



Singapore 2. May 2012

**To whom it might concern**

Regarding Mr Gösta Schwarck:

At my time as Vice President for the newly established sales support function of the After Sales division of MAN Diesel I hand-picked Gösta Schwarck to assist me on SCM matters, based on recommendations of the Boston Consulting Group.

During the almost two years Gösta and I worked together I was happy and thankful for his support and enthusiasm, which was well appreciated in an organisation for which the concept of After Sales Service and Supply Chain Management was not always first priority. At least it was not back then.

Together we put After Sales and the Supply Chain on the agenda and made the top, executive and rest of the senior management aware that the two topics were important strategic issues for the future of the company.

I saw Gösta lead international teams and implementation of complex SAP-modules and saw stock-outs drop and customer service increase.

I saw him stand in front of large audiences and assemble several geographical regions of the company in seminars where he was preaching process management and the tearing down of functional silos to the entire organisation.

He introduced new concepts such as "SCOR", "Lean" and "Six Sigma" to the company, but most importantly he fought for the establishment of a company-wide Business Intelligence department, which he eventually created.

I left the company, just as it was announced that Gösta would undertake the newly established role and responsibility as "Global Supply Chain Manager".

I would like to give Gösta my very best recommendations and hope I will be working with him again someday in the future.

Yours sincerely

Thome Ship Management Pte Ltd

A handwritten signature in dark ink, appearing to read 'Carsten B. Ostenfeldt', written in a cursive style.

Carsten B. Ostenfeldt  
Managing Director