

15 September 2019

## Recommendation letter for Niklas Muennighoff

To whom it may concern

It is with pleasure that I write this letter of recommendation for Niklas Muennighoff, for the work he did during his internship at our Tokyo office of Ernst & Young Transaction Advisory Services in Japan.

During the several weeks that Niklas worked with us, he was tasked with developing a spatial data analytics library that would both improve the efficiency of any future analytics work performed by our employees as well as help spread the awareness of spatial data analytics within the team. At the start of the project, I was not certain if it is a good fit for Niklas, given that it required him to master analytics tools he had never seen before, and tackle various issues with limited supervision, all in a span of a couple of weeks.

Niklas was up for the challenge, though. His analytical skills and programming background allowed him to get up to speed with the analytics tools very quickly, well below the usual time it takes for our average team members. He also showed strong business acumen, actively engaging in the discussions on the contents of the analytics library and helping shape its scope, scouting the Internet for additional data sources, and not losing the big picture while still having a good view of the details. Niklas proved to be an active problem solver, not afraid to make decisions independently, but also not hesitant to ask for guidance when he was stuck.

All the above, combined with his dedication and devotion to the project, resulted in a successful completion of the spatial analytics library that was presented to a broader team. Niklas had a chance to present to senior team members and he handled that opportunity very well, explaining both what has been done as well as using down-to-earth examples to illustrate complex spatial analytics methods to the team. I could not have expected a better outcome for this project.

Overall Niklas proved to be very ambitious, showing up every day with a great attitude and a desire to work hard and make a lasting contribution to the company. His unique background that combines a wide variety of experiences was definitely a big factor in his success during the internship. His linguistic abilities deserve a mention, too. His ability to converse in Japanese definitely helped break down some of the cultural barriers along the way. I consider Niklas a bright individual with the highest potential of further future achievement within the most challenging social, cultural and economic contexts.

I would personally like to thank Niklas for the outstanding work he did for the benefit of our company. I wish him all the best and continuing success in his professional and private future.

Yours sincerely,



Aurimas Račas  
Senior Manager, Transaction Advisory Services