



May 29, 2013

Bruce Hertz and Ed Wendlandt
Emergency Response Management Consulting Ltd.
13127 156 Street
Edmonton, Alberta T5V 1V2

Via email: bhertz@ermcglobal.com / ewendlandt@ermcglobal.com

Dear Mssrs Hertz and Wendlandt

Re: Letter of Reference

The purpose of this letter is to describe Emergency Response Management Consulting Ltd's (ERMC) involvement with Viterra Inc from roughly late 2010 until mid-2012.

ERMC was contracted by Viterra to provide expertise and guidance in the development of a global crisis management system for the company. Working with Viterra internal personnel (led by the undersigned), consulting services provided by ERMC included:

- Scoping / position paper describing a best practices crisis management system and a gap analysis relative to those best practices.
- High-level hazard analysis and development of a crisis management plan, including assisting in the design of a multi-level and multi-jurisdictional crisis management organizational team.
- Development of a crisis communications plan, in concert with The Corpen Group.
- Development of Emergency Operations Centres and various tools for use by the Crisis Management Teams (e.g., communications tools).
- Delivery of Plan Familiarization training and a table top exercise.

ERMC was consistently professional and delivered high quality product throughout. I would not hesitate to work with them in the future.

Sincerely,

A handwritten signature in black ink that reads 'P May' with a horizontal line underneath.

Peter May, M.E.Des., MBA, P.Biol.
Director, Sustainability