



TO WHOM IT MAY CONCERN

I would confirm that Nando's South Africa appointed Lisa Balz of SPACE Design, to undertake a technical project on our behalf early this year. This was part of our on-going drive to continually improve efficiencies in our restaurants, and the space utilization therein.

Her brief included the recommendation of practical ways and devices of saving floor space in existing and future Nando's kitchen designs, as well as streamlining operations where required.

I am pleased to record that Lisa Balz went about her task with enthusiasm and professionalism, as well as brought a practical uniqueness in her approach to the challenges. The project was completed within the agreed timelines. A number of her recommendations have now been incorporated in the standard designs of the Nando's restaurants' back of house composition.

We greatly appreciated her contribution to our Group.

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