

## LETTER OF REFERENCE

Mr Szymon Kolakowski born on 8 February 2002 was employed in our company from 1 July 2024 to 31 January 2025 in the Engineering department as a student trainee.

At Rockwell Collins Deutschland GmbH, a part of Collins Aerospace, we work with our customers to master the toughest challenges in aerospace and defense. We combine unbounded imagination with a broad portfolio of ports and unsurpassed commitment to our customers. With a comprehensive portfolio, skills and broad expertise, we develop intelligent solutions, to meet the demands of a rapidly developing global market - and all this with the best know-how and technology for the industries we supply. We are redefining aerospace. Rockwell Collins Deutschland GmbH, a part of Collins Aerospace, with headquarters in Heidelberg, Germany, has the core competencies: Avionic systems, on-board electronics for land vehicles and products for space travel.

We have established ourselves as a leading supplier of customized electronic solutions for the aerospace and defense industries. We supply integrated navigation and communication systems for a wide range of military applications and are global leader in satellite reaction wheel technology.

Within the scope of his duties, Mr Kolakowski was responsible for these tasks:

- Acquired proficiency in internal and external software for developing and testing embedded systems code
- Gained knowledge of ARINC 600 standards and DO-178C certification for aviation systems
- Conducted analysis of source code, system architecture, requirements, and test cases.
- Configured test environments using laboratory equipment and developed Python utilities for system verification
- Created C scripts for system requirements verification, executed them on lab machines, and documented software bugs
- Documented the software verification process and trained new team members in coding and laboratory tool usage

Mr Kolakowski impressed us with his comprehensive, wide-ranging and in-depth specialist knowledge, which he was always able to apply confidently and in a target-oriented manner in practice. With his excellent software skills he was able to onboard very fast into a complex topic and make significant contributions. Mr Kolakowski was extremely motivated and showed a very high dedication to his activities. In addition to introductory and networking events, he always successfully participated in the training programmes offered within the company.

Due to his very good perception, he was always able to understand complex situations immediately and to find very good solutions straight away. Mr Kolakowski always worked using his own initiative and completely identified with his responsibilities and our company at all times. He always displayed an impressive level of dedication and motivation. Mr Kolakowski was always exceptionally willing to learn. In extremely stressful situations, he always displayed exemplary resilience.

He always completed his tasks completely independently, extremely carefully and according to a well thought-out plan. He worked calmly, thoughtfully, in a target-oriented manner and extremely precisely at all times. He continuously impressed us particularly in terms of quality and quantity. Mr Kolakowski always was extremely reliable.

Already after a short period of familiarisation, he was able to find very good solutions, even for the most difficult problems and always achieved excellent work results. He was a key contributor in the verification campaign of one of the largest components in our system. With his knowledge he was able to teach and mentor other team members. Mr Kolakowski has always fulfilled his responsibilities to our utmost satisfaction.

He was respected by everyone for his consistently friendly and well-balanced demeanour. He was always helpful, courteous, and if necessary, he put the interests of others before his own. His personal conduct towards his line managers, colleagues and clients was always exemplary and loyal.

The employment contract will be terminated at the end of the fixed term on 31 January 2025. We sincerely regret the departure of Mr Kolakowski, as we will be losing a very capable employee. We would like to thank him for his consistently very good performance and wish him all the best and continued success in his future career and private life.

Heidelberg, 31 January 2025

**Rockwell Collins Deutschland GmbH**



i. V. Thomas Schuler  
(Sr Engineering Manager)



i. V. Charlotte Malcolm  
(Human Resources Manager)