

## RECOMMENDATION LETTER from Mr. E. Cagniard, Leoni's Financial Controller

Dear Lady, Dear Sir,

During the past 2 years, I have had the opportunity to work with Paulo Montenegro as main logistic contact for the finance department.

I would like to emphasize on his skills and positive behavior he has brought in this relationship, and to underline his contribution to the significant decrease of logistic costs he has been able to perform.

Thanks to his daily work and the background developments he has performed, we have been able to manage the logistic costs area with success, both in growth and crisis contexts.

Indeed, he has been able to set up a new shipment map very quickly, in order to integrate a new business with new suppliers in the existing organization, and to maintain logistic costs at a very low level.

In 2009, we had to face a different trend for our activities. The tough decrease of cars sales all over Europe has obliged us to reduce our activity also. However, Paulo has still managed with success the logistic consequences of this new situation. Thanks to a complete new re-organization of the shipment maps, including new partnerships with transportation companies and optimization of deliveries to customers, he has been able to reach the targets given for 2009 logistic costs, and even to maintain average cost/pallet at 2008 level.

In order to achieve his targets, Paulo has also been able to modify and even to develop the appropriate tools by himself. For instance, he has totally developed the actual transportation database which permits to follow up the daily transportation cost, and to perform background analysis. Thanks to this kind of implementation, Paulo has brought his own contribution to make Viana plant a benchmark at Leoni.

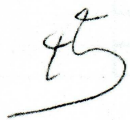
Thanks to his good management of the warehouses, and thanks to the confidence link established with raw material suppliers, Paulo has been able to reduce cost of inventories, thanks to new consignment stock implementation with the biggest suppliers.

This measure has been accepted by suppliers, as Paulo has been able to demonstrate a reliable daily follow-up of movements from warehouse to production. This reliability is even visible on stock taking days (2 times a year). Indeed, no significant discrepancy has been found over the past year regarding inventory quantities.

To conclude, I would like to underline the positive behavior and the excellent relationship of Paulo which are behind his contribution to Viana performance. Indeed, over the financial contribution of Paulo I am entitled to estimate, his positive behavior is recognized and appreciated by all colleagues.

Best regards,

E Cagniard  
Financial controller



# LEONI

**Emmanuel Cagniard**  
Responsável Controlo Financeiro  
Business Unit PSA  
Wiring Systems Division

**LEONI Wiring Systems Viana Lda.**  
Zona Industrial II  
4935-232 Neiva - Portugal  
Tel. +351 258-350-718  
Fax +351 258-350-720  
Tlm. +351 968-577-824  
E-mail [emmanuel.cagniard@leoni.com](mailto:emmanuel.cagniard@leoni.com)  
[www.leoni.com](http://www.leoni.com)