



Bedor EXCEM S.A.S.
Advanced Productivity Management
10, rue de la Paix
75002 Paris
France

July 27th, 2010

Dear Sirs,

Chipita Russia S.A. in collaboration with **Bedor EXCEM S.A.** completed a project of reorganization of management processes and methods in the areas of Production, Maintenance, Raw Materials Warehouse, Finished Goods Warehouse and Quality Assurance with excellent results in productivity increase and improved work quality at all levels.

The qualitative and economic benefits measured equaled the projected results prior to project start.

Furthermore the methodology employed by **Bedor EXCEM S.A.** was well accepted by the staff as a whole.

Satisfied with the work performed, **Chipita Russia S.A.** considers and highly recommends **Bedor EXCEM S.A.** as preferred consultants in the management areas intervened.

With our best compliments, I remain,

Sincerely yours,

Apostolos Vinier is
Plant manager



Russia