines in a dynamic and demanding business environment.

In addition to Ted's formal responsibilities, I would like to highlight his contribution to our long-term educational effort to popularize the corporate philosophy and standards among local employees. Fedex has a world-renowned corporate philosophy of "People-Service-Profit" whereby our primary focus is on the people with whom we employ and serve. During his years with the company, Ted helped management to transmit those values to our employees as a bi-cultural educator and team player. He also developed innovative measurements that allowed us to better monitor the tangible results of our educational effort as reflected in our local customer indicators. His innovations were later implemented in other countries of our Latin America and Caribbean Division.

I highly recommend Ted to any future employer and wish him well in his future endeavors.

Sincerely,

A handwritten signature in black ink, appearing to read "Juan N. Cento".

Juan N. Cento
President
Latin America and Caribbean Division