



**International
work group**

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certificate of attendance

I hereby certify that

Mrs. Edyta Szarska

participated at two two-days workshops of the International Work Group of the International Controllers' Association (Internationaler Controller Verein).

Controllers from seven European countries got together in Poland in June and October 2015 in order to support a middle-sized company establish a modern controlling system. The workshops were conducted in English.

Beside the highly motivated and active participation at the workshops, the members prepared extensive analysis and documentation in several other group work sessions and presented the results to the Management Board of the company.

A handwritten signature in black ink, appearing to read 'H. Friedag', is written over the printed name.

Herwig R. Friedag