



101 Tillessen Blvd, Ridgeway, SC, 29130

Tel (803) 337-5264

Fax (803) 337-5265

To whom it may concern!

Christina Rebel-Otterbach, e.g. CRO Management Consulting LLC, was first engaged in Jan. 2015 as a management consultant to MEKRA Lang North America, LLC in Ridgeway, SC (a company with a revenue of about 70 Mio. USD and around 400 employees). At this point the whole organization was in a transition phase and lacked cost-transparency. This affected us heavily because we were partially unable to formulate clear targets for the teams in order to support the transition to a sustainable business. Christina was hired to help creating this transparency for the entire cost accounting.

From the first beginning we experienced a personality with a focus on the task but also with a profound professional background in leadership and with a thinking of servicing not just the accounting team but the whole organization.

After a short period of time Christina identified the root causes of this lack of transparency as well as for the needs of the organization and the according priorities. She was able to see through the challenges at hand, simplify complicated situations, present suggestions for solutions and keep us motivated to continue until the project was finalized.

Moreover with her extraordinary talent for involving the right people at the right time in the right way Christina provided a clear picture about the real dimension of our challenges including financial performance, organizational structure and tools being used at that time.

The initial cost transparency project turned into a re-organization project and we appreciated Christina's support during this phase in the role of an interim CFO. Immediately she started to analyze the skills of the people in the finance and accounting organization, to clarify roles and re-assign responsibilities and to elevate the different talents in a way that all of them started to work together as a winning team. In parallel she involved the German headquarter, initiated cross-organizational teamwork and ultimately promoted the decision to change the existing ERP-System.

Over the course of 6 months Christina lead the accounting and finance team to conclude a challenging yearend audit, an extensive fixed asset inventory and set up in an ERP system, initiated definition and streamlining of month end close



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process and management reporting as well as the re-installation of cost center management and accounting.

In parallel her team was able to create the transparency on the cost-side in order to define and support continuous improvement programs on the shop floor as well as in logistics. Finally Christina assisted the whole organization to renew the operational strategies of all teams by defining the financial, operational and other organizational mission and strategy for the next five years.

Reflecting close to the end of this year 2015, we have to acknowledge that we are not the same company as a year ago anymore. Enabled by the newly generated transparency we share common goals for improvements. Through the operational strategies we understand the dependencies between the various groups clearer as well as their individual contribution to our future success. Through our newly organized Controlling and Accounting team we gained a real business partner supporting our goals for the future. The long story short: Christina's extraordinary skills changed and refocused the whole organization - and now we established the desired cost-transparency (as an outcome - besides all other achievements).

Ergersheim, November 19<sup>th</sup>, 2015

A handwritten signature in black ink, appearing to read "W. Lang".

**Dr. Werner Lang**

President (Geschäftsführer) of

MEKRA Lang GmbH & Co. KG, Ergersheim, Bavaria, Germany

President (Geschäftsführer) of

MEKRA Global Mirror GmbH, Fürth, Bavaria, Germany

President and Sole Director of

MEKRA Lang Americas Holding, Delaware, DE, United States of America

Director and Executive Vice President of

MEKRA Lang North America Holding, Ridgeway, SC, United States of America