

23 August 2022

**To Whom It May Concern**

Mr Chang An Le Harry was employed as an Actuarial P&C Intern with SCOR Services Asia-Pacific Pte Ltd from 24 May 2022 to 23 August 2022.

During his internship, Harry supported various actuarial projects for the APAC region and assisted us in the actuarial pricing of reinsurance treaties. His tasks during his four-month employment with us can be summarised as follows:

**1. Treaty Pricing**

Harry supported the actuarial analysis of reinsurance treaties of various APAC markets. This incorporated the entry of client portfolio and loss data into our treaty pricing system xAct.

**2. Risk Profile and Claims Database**

We regularly update our risk and claims databases with data received by our clients. Harry updated and analysed our databases for the markets Pakistan, Thailand, and Vietnam.

**3. Primary Insurance Rate-Making**

Harry was involved in primary insurance rate-making for some of our clients. This included the calculation of premium rates for a mobile phone insurance in Thailand and a trade credit product in Europe.

Overall, the quality of Harry's work was excellent without exception. Harry invariably performed his tasks to our complete satisfaction, always meeting both our requirements and our expectations in every respect. He was a perfect addition to the team and his team spirit was great.

Yours sincerely,



Stefan Foerster  
Head of P&M Reinsurance APAC

16 April 2022

To Office of Student Affairs, NUS

**Endorsement of Nomination of Chang An Le Harry Jr for *Student Life Awards — Leadership***

Dear Office of Student Affairs,

It is my great pleasure to endorse the nomination of Harry Chang for the Student Life Awards under the category “Leadership”. Harry is the Marketing Director of the NUS Statistics and Data Science Society.

Here some thoughts about him as a person and his achievements:

- He is an exceptional leader and he is able to inspire his team members.
- He has secured sponsorships for many events organised by SDS, and some companies for long-term partnerships. This will help to build solid foundations of marketing support for SDS.
- Harry is responsible and clear about his and his team’s work. He is determined in his goals and he works efficiently to achieve them.

Please do not hesitate if you have any further questions.

Sincerely yours,



Professor Adrian Röllin  
Head of Department

8 January 2021

To whom it may concern,

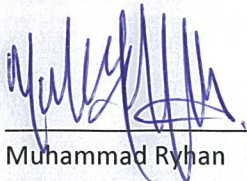
I have known Chang An Le Harry Jr through his internship with our firm between October 2020 – January 2021.

Harry did not take long to get up to speed with what was required of him. In this time, Harry has impressed not only me, but also all at the firm with his reliability, diligence, speed, and accuracy of delivering good work.

In his time here, Harry was independently tasked to analyze the firm's past revenue data and build several models for the firm, including time series model, decision tree, and APRIORI link analysis. Harry's thought process when building the models demonstrated his understanding of what is required and what is relevant for the firm and our industry.

I believe Harry has shown resolute characteristics at his age to be successful in his profession and future endeavors. His general pleasant disposition has made him well-liked and as such, I would have no qualms in recommending Harry for Internship / Employment as I genuinely believe that he will be an asset that can be groomed to benefit any organization.

Regards,



Muhammad Ryhan  
Manager (Corporate Communications)  
Immigration@SG LLP



**SINGAPORE ARMED FORCES  
TESTIMONIAL**

No. 1900149

**Rank / Name** CFC CHANG AN LE HARRY JR

**NRIC No.** [REDACTED]

CFC CHANG AN LE HARRY JR was enlisted into the Singapore Armed Forces (SAF) on 10 Jan 17 and was subsequently posted to the G3 Branch of Headquarters 2nd People's Defence Force (HQ 2 PDF) where he served with excellence as an Operations Clerk. He becomes an Operationally Ready National Serviceman on 9 Jan 19. CFC CHANG's primary responsibilities revolved around supporting the organisation of In-Camp Trainings (ICTs), monitoring the Command's Forecast of Events and Workplan Calendar, assisting the secretariats for Command HQ level conferences, assisting in the preparation of safety updates in the Division, handling matters related to the Electronic Procurement System (EPS) and managing the daily administration of the branch such as managing the filing of classified documents and ensuring sufficient office equipment. In G3 Branch's agenda for planning, coordinating, scheduling, monitoring and orchestrating all operations within the Division, CFC CHANG served as an instrumental and key member of the branch.

Aside from fulfilling his primary job scope, CFC CHANG was involved in multiple Command-level activities. He assisted in the preparation of the (SAF – Singapore Police Force) SAF-SPF Bogaars Cup 17, Division HQ Hari Raya Celebrations 17, Division HQ In-Camp Trainings 17 and 18, as well as Command Safety Call 18. In addition, CFC CHANG supported the preparation of VIP visits to HQ 2 PDF, hosting various groups including Goh Keng Swee Command and Staff College (GKS-CSC), External Review Panel on SAF Safety (ERPSS) and Asia Pacific Programme for Senior Military Officers (APPSMO) in 18.

Understanding the need to serve the nation and do his part for the community, CFC CHANG served with absolute commitment in his National Service. Taking pride in his work, he undertook all tasks given to him positively and professionally. CFC CHANG is a diligent worker, as demonstrated in his willingness to work beyond his call of duty and beyond normal working hours when required. On a daily basis, he reported to work earlier than required to ensure that the office was ready for the rest of his colleagues. Being disciplined and possessing high integrity, he was never late for meetings and was usually well prepared for the conferences. He further ensured that the ledger and accounts were balanced at all times. He was able to perform under pressure and delivered his work despite tight timelines. Being good natured, helpful and an excellent team player, CFC CHANG was well-liked amongst his peers. In recognition of his contributions to the branch, he was subsequently promoted from CPL to CFC.

