



PACIFIC INTERNATIONAL LINES (PTE) LTD

140 CECIL STREET #03-00, PIL BUILDING, SINGAPORE 069540
TEL: 65-6221 8133 FAX: 65-6225 8244 WEBSITE: www.pilship.com
CO. REG. NO. 196700080N

01 Sep 2021

Pacific International Lines (Private) Limited
140 Cecil Street #03-00
PIL Building
Singapore 069540

To Whom It May Concern,

I am writing this letter of recommendation in support of Mr. Gau Meng Yew's application. Meng Yew was a member of the Pacific International Lines ("PIL") Yield Management Team from May 2021 to Aug 2021. In particular, his role involved the preparation of accounts, analysis of financial performance, forecasting and other ancillary finance functions relating to PIL's Malaysian services.

For context, each service represents a different product offering for PIL – calling at different ports and each with its own schedule. Financial performance is dependent on a number of factors including the rates which we are able to charge, the volume of cargo we are able to secure, the fixed costs associated with the vessels which ply the route and the variable costs associated with each container. Of course, this represents the briefest of summaries, and it is this long list of variables which Meng Yew needed to incorporate into the accounts he prepared. Further, in order to provide the analysis which drives business decisions, he was required to also understand the underlying drivers.

To that end, Meng Yew did an outstanding job throughout. The following are some of the notable observations on his performance:

1. Meng Yew was a very quick learner. Although on arrival, he already displayed a strong understanding of financial accounting methodologies and relevant technologies, he was able to apply this knowledge to the unique considerations which apply to the shipping industry. Among other things, these considerations include timing (a vessel may start its voyage in one month, but end in another), reconciling booking data versus cargo actually carried, delays, transshipment cargo, etc. Meng Yew was quick to understand and deal with this complexity, and use technology to his advantage.
2. Meng Yew was able to appreciate how financial figures relate to real-world actions. As such, his commentary did more than just highlight trends. Instead, it included detailed analysis on the drivers of these trends and valuable guidance on how financial performance could be improved through identified actions.



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3. Meng Yew has a strong systems and process oriented thought process. With many services under his charge, he reaped efficiencies through process discipline and by taking the initiative to improve on those processes.
4. Finally, Meng Yew was a strong team player, displaying a willingness to take on additional, unexpected tasks when work needed to be redistributed. At the same time, he was able to work independently with little guidance.

With this in mind, believe that Meng Yew would be an effective contributor to any organisation, requiring little time to get up to speed with unique business requirements. Indeed, his contribution could be in respect of corporate processes like the financial accounting he performed in PIL, but we also believe he would be effective in any business unit. Further, we also believe he would gain a great deal from any work experience, through the willingness, ability and energy he brings to learning.

Do please feel free to contact me at gregory.teo@sgp.pilship.com if you have any further questions.

Yours sincerely,

Mr. Gregory Teo

Assistant General Manager (Yield Management)
Pacific International Lines (Private) Limited