



JOINT STOCK COMPANY  
**GOZNAK**

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#### Letter of recommendation

This letter of recommendation has been issued for Shlyapina Elena Vladimirovna.

Elena Shlyapina is an employee whose release from Joint Stock Company "Goznak" in 2011 was difficult. This is a reliable, responsible and competent employee, able to solve problem situations, applying in practice all available knowledge and experience.

With Elena Shlyapina in the department of the paper production, planning and dispatching, were established the following management processes:

- developed the regulation for the management of investment projects,
- developed a long-term development strategy of the company,
- assessed the profitability of new investment projects for inclusion in the investment program of the paper production of the company,
- Improved the work process of two branches of the paper production department in relation to the preparation of all the documents necessary for the approval of the annual investment program,
- successfully worked with specialists from two branches to improve the process of evaluating the effectiveness of investment projects,
- carried out annual monitoring of the implementation of investment projects accepted for execution,
- developed the strategies to optimize the consumable part of the production process,
- defined KPIs to improve the efficiency of the production process,
- developed the regulation for monitoring the implementation of KPIs.

The strengths of Elena Shlyapina are, first of all, professionalism and competence, the ability to work in a team, effectively managing the activities of the accountable branches, dynamism and diving for self-improvement and improvement of other employees. The ability to find the right balanced solution in a sudden problem situation makes this employee truly irreplaceable.

Best regards,

Head of the Department of Technology and  
Planning of Paper Production

Svetlana V. Kholodniak