In view of the positive attributes he possesses and the priceless contributions he has proffered to the Division, HQ 2 PDF is confident that CFC CHANG AN LE HARRY JR is well-poised to excel in his future endeavours.

**Signature**

**Date** 09.01.2019

**Rank / Name** LTC TEO CHUN JIN

**Appointment / Unit** G1, 2 PDF





Chang An Le Harry Jr had a quiet and considerate disposition which won him many friends in College. He was polite and pleasant and these qualities endeared him to both his teachers and peers. Harry worked well in a team as well as individually. He was a generous spirit who had no qualms about sharing his knowledge with his classmates. His classmates were appreciative of the time he spent explaining and clarifying their doubts with them.

Harry was a conscientious student who was able to work independently and resolutely towards his academic goals. He showed an eagerness and capacity to learn and was always well-prepared for tutorials despite the heavy commitments he had as part of the College Track and Field Team. His work was consistently of a high quality, reflecting the discipline and high standards he set for himself. Not surprisingly, Harry turned in a sustained excellent academic performance - maintaining his position in the top 5% of the school cohort. He was on the High Achievers at Tampines Junior College (HATP) Programme- a College initiative to develop students' academic and soft skills to help them achieve their fullest potential. He eagerly sought input on how he can further develop himself through the avenues afforded by HATP. Through engaging with esteemed speakers who were well-respected in their respective careers, Harry developed a stronger sense of his future goals and how he should be working towards them.

Mindful of the needs of the community, Harry took time off his busy schedule to care for the infirm in society. He contributed wholeheartedly to a Values In Action (VIA) Project aimed at brightening up the day of patients at Kwong Wai Shiu Hospital. The team engaged the patients in handicraft, games, singing and an entertaining dance performance. On an individual level, Harry got to know the patients personally by providing a listening ear for the patients as they shared their stories. Through this experience, Harry developed a greater understanding of the predicament of patients without family support and was further strengthened in his resolve to support those who were infirm and alone. In addition to reaching out to the sick, Harry also extended a hand of friendship to the disabled. Together with members of the College Track and Field Team, Harry took part in 'Climb for a Cause', a Project which aimed to integrate the physically and mentally disabled into society. Through fun and games, he befriended members of the Singapore Disability Sports Council and learnt more about the challenges they faced.

Harry was a much valued member of the College Track and Field Team. He took his training seriously and was a highly disciplined athlete. His efforts paid off as was evident in his selection to the Team that represented the College in the 2016 Akira Swift Track and Field Championship and 2016 Singapore Press Holdings (SPH)



## Testimonial (Cont'd)

Tampines Junior College

Relays Championship, competing in the 100m and 4x100m events respectively. He also took part in the 2016 Singapore Athletics Series 1 and Series 2 Competitions, where he competed in both the 100m and 200m events. He finally reached the pinnacle of his achievements of his pre-university years, in the 57th National Inter-School Track and Field Championship 2016, where he was a semi-finalist in the 100m event. A senior member of the team, Harry was a good role model for his juniors. He led by example in the positive attitude he had towards training and frequently shared his knowledge of the correct techniques and routines of running.

A purposeful young man who looks not only at his own interest but also to that of others, Harry reflects maturity beyond his age. These qualities will enable him to be an active contributor to any organization that he is part of.

~ End ~



A gracious and good-natured student, Harry puts his peers at ease and is able to communicate comfortably with them. He displays a willingness to help those in need and wins their trust through his sincere and tactful demeanour. A loyal friend, he is a supportive confidant to those close to him and never hesitates to lend them a helping hand whenever the need arises. In the spirit of service to the wider community, Harry devoted much of his time to the Values in Action programmes in SJI. He played the role of a group facilitator during the SJI Junior Primary 4 Chinese Language Camp in 2012 and embarked on a school trip to Cambodia in 2013 where he helped conduct English lessons for the children at an orphanage.

Self-regulated in his learning, Harry takes full ownership of his work and takes pragmatic steps to realise his academic goals. His impeccable track record of being punctual for school, abiding by deadlines and submitting work of good quality attest to his sense of pride in everything he does. Not one to be easily dampened by setbacks, Harry regards every obstacle as a learning opportunity, going from strength to strength through the experiences learnt. Adopting a humble approach to improve himself, he constantly seeks the guidance of his friends and teachers, always keeping an open mind to the good advice given by them.

Harry was a member of the Athletics Team (Track and Field) from 2011 to 2014. Hardworking and dedicated, he was regular in his attendance and trained hard to realise his dream of bringing glory to the team which he holds dear. His efforts paid off when he was selected to represent the school in the Akira Swift Annual Track and Field Championships in 2013 and 2014 where he competed in the long jump and 100 m events respectively.

A self-assured individual who displays a keen sense of responsibility and commitment to any task, Harry has great capacity to excel in tertiary education. His ability to hold his own in any situation and unassuming disposition will certainly be added advantages that will stand him in good stead to reach higher planes of success in his life after SII.

~ End of Section ~