



Bayer China Co., Ltd.

To Whom It May Concern

Hong Kong

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Recommendation Letter for Mr. Pankaj K. Phadnis

Mr. P.K. Phadnis worked for Bayer in India from November 1990 to June 2003. During his tenure he has successfully handled different assignments in the area of Business Development, Strategic Planning and Corporate Controlling as the Head of these functions. In addition, he was also the Project Manager for multi functional projects such as the Y2K Project, the Project for deriving Business benefits from the Corporate ERP systems and Project for Improved Business Navigation, which were highly successful.

In July 2001, the Bayer India Management assigned to him the responsibility as Head of Information Management for Bayer Group in India covering 12 legal entities spread over 100 business locations. His role was particularly successful in a transformation of IT services into a function that is adding value to the business and many problems stretching back to over a decade were solved during this period. He was a valuable member of the Asia – Pacific team and worked in regional and global teams on different complex projects.

Mr. Phadnis was known in Bayer for his dedication to duty, high quality of work and problem solving, customer focused approach.

After a long association of more than 12 years in India, Mr. Phadnis expressed a desire to seek a career change in order to get higher level of international exposure and prepare himself for being a Chief Executive Officer in future.

I wish him every success in his future career.

Best regards

Herbert Schroeder
Director Information Management - Asia/Pacific