



URC (Thailand) Co., Ltd.
บริษัท ยูอาร์ซี (ประเทศไทย) จำกัด

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June 1, 2010

To Whom It May Concern

Re : BALAJI HIREMAGALUR, Regional Head of Manufacturing

Mr. Balaji Krishnaswamy Hiremagalur joined URC (Thailand) Co., Ltd on May 17, 2001 as Biscuit Consultant. His charter was to start up and develop new products for our biscuit category. Under his leadership, the biscuit line was set-up with systems and processes that was later to be a model for the rest of the manufacturing organizations of URC companies in the region. Due to this major accomplishment, he was promoted as Regional Head of Manufacturing in January, 2005 until the present.

I consider Balaji's contribution to the organization to be no less than outstanding. His passion and unwavering dedication in product innovation has resulted to winning products for the company. Due to the premium taste and high quality of the products he developed, URC holds a strong number one position in the biscuit category in URC Thailand and is widely accepted by consumers in countries where it is exported.

Balaji has not only proven his mettle in the field of product development and innovation but in the operational and leadership aspect as well. As Regional Manufacturing Head, he has established a strong manufacturing discipline in all the production lines in the region. Suffice it is to say that he has brought the manufacturing standards to a higher level through metrics that drive production efficiency and effectiveness.

As a direct report and a colleague, Balaji is a talented professional and a pleasure to work with. He unselfishly shares his knowledge to everyone he interacts with and is always willing to offer his help. He is a valued member and significant contributor to the whole URC organization.

We surely have a lost a talent and wonderful colleague in Balaji as he returns to his home country and ventures to a new endeavor. We wish him well and hope for success and happiness in his career and personal life.

Yours Sincerely,

Mr. Patrick Ng
Managing Director
URC International

