



Mr. Konstantin Mauer,
MauerGroup consulting
176, B. Sadovaya
Rostov/Don, Russia, 344022

Letter of Reference

Based on IKEA Regional Development Strategy in Russia, the company had decided and has been successfully developing a Multifunctional Trade and Commercial Center investment project, located in Aksay area of Rostov region.

MauerGroup consulting company was commissioned as our trusted local adviser on initial stage of the project implementation.

MauerGroup specialists have assisted LLC «IKEA MOS (Retail and Property)» in the wide range of tasks:

- business-plan development for investment project;
- business-plan indexes and data for tax incentives preparation for co-ordination with the Ministry of Economy, Trade, International and Foreign Economic Relations of Rostov regional Administration;
- consulting activities on getting land register value and appropriate documents.

Our investment project has successfully passed its organizational stage due to work in collaboration with MauerGroup consultants. We are grateful to MauerGroup consulting company for qualified guidance and close support to our project and fulfillment of expert functions in communication with Rostov regional Administration.

We wish your company great success in providing assistance to foreign investors in South Russia for many years to come.

Finance Director
LLC IKEA MOS Retail and Property
L. Veijalainen