



June 18, 2026

Stockholm, Sweden

To Whom It May Concern,

It is without reservation that I recommend Meri for any role that demands precision, expertise, and genuine collaborative spirit. In my time working directly with her at Sovos, she has consistently stood out as one of the most capable and dedicated professionals on my team.

Meri's subject matter depth is exceptional. She has embedded herself deeply in some of the most technically demanding areas of our work, including France e-invoicing and e-reporting mandates, developing an authoritative understanding of regulatory frameworks, data standards, and compliance workflows that rivals that of our product and engineering specialists. She does not simply document what others tell her; she investigates, cross-references, and challenges assumptions until the information is accurate and complete.

What makes her technical depth especially valuable is how she translates it. Meri's communication and writing are among the finest I have encountered in a technical writing professional. Her documentation is precise without being impenetrable, structured without being rigid, and always calibrated to the needs of the reader. Whether producing customer-facing content or internal reference material, she brings a clarity that meaningfully reduces friction for every team that depends on her output.

Meri is also a natural collaborator. She works fluidly across engineering, product, compliance, and customer success, building trust with subject matter experts, asking the right questions, and ensuring that cross-functional knowledge is captured and preserved. Colleagues consistently seek her out, and she handles those relationships with patience, professionalism, and generosity.

Perhaps what impresses me most is her initiative and ownership. Meri does not wait to be directed. When she identifies a gap in our documentation coverage, she raises it, proposes a path forward, and sees it through. She has independently driven projects from scoping to delivery, maintained quality under tight timelines, and held the standard even



when it would have been easier not to. She takes ownership of her work in the truest sense of the word.

I recommend Meri with genuine enthusiasm. Any organization that brings her on board will benefit not only from her skills, but from her integrity and commitment to doing the work well.

Please do not hesitate to contact me directly should you wish to discuss her candidacy further.

Sincerely,

DocuSigned by:

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Dag Hedfors

Technical Product Director, Sovos