



To whom it may concern,

it is our pleasure to provide this letter of recommendation for Mr. André-Paul Widera, who has collaborated with our company on multiple occasions since 2020, taking on various roles in different projects. Most notably, we have come to know him through his Bachelor's thesis, which he conducted in partnership with us. His research focused on identifying and analyzing the emergence of hindering factors in digital transformation processes — challenges that we ourselves have actively sought to overcome.

"Exte GmbH" represents a German medium-sized company, founded in 1959, that takes pride in more than 65 years of family tradition, operating three locations in Germany and one in Poland. As a leading supplier in the construction and window industry, we specialize in the development, production, and distribution of high-quality plastic components for national and international clients, utilizing highly developed extrusion technology.

From his very first engagement with us in 2020 as a temporary employee in our manufacturing facility, Mr. Widera distinguished himself by demonstrating a critical and innovative mindset. He consistently questioned existing work instructions, evaluating them in terms of both efficiency and effectiveness. His fresh perspective and alternative approach impressed Dan Friedl, our shareholder, to such an extent that Mr. Widera was invited to write his Bachelor's thesis in collaboration with us.

Against this backdrop, Mr. Widera conducted an extensive case study within our company from February 2024 to June 2024. Throughout the process, he displayed exceptional diligence, accuracy, and motivation. He systematically observed daily operations, conducted an internal survey, and held expert interviews with numerous internal stakeholders across different divisions and hierarchical levels. His commitment to a multi-perspective and holistic approach was evident, as he sought to understand the underlying challenges of digital transformation at the highest scientific level. What set Mr. Widera apart was his ability to bridge theory and practice seamlessly. Not only did he engage in rigorous academic analysis, but he also demonstrated a strong social aptitude, ensuring that his findings were accessible and valuable to all levels of the company. He was never content with a purely theoretical perspective — he actively worked on machines and immersed himself in shopfloor operations to gain a comprehensive understanding of practical workflows. Our collaboration with Mr. Widera has extended beyond his Bachelor's thesis, resulting in a subsequent follow-up. His case study was recently published internally as an extensive business report, which has significantly enhanced our understanding of key considerations when implementing digital systems.

Mr. Widera exemplifies diligence, passion, and an unwavering commitment to driving digital transformation and science. His efforts have been highly valuable, and we strongly endorse him. He is a determined and resourceful individual for whom no challenge is too great. Therefore, we have no doubt that he will make meaningful contributions in any professional or academic endeavor he chooses to pursue in order to make the digital world a better place.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Holger S. Manske'.

Holger S. Manske - Managing Director

Wipperfürth, 05.03.2025