

TANI OBIS GmbH · Im Schleeke 78 - 91 · 38642 Goslar · Germany

To Whom it may concern

Goslar, August, 25th, 2026

Executive Reference for Dr. Mona Haug

It is my pleasure to provide this reference for Dr. Mona Haug, with whom I have worked closely and in complete confidence over several years.

Our collaboration spans both my executive responsibilities at Taniobis and my role as President of the Tantalum-Niobium International Study Center (T.I.C.), the global industry association representing the tantalum and niobium supply chain. Throughout this time, Dr. Haug has become one of my most trusted strategic advisors, supporting me in navigating complex business challenges, organizational transformation, and international stakeholder engagement.

What distinguishes Dr. Haug is her rare ability to combine strategic business thinking with a deep understanding of leadership, organizational dynamics, and human behaviour. She does not simply advise on decisions—she significantly improves the quality of those decisions. Her structured approach, intellectual clarity, and ability to identify both opportunities and risks have repeatedly strengthened executive decision-making in situations where long-term strategic implications were substantial.

In my role as President of T.I.C., I have particularly valued her contribution to the strategic evolution of an international organization operating within an increasingly dynamic geopolitical and economic environment. She has provided valuable perspectives on governance, stakeholder engagement, organizational development, and the future strategic positioning of the association. Her ability to challenge established thinking in a constructive manner has generated important impulses that continue to shape the development of our organization.



Equally impressive is Dr. Haug's ability to work across cultures. Leading an international organization requires balancing different business cultures, communication styles, and decision-making approaches. Her exceptional intercultural competence enables her to quickly understand these dynamics and create an environment where diverse perspectives become a source of better decisions rather than barriers to progress.

This has been particularly valuable in my own leadership role within a Japanese corporate environment. Dr. Haug demonstrates a remarkable understanding of both European and Japanese leadership cultures, allowing her to provide advice that is not only strategically sound but also culturally intelligent. Her guidance has strengthened collaboration, built trust across organizational and cultural boundaries, and enhanced the effectiveness of international leadership teams.

Beyond her expertise, what I value most is her ability to create clarity in situations of complexity. She asks the right questions, brings focus to strategic discussions, and enables leadership teams to move confidently from analysis to decision. Her work consistently creates tangible value—not only by improving individual decisions but by strengthening leadership capability and organizational effectiveness over the long term.

Dr. Haug combines the highest standards of professionalism with absolute integrity, discretion, and personal commitment. She has earned my complete trust through every stage of our collaboration and has become an invaluable strategic sparring partner whose judgement I deeply respect.

I recommend Dr. Mona Haug without the slightest reservation for executive advisory, board consulting, leadership development, and organizational transformation assignments. Her unique combination of strategic insight, business acumen, psychological expertise, and intercultural leadership makes her an exceptional advisor for senior executives, boards of directors, and international organizations facing complex strategic challenges.

It has been a privilege to work with Dr. Haug, and I am confident that any organization seeking outstanding strategic guidance at the highest executive level will benefit immensely from her expertise and partnership.

I greatly value my ongoing collaboration with Dr. Mona Haug and look forward to continuing our successful work together.



Silvana Fehling
Senior Director Global Materials Management