

**TOTAL UGANDA LIMITED**

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ATTN: Alex Kucharski

**RECOMMENDATION LETTER: OPEN SQUARES CONSULTING**

This is a letter to reference for Open Squares Consulting; a consultancy that has worked with Total Uganda Ltd throughout 2019.

We contracted Open Squares Consulting to develop our marketing strategy for the year, along with developing our overall marketing capability for execution in the Ugandan market.

Total Uganda Ltd is the leading downstream oil and gas corporation in Uganda, having been a major player in the market since 1957. Total Uganda is a strong performing oil marketing company in the East African region, and the premium market leader in Uganda.

Total Uganda Ltd engaged Open Squares to give us insight and deep understanding of the Ugandan market and to develop our overall marketing strategy for our B2C segments. Open Squares delivered on this using their unique and proprietary approach; the Village Map. They also helped us to select the right delivery partner by running a pitch selection process and later developed the annual activity plan, with in-built monitoring and review milestones. They briefed the delivery partners, and continued to support the Marketing and Retail team to deliver on overall marketing objectives

We heartily recommend Open Squares as a foremost expert on the African market, having built brands in that segment for decades and also have the right IP to engage consumer markets profitably.

Yours faithfully,  
For Total Uganda Ltd,



PP OBI IMEMBA  
**MANAGING DIRECTOR**