

EFFEM THAILAND INC.

A Mars, Incorporated Company

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Mr. Akbar Khan
PSC Condominium
Bldg. 1, 17th Floor, Room 1717
Yannawa District, Bangkok

16th May 2002

Dear Mr. Khan

Re: TWIX with suspected solvent contamination

First of all, thank you for bringing this matter to our attention. Your prompt action enabled our sales associates to remove any TWIX bars that may have been affected from the store in question. We felt it necessary to bring you up to date with progress of our investigations and future action to ensure this type of incident does not happen again.

Following relayed information from the store to our distributor, we were advised of the issue and our sales associates went to the store in question and removed all TWIX product that may have been affected. One of our associates then called you to apologise for the delay in responding, explaining that we had only just been informed by our distributor that there was a problem. We will ensure in future that we are informed immediately whenever a serious issue affecting our brands like this, arises.

During that conversation we advised you that although it had not been conclusively proven, we thought the cause of the suspected contamination was most likely due to solvent used to remove unwanted stickers from surrounding shelves. You kindly agreed to meet our representative the next day (subsequently rescheduled to Sunday by you), in order to provide a sample of the TWIX bar for analysis - which we hope will confirm the nature of any contamination.

You called Effem Foods again on Monday 13/5/02, believing that we had not taken your complaint seriously. We regret you feel this way as we had acted swiftly as soon as we were informed about the incident by removing product from the store and beginning an investigation into the incident.

We have requested that Tesco urgently provide us with an explanation as to how this incident occurred. If, as we suspect, the method of removal of unwanted stickers is the cause, then Tesco have been asked to implement an alternative procedure that will not compromise the quality of our products (or any others for that matter).

We would like to reassure you that not only are our products made with the highest quality ingredients and processes, we endeavour to ensure that this high standard of quality is maintained until they are consumed. We sincerely regret that we were unable to meet your expectations on this occasion.

We would like to thank you once again for bringing this matter to our attention and for your patience as we continue this investigation. We will advise you accordingly of our findings, but in the meantime we would like you to accept a gift basket of our snackfood products as a token of our appreciation of your cooperation.

If you wish to discuss the matter further, please do not hesitate to contact me.

Yours sincerely,



Calvin Schmidt
Regional Supply Director (Thailand, Singapore, Malaysia)

Effem Thailand Inc. is a limited liability company incorporated in the state of Delaware, USA.

Mars, Incorporated
strives to achieve
excellence by providing
consumers with the very
best food products.
Our brands include:



World's top 3 snack

World's top 3 sweetened treats



food brands
of rice.

World's No. 1 brand of rice



World's No. 1 brand
of food for dogs.



World's No. 1 brand
of food for cats.

