

Ref. No. P7.CEO.HR.24  
Date: January 6, 2020

**LETTER OF RECOMMENDATION  
TO WHOMSOEVER IT MAY CONCERN**

It's my pleasure to recommend my C-Suite colleague, Anirban. I've known Anirban for little over a year now and can attest to his strength of leadership skills, character and compassion for others in addition to his sharp acumen in Project and Contract Management.

Around the time I took over the reins of Pier Seven in mid-2018, Anirban joined as Project Head at our sister organization. Anirban was additionally entrusted with the responsibility to look after the new simulator project at Pier Seven. In June '19; on my recommendation the Board of Directors agreed to transfer Anirban under Pier Seven's pay rolls, as we needed someone of his caliber in the C-Suite.

I had heard very eloquently about Anirban from SpiceJet (in India) when he was providing his consulting services to them for setting up their pilot and cabin crew training facility. My decision to seek his transfer was additionally based on the extremely positive feedback I got about him from CEOs in all our group companies, when we was acting as OSD to Chairman for the corporate re-structuring.

Anirban had displayed exemplary knowledge and skills in being a vital member of my team. His services have served Pier Seven very well in matters relating to:

- a. Handling Financial Consultants for valuation of the company to invite PE investment
- b. Legal agencies for handling arbitration matters
- c. Insurance agencies for various policies
- d. HR matters
- e. Substantial cost saving for the company by entering into a corporate tie-up with an airline for booking of all tickets.
- f. Review and opinion on contract with OEM for Full Flight Simulator (FFS)
- g. Building modification and construction works
- h. Design and Basic Engineering of modification of the entire facility to create additional simulator bays and accommodate two new FFS
- i. Leading the tendering process to select the most competent contractor to execute the sim FFS project
- j. Business Development role in bidding and winning an exclusive contract with PIA (Pakistan International Airlines) for multiple training program.

Anirban continues to anchor full responsibility in developing our Cabin Crew Training Facility, Fire Fighting Training Facility, etc.

He has supported the IT team in evaluating and selecting the most appropriate ERP program which shall be rolled-out from this month onwards.

Anirban introduced the concept of KAIZEN here and is undertaking energy optimization program involving optimization of the existing HVAC and Lighting System. Anirban is also leading our journey towards green energy with Solar Car Park and Roof Top Solar PV System.



I have witnessed Anirban's executive talent on many occasions. He is a visionary in the Aviation industry, yet highly approachable by every team member. I have watched his empathy with even the janitor and petty contractors at Pier Seven.

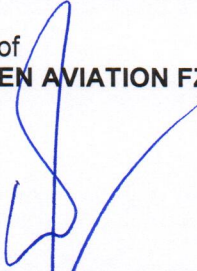
He has insight and gifts that surpass his years, a competitive nature and determination that cannot be beat, and has earned the respect of everyone in the company.

Anirban excels at guiding and motivating other members of the team. He is a natural leader and a problem solver, easily identifying and proposing solutions to any road bumps that the team hits along the way. Anirban is also great at staying on task.

Anirban has been our Chief Strategy & Project Officer and his performance has always been exceptional. Anirban's management style is extremely accessible and he is a very hands-on project guy. He has all of the traits you would need in a C-Level guy, be it as a CEO or Chief Strategy Officer, Chief Project Officer, etc. Anirban is fearless in his business approach and his instincts are impeccable. Everyone at Pier Seven has nothing but respect and admiration for Anirban.

On a more personal level, Anirban is now a pride of my team, a cherished friend and all-around lovely person. With full confidence, and with a strong sense of pride I can recommend Anirban for any Leadership Role.

On behalf of  
**PIER SEVEN AVIATION FZC**



**KHUSHBEG JATTANA**  
**CHIEF EXECUTIVE OFFICER**

