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To whom it may concern,

Ms. Mona Haug has worked as our coach in year 2019 in order to strengthen and improve our inter-cultural, leadership, and organizational development.

As our company (German company) became a part of JX Nippon Mining & Metals group (Japanese) in June 2019, it was vitally important for us to develop our organization during post M&A period. It was not easy task to combine our global organizations and enable the good teamwork across the globe.

Ms. Haug has supported us greatly especially when we needed to establish our cross functional team spirits. Thanks to her supports, I felt the cooperation especially between German and Japanese management team is substantially improved. Without the supports of Ms. Haug, I think it would be extremely difficult for us to develop our organization so swiftly and profoundly. I would like to show my great appreciation to her supports.

When you need the supports especially for cross functional and intercultural organizational integration & development, I am sure Ms. Haug can be your great helps.

Best wishes,

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Dr. Kazuyuki Marukawa