

September 2021

To Whom it May Concern:

From: Dennis Renaud – Chief Executive Officer, Panduit

Regarding: Letter of Recommendation for Catherine Conroy

It is with great enthusiasm that I write this letter of recommendation for Catherine Conroy. Catherine came highly recommended to me from a trusted colleague who had been Catherine's manager for more than a decade. Catherine was hired as Panduit's Director of Marketing in 2015 and after several years of working with her, I understand why she had been so highly recommended.

Catherine is a different breed of Marketer due to her strong background in finance. Her early experience in banking and treasury, clearly influenced Catherine's approach to marketing, specifically how she communicates with Senior Leadership about ROI on marketing investment. While marketing is part science, part art, Catherine understands that all marketing campaigns require both. The art inspires brand preference, but the science (and the data), translates the impact of the art on the bottom line.

During Catherine's time at Panduit, she has led many projects that have impacted the bottom line including revamping our lead generation to sales revenue process, partner summits, content, channel and program marketing, to name a few. As she executed on these projects, she inspired her team to think differently and fundamentally changed the understanding and value of marketing.

Catherine's excellent work and results have been recognized throughout our industry. As such, she was recruited to a much larger company where she will have greater opportunities to demonstrate her skill set. While I am sad to see Catherine leave Panduit, I am excited for her future. If you require further information, please do not hesitate to contact me at dwrenaud@gmail.com.

Sincerely,



Dennis Renaud – CEO Panduit

From: Pete Kokuzian – Senior Vice President & Managing Director, Americas (Panduit)

To: Whom it may concern

Regarding: Letter of Recommendation for Catherine Conroy

I hired Catherine Conroy in 2015 to fundamentally transform the marketing department in Panduit's largest regional theater. I immediately knew that I made the right choice as Catherine hit the ground running, quickly developing a marketing strategy that aligned with Panduit's long-term revenue goals. This involved evaluation of talent, marketing platforms, vendors, and the overall go to market execution. Catherine's recommendations were bold. As an example, Panduit has maintained internal marketing execution with an in-house ad agency for over 60 years. Catherine recommended, and then co-championed, the evaluation and on boarding of an external global agency to modernize and elevate all aspects of Panduit's go to market strategies.

At the same time, Catherine was evaluating and maintaining Panduit's best talent and hiring new marketing expertise. Her many years of management expertise and leadership skills kept the staff engaged, focused, and performing very well even during a time of transition. A year after her arrival, the marketing staff engagement survey revealed a huge jump in satisfaction which was confirmation of her ability to lead and inspire a team.

Catherine is not just a "Director" of people and processes, she is a "hands on owner". For example, she is currently leading an in-depth evaluation of our lead generation to sales revenue process (Marketo/Dynamics CRM) which has not worked optimally from the time of installation. Catherine realized that without a complete understanding of the overall process and pain points, the system would never deliver the insights needed for sound business decisions on marketing investments. This complex project is still under way, but I am confident that her approach to mapping out the processes, identifying and correcting gaps and training users, will finally fix the issues that we have struggled with for so long.

Although I could continue with additional examples of Catherine's achievements, I will end here by saying that she is a bold, strategic marketing leader who understands how marketing impacts a company's bottom line. Her relentless drive for results combined with collaborative management style and great communication skills, quickly earned my trust and that of her team!

I am providing this evaluation to Catherine now as I have decided to leave Panduit to pursue my dream of running my own business. I know that Panduit will continue to benefit from Catherine's marketing expertise and leadership for years to come!

Regards,

Pete Kokuzian --(Pkokuzian@forcechicago.com)

A handwritten signature in black ink that reads "Pete Kokuzian". The signature is written in a cursive, flowing style with a large initial "P".

March 2015

To Whom It May Concern:

This letter serves as a professional recommendation for Catherine Conroy. I am in a unique position to write this as Catherine worked for me for 11 years (2004 – 2015) while I was the Vice President of Marketing for Cabot Microelectronics Corporation (CMC).

When I hired Catherine we had no Marcom strategy, infrastructure, or people resources. Catherine successfully implemented a strategy to support the company growth objectives. In the last several years Catherine's role and impact expanded at CMC. She became the company Brand Champion, leading a rebranding strategy that included rewriting our company Mission, Vision, and Brand position. She implemented a customer satisfaction survey program to obtain customer feedback and then led an internal team to develop continuous improvement plans. Always focused on growth and supporting the sales force, Catherine recommended a Value Selling training initiative which has been well received by our sales team world wide. Catherine also taught dozens of cross-cultural training classes at our locations world wide in an effort to foster better communication among our many diverse employees.

Catherine learns new technologies quickly and leverages them in her marketing plans. For example, she has become very skilled in digital media, effectively leveraging social media, SEO, analytics, etc. to support business goals.

Catherine has tremendous courage and integrity, and has earned my respect. As a manager of people, I found that she leads by example and inspires her team to do their best. After so many years as her supervisor, it is my opinion that you could find no better "Marketer" than Catherine. She comes with my highest recommendation!



Steve Smith
Formerly Vice President, Marketing
Cabot Microelectronics

To Whom It May Concern:

This letter serves as a professional recommendation for Catherine Conroy. Catherine supported me in her role as head of Corporate Marketing for 11 years (2004 – 2015) when I was in various leadership positions, including my final role as Vice President of Global Sales for Cabot Microelectronics Corporation (CMC).

Catherine worked tirelessly to help support our aggressive sales goals over the years. She was a true friend of the sales force and was constantly engaged with our global team trying to understand how marketing could assist in both our short term and long term needs.

