



Letter of Reference

Amazon is guided by four principles: customer obsession rather than competitor focus, passion for invention, commitment to operational excellence, and long-term thinking. Customer reviews, 1-Click shopping, personalized recommendations, Prime, Fulfillment by Amazon, AWS, Kindle Direct Publishing, Kindle, Fire tablets, Fire TV, Amazon Echo, and Alexa are some of the products and services pioneered by Amazon.

Mr. Ayhan Demir, born on 24 November 1985, joined our company on 27 August 2018 as Service Assurance Specialist. As of 15 July 2019, he changed to the position of CS TR Con Pros Improv Analyst and on 15 January 2020 to the position of CS EU CI ACES Expert. On 1 October 2022, Mr. Demir took on the role of WW CS ACES Program Manager. Since 14 July 2025 he has been active as ProcExcellence Senior Advisor, ACES. The main responsibilities of Mr. Demir include:

Strategic Leadership and Business Alignment:

- Translate critical business needs into actionable initiatives within designated focus areas
- Prioritize projects to maximize impact and resource utilization
- Serve as a strategic advisor and thought leader to key stakeholders
- Determine optimal scope for process improvement interventions
- Continuously evaluate the relevance and value of focus areas, including developing exit strategies when appropriate

Portfolio and Delivery:

- Design and implement comprehensive strategies and execution plans for assigned focus areas
- Maintain strategic oversight of the goal's portfolio
- Identify and manage cross-functional dependencies to ensure seamless execution
- Articulate the alignment between focus area initiatives and overarching organizational objectives
- Curate and optimize the project portfolio to drive maximum value

Performance Management and Communication:

- Develop and deliver tactical reviews to key decision-makers
- Uphold rigorous standards in technical execution across all initiatives
- Foster a collaborative culture both within and beyond the organization
- Exemplify Lean Six Sigma principles in leadership and execution
- Leverage resource allocation mechanisms to effectively implement project roadmaps

Mr. Demir proves to be extremely competent in his field of work, very familiar with all the processes and circumstances of the company and applies his specialist knowledge in a confident, target- and result-oriented manner at all times.

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Karl-Liebknecht-Str. 5, 10178 Berlin

Geschäftsführung: Benjamin Basse, Carsten Biel
Eingetragen Amtsgericht Charlottenburg unter HRB 133558 B. Sitz: Berlin Ust-ID: DE 278 026 429

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In addition, Mr. Demir always demonstrates excellent work ethics, a great deal of enthusiasm even beyond the usual working hours and a pronounced professional commitment. He is a very fast learner, extremely flexible and very open-minded towards all new projects.

While completing his tasks, Mr. Demir demonstrates an extremely pronounced entrepreneurial way of thinking and acting, and a high degree of responsibility. He is an extremely reliable and conscientious employee who carries out his tasks in a very independent and careful manner. Mr. Demir is a persevering and resilient employee who always handles all his tasks very well, even under challenging working conditions. Mr. Demir proves to be an excellent leader. He has an outstanding understanding of how to support employees, inform them comprehensively, and delegate tasks and responsibilities appropriately. His work results are always of a very high quality, even with changing requirements and in very difficult tasks.

In conclusion, Mr. Demir always carries out his tasks to our complete satisfaction and meets our expectations in every respect in the best possible way. His personal behaviour is always exemplary. He is very much appreciated by his superiors and colleagues.

This interim reference letter has been created at Mr. Demir's request. We thank him for his valuable work so far and look forward to a continued trustful cooperation. We wish him continued success and personally all the best for the future.

Berlin, 13 April 2026

A handwritten signature in black ink, appearing to read "Basse", written over a horizontal line.

Benjamin Basse
Managing Director

Amazon CS Berlin GmbH

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