



To Whom It May Concern:

In 2005 CTM (Companhia de Telecomunicações de Macau, S.A.R.L.) engaged the services of Renoir Consulting Limited to carry out a business survey to identify areas where CTM could improve.

The business survey took just two weeks and was able to uncover significant opportunities within the business. In 2006 CTM appointed Renoir to implement an improvement in the sales function, the program was principally designed to introduce a more systematic approach to sales to drive improvements in effectiveness and revenues. The program covered all Sales channels from Retail shops to Business Sales to Tele Sales.

A structured management system was put in place for these areas and weekly review meetings were introduced. This management system includes a weekly scorecard for all levels and an overall Sales scorecard.

I am pleased with the results of the program. Now I have a structured system in place that tells me on a timely basis for each of my channels how sales is performing and what the issues are that need to be addressed. I have a clear picture for the first time now about what Sales is doing and what the results are. Also, the program has resulted in a much better coordination between Sales and Marketing, solving some of the issues that prevented Sales from performing at a high level.

I would recommend a Renoir program to any company that needs a fresh look at their management systems and practices and needs a third party to drive the changes required.

A handwritten signature in black ink, appearing to read 'Phil Green', is written over a faint, larger version of the signature.

Phil Green
Chief Executive Officer