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360 University Ave
Belleville, ON
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Jason Ki-Sun Ryu

Manager, Product Development Engineering
Americas Innovation Centre, Fluid Transport

May 27, 2022

RE: MENG, Richard

It is a privilege to write this letter of recommendation for Richard Meng, our engineering intern at Hanon Systems Canada, from May 3rd 2021 to May 27th 2022.

I am the manager of Product Development Engineering at Hanon Systems Canada located in Belleville, Ontario, leading a team of 4 engineers, 2 CAD technologists and Prototype Shop supervisor with crew of 3 technicians. As part of Hanon Systems, HQ'd in South Korea, Hanon Systems Canada has been Tier 1 supplier of automotive air conditioning components since 1989 to Ford, GM and recently to Lucid, to name a few. Hanon, in last 3 years, have seen a significant shift in customer focus from internal combustion engines (ICE) to electric vehicles (EV) architecture. Combination of urgent EV development and accelerated timing required fast development, 100% on-time delivery of prototype parts, and efficient management/implementation customer design changes.

Richard started his internship as an anxious, reserved trainee but quickly matured into a confident, 'rock-solid-dependable' intern within 3 months.

Richard's responsibility included scheduling of customers' prototype orders, prioritizing the build according to the urgency, timely coordination of the custom machined incoming material, and management of customer expectations to stay ahead of the demanding build regimen. Performing these duties required close interface with all of the departments in Hanon Canada: product development engineering, CAD, manufacturing engineering, purchasing, accounting, logistics & shipping, quality, test lab, prototype shop, and production. Richard was able to perform these complex duties efficiently with detailed technical understanding of the components/final assemblies and the respect for all of the team members. During Richard's internship, ZERO prototype promised due dates were missed and just as few customer complaints were received as a result of his discipline of planning



ahead, identifying the potential obstacles, and resolving them ahead of time. At the times where he could not find the solution Richard took the initiative immediately to ask for help from those with knowledge and authority. Total of 342 invoices were filed under his internship; most of which were to fulfill three of GM's newly launching EV vehicles.

As an intern Richard asserted no authority but he was able to use the processes and procedures available to meet his daily objectives. His pursuit of always meeting his goals on time won the respects of the team members therefore Richard had little trouble gathering up the support and help needed in desperate situations created by conflicting customer priorities. He kept customer contacts informed of the status daily and communicated the customer's situation to the team to maintain high sense of urgency until the objectives were met. With this discipline, the Belleville team depended on Richard for the daily state of the prototype build program as well as the future customer demands with effective design revision balance in/out targets.

Richard's professionalism were already above average from the start. He diligently completed his daily duties and planned ahead for the upcoming days. His clockwork punctuality was rarely seen in anyone I've encountered and he had no reservations in staying late, even on Fridays before the long weekends, to avoid falling behind on the assigned tasks. As an engineering student entering his 4th year of study, Richard showed technical comprehension, high professionalism and leadership qualities to easily earn the title of the best engineering intern in the history of Hanon Belleville.

His contributions to the Hanon Belleville organization during his internship was exemplary. I have the greatest confidence in Richard's potentials and his work discipline and hence I express my highest recommendations towards his future pursuits.

Sincerely,

A handwritten signature in black ink, appearing to read "Jason Ki-Sun Ryu", with a large, stylized flourish at the end.

Jason Ki-Sun Ryu
Manager, Product Development Engineering