

To Whom It May Concern

I am pleased to recommend Mashrur Nazrul Mashfi, who reported directly to me as Chief Operating Officer at The Attention Network from October 2024 until September 2025. During this time, Mashfi advanced from Senior Engineer to Software Engineering Manager, where he built not only our technology foundation but also our engineering team and culture.

Mashfi combined the ability to design systems and develop people in parallel. He architected our ticketing, membership, analytics, and administrative platforms: systems that powered events for tens of thousands of users and generated meaningful revenue. Alongside these technical achievements, he expanded the engineering team from two to seven, establishing sprint discipline, CI/CD pipelines, and code review standards that gave AN the delivery capacity of a much larger organization.

As a leader, Mashfi is patient, fair, and deeply committed to his colleagues' growth. He consistently invested in his team's professional development while holding high technical standards. In high-pressure moments, his steady demeanor and clear reasoning gave the team confidence to follow his lead. He approached decisions by researching thoroughly, weighing risks, and making the best choices with the resources available.

Mashfi also demonstrated **ownership of the business beyond engineering**, actively engaging in cross-functional discussions and ensuring that technology consistently supported the organization's highest priorities. He combined entrepreneurial thinking with technical execution, aligning engineering outcomes with operational and strategic goals.

Mashfi is loyal, trustworthy, and deeply motivated to build things that last. He learns rapidly and applies new knowledge with precision, fueling both innovation and delivery. His combination of technical excellence, human-centered leadership, and business alignment makes him an uncommon talent.

I strongly recommend Mashfi for roles in engineering leadership, systems architecture, or product development. Organizations seeking engineering leaders who can design platforms and scale teams with equal confidence will find Mashfi uniquely equipped to deliver

Sincerely,

A handwritten signature in black ink, appearing to read 'Anunoy Alam'.

Khadem Anunoy Alam
Chief Operating Officer
The Attention Network