

Interim reference

Nemanja Kostic

born on February 23, 1978, from Serbia, has been employed by our company in Switzerland since July 1, 2008.

Nemanja Kostic started as IT Solution Architect and was promoted to member of Senior Staff on April 1, 2011. On November 1, 2012 he changed his role to Enterprise Architect Shared Services. On February 1, 2015 he was given the challenge to become Group Application Architect within Group Enterprise Architecture as member of Executive Staff. In this role Nemanja Kostic is responsible for the following main tasks:

- Establishing Application Architecture across Group (i.e. Segments, Business Units/ Countries and Functions)
- Planning and Road mapping, Solution/Project Guidance and Enablement & Organisational Transformation
- Supporting the end-to-end portfolio planning
- Establishing Application Architecture Community of Practice (Zurich internal Knowledge Network)
- Enterprise Architecture Modelling
- Developing and roll out Application Architecture meta-model
- Establishing Architecture Repository
- Governance & Standards Management
- Achieving initial harmonisation across segments and identify Application Architecture standards across the Group
- Establishing Reference Architectures and Application Principles
- Creating governance model for Enterprise Architecture and Architecture Review Boards

Nemanja Kostic possesses remarkably profound expertise and above-average experience in his area of responsibility and in related fields. When applying newly acquired knowledge, he is prompt and deliberate. Even when working under pressure, he remains consistent and steadfast.

We know Nemanja Kostic as a professional, who shows initiative and works with enthusiasm and commitment. Actively embracing developments in professional life, he always keeps himself informed of the latest standards. Even when working under pressure or faced with challenging situations, he adapts easily to changes in circumstances and remains commendably calm as well as assured. He presents his views clearly and is able to assert himself. When making decisions, he exercises autonomy blended with a great deal of knowledge. Nemanja Kostic has a wealth of specific ideas for improvements and he is proactive and creative when working on innovation and reform.

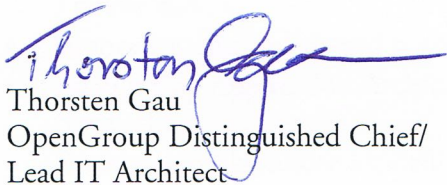
Furthermore, Nemanja Kostic motivates his staff and his instructions are adequate. He is proficient in passing on his knowledge and know-how. By maintaining a good network of connections in his working life, he draws on useful contacts.

He additionally communicates in a timely manner, paying due attention to the interests of his addressees. With his ability to communicate, he can connect with a variety of people. While open in his expression of opinions, Nemanja Kostic accepts the feedback of others. By ensuring that customers' needs and concerns are met, he demonstrates an awareness of customer focus. He is a team player, presents his ideas clearly and takes part in discussions. He has a well-developed sense of self-confidence and a compelling, credible presence. Management, staff and customers alike appreciate him.

This interim reference has been issued due to a change of superior. We thank Nemanja Kostic for his contribution and wish him continued success and fulfilment in his role.

Zurich, December 18, 2015/TG/mm

Zurich Insurance Company Ltd



Thorsten Gau
OpenGroup Distinguished Chief/
Lead IT Architect



Danka Rajic
HR Services Switzerland