



TOTAL

TOTAL (PHILIPPINES) CORPORATION

31 January 2011

Dear Baldish,

Renoir's initial assessment on our commercial activity was an eye opener. The task to address the identified inefficiencies seemed initially complex and difficult to achieve. But with your professional and pragmatic approach, we very quickly grasped it and the team's buy-in was an automatic given.

The implemented tools like MCS,..are easy and practical and are actively used. This is certainly also due to your focus on change management which is an excellent thing and to my knowledge something specific to Renoir. That we afterwards expanded the project to other areas such as Retail and Maintenance is a proof of our satisfaction.

I am perfectly happy to act as a reference should you require me to do so.

Yours sincerely,

ERMSY WANTTEN
President & Managing Director
Total (Philippines) Corporation