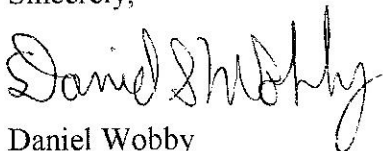
While Catherine was quick to accomplish the classic role of a Marcom function, by creating sales support materials such as collateral and product launch and promotional campaigns and packages, she took her efforts so much further. Catherine understood the needs of our globally based sales force, and wanted to ensure that there was “one source” to house product information and capture market intelligence. She created a secure web site where our global sales force would have not only easy access to product information but also a place where we could gather market intelligence from our diverse and globally based team. The company continues to derive benefits from this tool on a daily bases.

As one who has conducted business on several continents for decades, I know that Catherine is an expert interculturalist. She speaks multiple languages, has lived, worked, and studied overseas. Therefore she appreciates the importance of understanding the various ways business is conducted globally. We traveled extensively during the years we worked together and I was impressed by the ease in which she assimilated into each country environment. People are drawn to Catherine because she is approachable, easy going and genuinely interested/concerned about them personally. As a result, she inspires all around her to be their best and do their best.

Catherine assembled a top-notch team at Cabot Microelectronics, who are all very well regarded for their knowledge and commitment to supporting the company goals. Catherine also manages a number of outside supplier partners, with whom she has worked for decades. This is important for me to mention as her internal and external team always treated Sales like we were their top priority!

I am a Founding member of Cabot Microelectronics and as such have decades of experience working with those who have stewarded the company. I will always remember Catherine as being one of the very best. Her knowledge of global business and strong marketing skills will make her a very valuable leader in any company.

Sincerely,



Daniel Wobby
Vice President, Global Sales (Retired)
Cabot Microelectronics Corporation

E. J. MOONEY
P. O. BOX 180
HESPERUS, COLORADO 81326

May 11, 2015

It is with a strong sense of pride that I write this letter of recommendation for Catherine Conroy. I have known Catherine for the better part of 25 years, having first met her when I was President of Nalco Chemical Company and she, beginning her career, was a marketer/speech writer.

Although many years have passed since those first speeches, Catherine still embraces Nalco's motto "earning customers for life." Catherine supported me and Nalco's growth strategies through hard work and dedication until I retired as Chairman and CEO.

Our paths crossed again when I joined the board of Cabot Microelectronics in 2005 where Catherine was already hard at work establishing a world-class marketing and communications organization. Although I could fill this page with her successful marketing initiatives, what I am personally most proud of is the reputation she has earned as a trusted business partner by all levels and titles of colleagues.

Catherine clearly recognized a long time ago that it is not the job you are in today, but rather the relationships that you make over a lifetime that really matter. Her ability to lift people up and inspire them to do their best to move forward has earned her not only lifetime colleagues and customers, but also lifetime friends. I count myself among them!

Sincerely,



E. J. "Ted" Mooney
Chairman & CEO, Retired
Nalco Chemical Company

*1128 Courtland Place
Aurora, IL 60504*

January 20, 1998

To whom it may concern:

It is my great pleasure to write my personal letter of recommendation for Catherine Ann Conroy. I am a Group Vice President of Nalco Chemical Company and the President of Nalco's operations in Latin America. In my work at Nalco I have worked with Catherine since the beginning of her career at Nalco (approximately six years).

When I first met Catherine she was working in Nalco's International Treasury department as the Financial Analyst responsible for our operations in Latin America and the Pacific Rim. In those years, Latin America was undergoing a financial crisis in many of the countries with run-away inflation rates and devastating bank closures. Although the situation was stressful and often times difficult to comprehend, Catherine worked very closely with our local company financial managers and together, they provided sound financial advice for the region. Catherine's analytical skills are exceptional, but her years in International Treasury also highlighted her skills as a communicator. Catherine possesses unique communication skills, having the ability to deliver a message successfully in English, Spanish or Portuguese.

Catherine was promoted to the position of Marketing Communications Division Manager for Latin American Operations. In the last few years, Catherine has made great contributions to the region by designing and implementing a strategic marketing communications plan which has contributed to the region's profitability. In addition to her direct responsibilities, Catherine works very closely with the Latin American Marketing Managers assisting with product roll-outs, planning, analysis, etc.

In short, we know Catherine to be a multitalented individual. She is an experienced international manager whose knowledge of finance, marketing and international communications has been a great asset to Nalco. I am quite confident that she would be a valuable addition to any corporation.

Sincerely,



Gilberto Pinzon Ruiz

DR. MARCELO I. STUBRIN M.D.
Figueroa Alcorta 3750, Piso 7
1425 Buenos Aires, Argentina
Telephone: 804-9444

TO WHOM IT MAY CONCERN:

Please accept my enthusiastic recommendation of Catherine Jacoby. Catherine is a very intelligent, versatile International Manager.

Catherine came to Argentina to work in High Tech Argentina as a Manager/Consultant when I was President. Catherine has the ability to assimilate quickly into an organization and instantly gain the confidence of its employees. I was impressed by Catherine's ability to quickly grasp the intricacies of a medical company when she had no prior medical experience, while at the same time, communicating entirely in a second language.

Her communication skills are excellent as is her aptitude for business. She is a very logical individual who is able to analyze financial scenarios and present suggestions or solutions to resolve current or impending problems.

In short, I highly recommend Catherine. Her educational background, work experience and travels have prepared her well for a career in international business. She truly is a gifted professional who would be a valuable asset to any company.

A handwritten signature in black ink, appearing to read 'Marcelo Stubrin', with a stylized flourish at the end.

Dr. Marcelo Stubrin M. D.