

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,

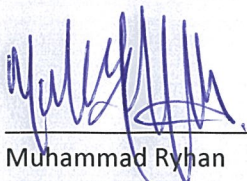
I have known Chang An Le Harry Jr through his internship with our firm between October 2020 – January 2021.

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