



To Whom It May Concern

Mr. Sebastian Schaaf worked as a Visiting Associate in the Frankfurt office of The Boston Consulting Group from August 29 to November 4, 2016. He was assigned to a project dealing with the implementation of a new decentral organization in the health insurance sector.

The Boston Consulting Group (BCG) is one of the world's leading strategy consulting firms, with 85 offices in 48 countries.

In particular, Mr. Schaaf's work focused on

- preparing, participating in, and documenting local meetings and workshops,
- consolidating and analyzing several data requests from the client organization,
- redesigning new formats for reporting the implementation progress during the go-live phase, and
- conceptually redefining the relocation planning processes for the next project phase.

His responsibilities included

- compiling, processing, and repackaging data to derive relevant insights,
- actively participating in local meetings and workshops with the client (with more than 60 participants),
- independently conducting alignment meetings with the client, and
- preparing presentations on project progress and intermediate results.

Mr. Schaaf completed all tasks to our fullest satisfaction. He quickly understood the key issues of problems and was able to provide solid, in-depth analyses. He displayed excellent listening skills and clearly communicated his thoughts and ideas. In general, his performance demonstrated the level and proficiency we usually expect from a first-year Associate. Mr. Schaaf was an excellent team player and a pleasure to work with. He quickly became a full member of the team, accepted both within BCG and at the client. He did not hesitate to request help when necessary and was willing to accept guidance from senior team members. Even without being asked, Mr. Schaaf frequently offered his support to others.

Overall, during his time at The Boston Consulting Group Mr. Schaaf showed that he is a gifted individual who has the potential for a fast-track career in consulting. Because of Mr. Schaaf's outstanding performance, we have invited him to join BCG Fast Forward, a program designed especially for very successful Visiting Associates.



We would be interested in Mr. Schaaf joining us immediately after he graduates. We wish him all the best for his further studies, and we hope he considers BCG an option for his future career.

Frankfurt, November 4, 2016
The Boston Consulting Group GmbH

A handwritten signature in black ink, appearing to read 'C. Baumgärtner'.

Dr. Carsten Baumgärtner
Senior Partner and Managing Director

A handwritten signature in black ink, appearing to read 'O. Rehse'.

Olaf Rehse
Senior Partner and Managing Director