



Jardine Matheson Limited

Incorporated in Bermuda with limited liability

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Bombay 400 021

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1st September 1996

**RE: Maneck Gilder
 Interior Designer
 Gilder Villa, 17 Perry Cross Road, Bandra,
 Bombay 400 050**

**CONTRACT FOR: Interior Design work for our Group office located at -
 54 Free Press House, Nariman Point,
 Bombay 400 021**

I am asked to provide a written assessment of the performance of Mr. Maneck Gilder who designed and took contractual responsibility for the renovation and decoration of Jardine Matheson's Group office at the above location.

This I am happy to do as, contrary to experience with other professionals and contractors Maneck Gilder fulfilled his contractual obligations to the letter in every respect - a great rarity, if not unique, in Bombay.

All design drawings were prepared in accordance with prior discussions and on time, and subsequent amendments were accepted and implemented without demur and with a good grace : contractors' tenders were assessed objectively and without bias or pressure : the relationship with the contractor and sub-contractors who were induced to work extra shifts for every day of several weeks was nevertheless friendly and cooperative throughout, and, despite that I insisted upon completion two weeks earlier than the shortest time frame proposed by the fastest contractor, the work was completed ahead of time and to a quality of finish which is in every respect up to expectations. No extra monetary inducements were sought or paid nor was there any impropriety of any kind.

I have nothing but praise for Mr. Gilder : what I had been led to believe would be a tedious and vexatious process was in practice a pleasure and his efficiency and timely completion was agreeably surprising and in striking contrast to the experience of some other overseas companies setting up here.

John MacKenzie
Chairman
The Jardine Group of Companies in India