

20th July 2011

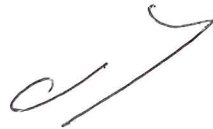
To Whom It May Concern:

This letter is my personal recommendation for Mr Sébastien Armand who was employed by JCDecaux and was based in our Beijing subsidiary from June 2010 to June 2011.

His main mission was to industrialize the development of a Sales management application developed in one of the Group's Asian entities. The objective was to adapt and improve this development to create a product which could be used in other JCDecaux group entities such as Asia and India.

The professional skills, the commitment and the ease with three languages (French, English and Chinese), have allowed Mister Sébastien Armand to complete his mission with success. An industrialized version of the product was produced and deployed in India and Japan before the end of his mission.

Mr Sébastien Armand was a great asset to this company and I highly recommend him for employment. Should you require any further information please do not hesitate to contact me.



Yours sincerely,

Patrick Cardinael

IT Corporate

Support and Subsidiaries Coordination Director

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