

LETTER OF REFERENCE

To Whom It May Concern

I am pleased to provide this letter of reference for **Mr. Mukund Joshi** and his work as an AI and digital transformation consultant to the **HASSLACHER Group**.

From March to July 2026, Mr. Joshi conducted an extensive assessment of our processes, digital landscape and potential applications of artificial intelligence. The engagement covered a broad range of operational and technology-related topics, including process efficiency, data and system structures, digitalization opportunities and the practical potential of AI within an internationally operating industrial group.

Mr. Joshi approached the assignment in a highly structured and professional manner. He invested considerable effort in understanding our organization, our existing system landscape and the operational challenges arising from different processes, data structures and technological environments.

The resulting analysis was comprehensive, precise and well founded. The identified improvement opportunities were consolidated into clearly structured clusters and translated into coherent and actionable fields of intervention. His assessment of the relevant challenges, priorities and opportunities proved to be highly accurate and aligned well with our own strategic and operational perspective.

Throughout the engagement, Mr. Joshi demonstrated a strong ability to combine technological expertise with a sound understanding of business processes and organizational realities. His work was characterized by thorough preparation, attention to detail and a pragmatic focus on solutions that could deliver tangible operational value.

Following the assessment, HASSLACHER decided to implement selected measures through established local partners and to integrate the relevant work packages into projects already under way. This implementation approach was based on our internal project landscape, available capacities and existing partner structures. It does not diminish the quality or relevance of Mr. Joshi's analysis and recommendations, which provided valuable input for our further digitalization and AI activities.

The cooperation with Mr. Joshi was highly professional at all times. We particularly appreciated the scope and depth of his analysis, the precision of his work, his clear communication and his accurate assessment of our operational and technological situation.



Based on our experience, I can confidently recommend Mr. Joshi to organizations seeking professional support in process analysis, digital transformation, data management and the identification and evaluation of practical AI applications.

We thank Mr. Joshi for his valuable contribution in gaining deeper insights for our digital transformation.

Yours sincerely,

Christoph Kulterer

CEO and President

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