



Athens, May 19th, 2023

RECOMMENDATION LETTER

ANNA KOTTOU

To whom it may concern,

It is with great pleasure to write a Recommendation Letter for Anna Kottou. I know Anna from our cooperation towards a demanding project we ran together for TASTY Foods/ PepsiCo. She supported us from the ICAP Strategic & Operational Management Consulting Services side, delivering a complete business cycles operation efficiency roadmap.

We had set a number of Business Re-engineering goals, assessing and reforming the operation processing model, designing new processes, identifying drawbacks, and setting up alternatives, within the scope of corporate assurance policy.

Anna's ability to perceive the big picture and individualize it in "smart" actions per department, but also to set the framework and agenda in a strategic way, was critical in order to validate, invent and secure the best outcome. Her exceptional leadership engaged cross-functional teams collaboration, accelerated the creation of consensuses, and coordinated any difficulties that arose.

Anna's business advisory mindset and deep best practices initiatives played a catalytic role in supporting us and getting the project out on time and with the high KPIs we had set.

The result of this was a Corporate Culture aligned business organizational model, with a more strategic applicable inner & outer customer-centric approach, and exceeded our expectations.

I unreservedly and confidently recommend Anna Kottou for projects of great complexity and strategic commercial nature.

Please feel free to contact me, in case you need further information.

You can reach me through my mobile 69[] or mail

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Sincerely yours,

Anastasia Iliadaki

Finance Director

BRINK'S Greece