

LETTER OF RECOMMENDATION

To whom it may concern:

I hereby certify that Thomas Albrink has been employed in my team in Nokia & Renesas Mobile Europe during 01/09/2002 – 31/01/2014.

- Nokia: 01/09/2002 – 30/11/2010
- Renesas Mobile: 01/12/2010 – 31/01/2014 (upon acquiring our Nokia business group)
- The company has decided to close all of its business and have therefore given the notice to all employees with the notice period starting as off August 1st 2013.

During his time in the team Thomas has been handling several different tasks – all with excellence, compassion, commitment and high quality.

He was responsible for developing an automated test system for R&D Conformance Testing for GSM mobile phones. He specified, designed and implemented all parts of the test system – all the way from HW and SW parts. With a single SW designer he was able to ramp up the test system in very short time to reach similar and higher maturity than other test systems developed for earlier stages of the GSM standard.

Following the test system development he took sole responsibility for creating an internal tool-box for our ASIC prototyping environments allowing 100+ internal users to easily book and use complex HW Emulation ASIC prototyping environments.

Based on the data in the tool-box it was possible for all of the users to easily see when the needed capacity was available – or who to contact in matter of urgency.

At the same time it was easy for me as a manager to extract valuable information from his tool on how the systems were utilized and for what projects over time. This information was then used for a continuous assessment on the needed capacity in our business which had a significant impact on our business case discussions with our tool suppliers.

In all of Thomas's activities he has demonstrated his strong competences covering a wide range of HW and SW areas. Having a profound understanding on both sides has clearly been an advantage for Thomas in solving his tasks.

Thomas is very structured in his approach to handle things. He constantly demonstrates that the key to success of any project lies in the detailed preparation.

Spending the needed time up front considering how to do things will save time in the later phases of the project – where we will then see constant and safe progress.

I can only recommend Thomas for any kind of challenges – I am confident that he will engage himself in discussions – and he will make sure that things are well understood and well justified when entering the design & implementation phases.

I would be happy to provide more information upon request if needed.

Yours sincerely

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