



Gniewino 1.05.2016

To Whom it may concern :

Mr. Andrzej Drzymalski of PCE, has worked as the lean consultant for the King Oscar company all the way from year 2007 until present.

During his tenure at King Oscar, Mr. Drzymalski has played a key role in introduction of lean principles and techniques, followed by their implementation. Initial attempt to increase production efficiency has been then deployed across the whole value chain and with help of Mr. Drzymalski a wholistic management system has been built.

The King Oscar production system relying on the lean principles involves all key processes in the company value chain but most importantly increases employees involvement and motivation and fun at work.

Over our journey with value chain optimisation the King Oscar company has managed to stay competitive in the marketplace by constantly reducing costs and offsetting unfavourable market developments.

It is my pleasure to recommend Mr. Drzymalski and PCE for similar projects elsewhere.

Sincerely

A handwritten signature in blue ink, appearing to read "Bialobrzewski".

Marcin Bialobrzewski

Prezes Zarządu

King Oscar Supply Chain Director



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