

Adolf Würth GmbH & Co. KG · 74650 Künzelsau

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Künzelsau, 25.10.2013

Reference for Mr.

Dear Ladies and Gentlemen,

Mr. [redacted] in Tübingen, entered the company Adolf Würth GmbH & Co. KG in September 2010. He studied Business Administration and Culture, Leisure and Sports Management at the Reinhold Würth University in Künzelsau before and did an internship in our company from 01-October-2009 until 30-June-2010.

After completing his study he works as the assistant of Mr. Prof. Unkelbach who is CEO of the Adolf Würth GmbH & Co. KG as well as the chairman of the Foundation Würth. There he has proven his strategic thinking abilities especially in terms of education.

I hold [redacted] in high regard. Since he entered the company he showed himself as a committed and reliable colleague. Despite the short time he has been working for the company I am highly impressed by his working skills.

Mr. [redacted] ability to understand complex economical connections is above average. He quickly familiarized to his large scope of responsibilities and has become a valuable support.

Würth always tries to find and foster young talented employees who have the potential for managing positions. I am convinced that Mr. [redacted] has this potential. In order to enhance his international business skills, your program offers an extraordinary possibility for him and our company.

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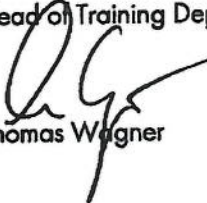
- 2 -

Mr. . has my complete support for his application. I am convinced that he will meet up to your expectations and requirements and that he will graduate successfully.

Please give Mr. i the unique possibility of taking part in your MBA-program.

Yours sincerely,

Adolf Würth GmbH & Co. KG
Head of Training Department



Thomas Wagner

**Business Administration &
Culture, Leisure, Sport
Management
Study Dean
Prof. Dr. Hermann-Josef Kiel**

Letter of Recommendation

— Mr. _____ was enrolled at our University of Applied Sciences from October 2007 until August 2010. He graduated with a Bachelor of Arts degree in Business Administration with a study focus on Culture and Leisure Management.

I personally know Mr. _____ as he attended some of my courses such as the 'Advanced Seminar in Culture and Leisure Management'. He always showed high enthusiasm for studying and continually good achievements. Mr. _____ successfully finished his studies with the Bachelor thesis. As his supervisor he convinced me of his initiative and goal-oriented way of working.

By completing our course of studies Mr. _____ has gained a profound knowledge of instruments and approaches of business administration in general as well as special managerial skills in the fields of marketing and controlling. Besides his studies Mr. _____ was responsible as a student assistant for tutorials in mathematics and statistics for several semesters. Due to his excellent academic qualification, his dedication and commitment which he also demonstrated through his work as a student assistant and due to his ambition to commit himself besides studies, I highly recommend him for a Master programme such as the MBA in Global Business.

— Künzelsau, September 30, 2013



Prof. Dr. Hermann-Josef Kiel