

LETTER OF REFERENCE

Julia Hager, born on 15.12.1974, was employed by our company from 15.01.2017 to 31.05.2025.

Brambles is a global provider of logistics solutions, connecting the world's supply chains through its operations, people and technology. Together with its partners and customers, it is advancing the world's supply network to overcome disruptions and operational challenges, through resilience and regenerative growth.

Mrs. Hager was employed as Digital Marketing and Operations Manager (field-based, remote) for the EMEA region from 15.01.2017. Her tasks included:

- Management and technical implementation and localization support of CHEP's new global web presence in 30 EU countries and in 20 languages
- Project management of the introduction of digital marketing, especially email marketing automations and social media marketing
- Technical implementation of the marketing automation platform Eloqua (as Eloqua Certified Product Master & Partner Specialist)
- Creation, management and implementation of a global social media marketing and channel strategy, as well as leadership of the global social media steering committee
- Group training and individual coaching of marketing employees in the 30 countries on the principles of digital marketing, the application of all digital applications used, as well as the marketing strategy for the various channels

As of 01.06.2019, we assigned Mrs. Hager the role of Senior Manager, Digital Marketing (field-based, remote) for the entire group with the following responsibilities:

- Lead, develop and implement the global digital marketing strategy
- Lead the marketing automation ecosystem and marketing technology stack strategy
- Lead, develop and implement the search engine optimization strategy
- Global capability ownership of the strategic implementation of the marketing automation system Salesforce Pardot and its cross-platform user journey and user experience designs
- Lead, develop and implement the strategy for external digital channels and business ownership of the global website chep.com
- Coordination & implementation of the IT security strategy for external digital channels and digital marketing applications in close cooperation with the cybersecurity team
- Pro-active collaboration with all business units to drive the effective use of digital technologies and channels
- Group training and individual coaching of marketing employees from all countries in the use of all digital applications used, as well as the marketing strategy for the various channels

From July 2021 to June 2022, Mrs. Hager took on management responsibility and received additional in-house training as a "Line Manager", which she successfully completed.

As of 01.07.2022, Mrs. Hager was appointed Senior Manager, Digital Channels (field-based, remote) for the entire group with the following tasks:

- Management of the marketing automation ecosystem and the strategy of the marketing technology stack
- Coordination & implementation of the IT security strategy for external digital channels and digital marketing applications in close cooperation with the cybersecurity team
- Management, development and implementation of the strategy for external digital channels and business ownership of the global website chep.com
- Management and implementation of the new branding strategy in all applications and channels of digital marketing
- Groups Training and single coaching of marketing employees in all countries in the use of all digital applications used, as well as the marketing strategy for the various channels and the correct digital use of the new branding

Mrs. Hager has also been actively involved throughout in voluntary internal company programs in the areas of CyberSafety, the Wellbeing Strategy and the Inclusion & Diversity Strategy. Since March 2024, she has supported numerous neurodivergent employees as Co-Chair of the global Employee Resource Group for Neurodiversity and from July 2020 to June 31, 2025, she was responsible for mentoring and coaching at least two mentees annually in our internal mentoring program; since March 2024 specifically for neurodivergent mentees.

Mrs. Hager has very comprehensive, versatile and always up-to-date specialist knowledge, including in peripheral areas, which she always applied very confidently, purposefully and effectively in practice. She communicates in English at a native speaker level.

Mrs. Hager always pursued targeted internal training regularly and independently. With our support, she also completed the MIT Sloan School of Management's "Leadership in an Exponentially Changing World" executive program on a part-time basis, as well as a semi-virtual full-time Bachelor of Science in Applied Psychology with a focus on digital psychology.

Thanks to her very structured, goal-oriented and meticulous way of working, Mrs. Hager was able to find adequate solutions to even the most difficult problems and put them into practice with great success. She always kept her eye on the essentials. She promoted international cooperation and always showed a high degree of understanding for culturally different ways of working. She was always helpful and open to criticism.

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Mrs. Julia Hager

She always integrated innovations in digital marketing expertly and successfully. Thus, she succeeded in automating digital marketing tasks and fully integrating them into the work of the regional specialist departments.

Mrs. Hager has strong analytical and logical thinking and judgment skills, a high level of detail orientation and strategic thinking, combined with a deep technical understanding of digital applications and automation. Due to her particularly high motivation, initiative and willingness to perform as well as her quick comprehension, she was always able to cope with additional tasks, always acted calmly and thoughtfully, and always achieved the goals set for her to a high degree.

Mrs. Hager always worked together with management, business partners, colleagues and employees in a very constructive, collegial, objective and results-oriented manner. She enjoyed our unreserved trust. Her behavior towards superiors, colleagues and customers was exemplary at all times.

In her area of responsibility and in projects, she always set clear goals and achieved them at all times by delegating tasks and responsibilities in an appropriate and employee-oriented manner and through a contemporary, inclusive leadership style. She always motivated her employees to perform very well. As a line manager, she was fully recognized and appreciated by her superiors and employees at all times.

Mrs. Hager always fulfilled the tasks assigned to her to our complete satisfaction.

The employment relationship ends for operational reasons due to a strategic realignment in the Marketing division and the elimination of the position of Senior Manager Digital Channels.

We deeply regret her departure and would like to thank her for her great commitment, her excellent performance at all times and the always very pleasant working relationship. We wish her all the best and continued success in her future professional and personal life.

Köln, 30.06.2025

CHEP Deutschland GmbH



Kai Derda
Supply Chain Lead,
Accelerating Markets Europe



i.A. Carolyn Braun
Interim HR Manager Germany