



Letter of Reference

Bain & Company is a global consultancy that helps the world's most ambitious change makers define the future. Across 65 cities in 40 countries, we work alongside our clients as one team with a shared ambition to achieve extraordinary results, outperform the competition, and redefine industries. We complement our tailored, integrated expertise with a vibrant ecosystem of digital innovators to deliver better, faster, and more enduring outcomes. Our 10-year commitment to invest more than \$1 billion in pro bono services brings our talent, expertise, and insight to organizations tackling today's urgent challenges in education, racial equity, social justice, economic development, and the environment. We earned a platinum rating from EcoVadis, the leading platform for environmental, social, and ethical performance ratings for global supply chains, putting us in the top 1% of all companies. Since our founding in 1973, we have measured our success by the success of our clients, and we proudly maintain the highest level of client advocacy in the industry.

We are pleased to comment on Mr. Georgios Lолос, born on 26.02.1991 in Ioannina, who joined our Berlin office on 07.01.2019 as Senior Software Engineer, Development Lab. Georgios was promoted to Staff Software Engineer I as of 01.10.2019, to Staff Software Engineer II, Application as of 01.10.2021 and to Expert Senior Manager, Software Engineering as of 01.07.2024.

His major tasks within our Expert Client Development Network included:

Cases in the Private Equity Group / Technology Insights Group:

- Multiple technology due diligences in fintech and payments
- Strategy and platform assessments for financial investors

Cases in Banking & Insurtech:

- Development of large-scale technology transformation budget for a regional bank
- Venture build of an insurtech start-up, including operating model and vendor setup

Cases in Broader Industries:

- AI and digital programs to support growth in real estate and transportation
- Pricing and growth strategy initiatives in consumer-facing industries

In addition to his client responsibilities, Georgios established a structured interviewing program, including technical challenges for Backend, Frontend and Full-Stack software engineers, and successfully acted as Hiring Manager for candidates ranging from entry level to manager positions. Furthermore, he was the AI Champion for the Berlin office and represented Bain as a technology expert at conferences.

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Georgios showed the ability to understand very quickly his clients' business issues in various industries and developed high-impact recommendations, displaying very strong analytical capabilities and high initiative. He efficiently framed and carried out the required analysis, demonstrating a distinct quality conscientiousness and strong sense for the essentials and results. Georgios solved even very complex and varying assignments within the predefined period, with the resources available and above the level expected.

During discussions and presentations, Georgios demonstrated confidence, strong form, and excellent communication skills. The documents he prepared and delivered were highly convincing and well-structured at all times. He showed an outstanding level of professional commitment being highly motivated, always reliable, and an excellent team player. Even under an extremely heavy workload and in very challenging situations he managed client resources very effectively.

Georgios always demonstrated brilliant leadership and project management skills when being responsible for both international consultant and client teams. While he was always open and cooperative, he also knew how to assert himself in complex situations with the required consistency and led all of his case teams to extraordinary results. In conclusion, Georgios always exceeded our highest expectations and delivered an exceptional performance.

His conduct towards management, colleagues, and clients was highly professional at all times. Being widely appreciated both inside and outside Bain & Company, Inc., Georgios's personal attitude was always to our utmost satisfaction.

It was Georgios's wish to leave Bain & Company, Inc. on 31.10.2025. We regret his decision to pursue other interests. However, we express our gratitude for his very valuable work and extend our best wishes for his professional and personal future.

We would strongly recommend Georgios to any suitable position he contemplates in the future. Please feel free to contact us for additional references.

Berlin, 31.10.2025



Mareike Steingroever
Vice President, Talent