

12/4/2005

To whom it may concern,

The improvement in productivity and the cost reduction exercise in the Meulan production site of Barry-Callebaut Manufacturing have been achieved with the help EffCo. Together with EffCo we have spent 30 weeks in improving our way of working in the T.E.A.M.-project. We succeeded in reaching the goals in production as well as maintenance and furthermore building a enthusiastic team of people within the departments.

The TEAM project has led to the following improvements:

- A capacity growth of 8% on the production lines combined with a serious reduction in production cost.
- An integrated maintenance planning and management tool.
- A new warehouse management system.
- Improved production planning, internal communication and continuous improvement workgroups.

We have reached this objective through the cooperation of our people with EffCo. The fact that one of our engineers participated as a task force in the project reinsures us that the knowledge in dealing with these kinds of problems is and will be present in the department for the near future as well.

EffCo was a big help and if a similar situation might appear, I would not hesitate to do a new project with EffCo again.

Kind regards,


Peter Van Hauwermeiren

Project Manager Corporate Operations


Jo Thys

Production Manager Europe (Africa/Asia)