

English Version

MEMORANDUM OF FOUNDATION

of the Interest Association of Corporate Entities named

ČESKO-SLOVENSKÁ INICIATIVA ECR

zájmové sdružení právnických osob

Article I.

Foundation Members of the Association

1. UNILEVER ČR, spol. s r.o., located in Prague 8, Thámova 18, company registration number: 18627781, represented by Mr. Herman Verstraeten, the executive secretary and Magdalena Líbalova, per procuration
2. MAKRO ČR spol. s r.o., located in Prague 6, Evropská 15, company registration number: 00288918, represented by Mr. Levinus Adriaan Oggel, the executive secretary.
3. Procter & Gamble - Rakona a.s., located in Rakovník, Ottova 402, company registration number: 14801396, represented by Mr. Hynek Šerý and Mr. Aleš Vojtěch, the member of the Board of Directors.
4. Nestlé Čokoládovny s.r.o., located in Prague 4, Mezi vodami 27, company registration number: 25702149, represented by Mr. Bruno Le Ciclé, the President of the Board of Directors.
5. AHOLD Czech Republic, a.s., located in Brno, Slavičkova 1a, company registration number: 44012373, represented by Mr. Peter Arne Ruzicka and Mr. Jiří Wegmann, the members of the Board of Directors.
6. Kraft Foods CR s.r.o., located in Prague 8, Pobřežní 3, company registration number: 47123915, represented by Mr. Bruno Mauvoisin, the executive secretary.
7. SCA Hygiene Products, s.r.o. located in Prague 8, Pernerova 11, company registration number: 48536466, represented by Mrs. Věra Žůrková and Mr. Vladimír Veselý, the executive secretaries.

Article II.

Name and Head Office of the Interest Association of Corporate Entities

- 1/ The interest association of corporate entities founded based on this Memorandum of Foundation will act under the name "Česko-Slovenská iniciativa ECR, zájmové sdružení právnických osob" (i.e. Czech-Slovak ECR Initiative, interest association of corporate entities).
- 2/ The head office of the interest association of corporate entities is located in Prague 1, Sněmovní 9.

Article III.

People Authorized to Act on behalf of the Interest Association of Corporate Entities

1/ The foundation members appoint the following people to the Presidium of the Association being its statutory body pursuant to Article 5.1 of the Constitution:

a) As co-chairmen:

Herman Verstraeten, 25.06. 1958, Horoměřice, Kamenická 204

Levinus Adriaan Oggel, 03.02.1944, Praha 6, Slunná 27

b) As members:

Aleš Vojtěch, 5210111/094, Boženy Němcové 851, Rakovník

Bruno Le Ciclé, 05.05.1962, Praha 4, Lhotka, U lázní 9/1006

Jiří Wegmann, 600221/2139, Čiklova 19, 140 00 Praha 4

Bruno Mauvoisin, 26.01.1953, Praha 6, Sušická 21

Vladimír Veselý, 580117/0375, Bilichov 13, 273 74 Klobuky v Čechách

The above persons are at the same time statutory representatives of the foundation companies.

2/ The Presidium is a statutory body of the Association and acts on its behalf. The Presidium is represented by one co-chairman and another Presidium member or by both co-chairmen. The signature is realized in the way that one co-chairman and another Presidium member or both co-chairmen append their signatures and functions to pre-printed or pre-written name of the Association.

Article IV.

The Statutes of the Interest Association of Corporate Entities is an annex to this Memorandum of Foundation. The foundation members append their signatures to this Memorandum of Foundation in witness of their approval with the Statutes of the Interest Association of Corporate Entities.

Article V.

Incorporation the Interest Association of Corporate Entities into the Registry of Associations

1/ The interest association of corporate entities founded by this Memorandum of Foundation registers in the Registry of Associations kept by the relevant District Authority for Prague 1.

2/ JUDr. Pavel Čížkovský, a lawyer, birth registration number: 601212/0906, registered in the Registry of the Czech Law Chamber under no. 1445, located in Prague 1, Václavské nám. 18, was empowered to register the Association to the Registry of Associations. The foundation members shall cover expenses connected with such incorporation equally.

In Prague,

UNILEVER ČR, spol. s r.o.

Mr. Herman Verstraeten, the executive secretary and Magdalena Líbalová, per procuration

MAKRO ČR spol. s r.o.

Mr. Levinus Adriaan Oggel, the executive secretary

Procter & Gamble - Rakona a.s.

Mr. Hynek Šerý and Mr. Aleš Vojtěch, the member of the Board of Directors.

Nestlé Čokoládovny s.r.o.,

Mr. Bruno Le Ciclé, the President of the Board of Directors.

AHOLD Czech Republic, a.s.,

Mr. Peter A. Ruzicka and Mr. Jiří Wegmann, the members of the Board of Directors.

Kraft Foods CR s.r.o.

Mr. Bruno Mauvoisin, the executive secretary.

SCA Hygiene Products, s.r.o.

Mrs. Věra Žůrková and Mr. Vladimír Veselý, the executive secretaries.

