

Letter of Recommendation

This section is to be completed by the Recommender.

How long have you known the applicant ?

Have known Zehaan for a little over 3 months (since April 2024)

In what capacity have you known the applicant ?

Zehaan contacted me as a student of IIT Kanpur to do a summer internship under me and that is how I have known him

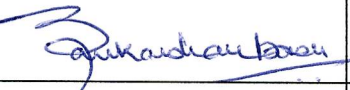
Based on your experience, rate the applicant in the following areas vis-à-vis persons of similar academic and professional standing.

	Truly exceptional (Top 2%)	Exceptional (Top 10%)	Very good (Top 25%)	Good (Middle 50%)	Below average (Lower 25%)	Can't say
Initiative	✓					
Flexibility	✓					
Maturity compared to peers	✓					
Oral communication skills	✓					
Written communication skills		✓				
Ability to work with others	✓					
Ability to accept constructive feedback and learn from the same	✓					
Ability to understand others' viewpoints	✓					
Ability to finish work in time	✓					
Self confidence	✓					
Leadership		✓				

Please fill out the following information and / or write a separate Letter of Recommendation if necessary.

Please describe the particular talents, strengths, and weaknesses of the applicant. If you have worked with the applicant on any type of special project, please give an evaluation of his/her performance. Please indicate any favorable or unfavorable indications of the applicant's leadership potential and his/her ability to do work independently. Please include any additional information that you believe is relevant. Use extra sheets, if necessary.

The broad strengths that Zehaan brings to the table is his curiosity to explore new areas and do the same very rigorously. This is true even if it means that he has to learn new things - he makes an effort to go to the basics, ask questions whenever necessary and strive to deliver the best. This is best exemplified in the two projects that he has been engaged with during his summer internship under my supervision - one the banking sector (basically looking at the impact of politically exposed persons involved in the governance of banks and its efficiency in addressing crisis scenarios as well as its own operating efficiency) and the other on firm efficiency measured through dividend stickiness (basically having a better understanding of the agency cost issues in the presence of large shareholders and thus its impact on corporate governance). While at the start he was not aware of the nuances and even the data required, he made major efforts to understand the same and made meaningfully contributions to the project. It is my firm belief his contribution will go a long way in the successful completion of the project. He was not just intelligent and hard working but very collaborative and helpful in identifying some aspects that we had not focussed on thereby significantly enriching the work.

Name:	Sankarshan Basu	Signature with office seal :		Date:	July 8, 2024
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