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Gongxing Guo 郭功星
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INVITATION TO SINGAPORE FROM 8th to 15th August 2024

Dear Pro. Gongxing Guo,

It is my pleasure to invite you to Subway Singapore Development Pte Ltd from 8th to 15th August 2024 for a field visit, where you will have an opportunity to conduct in-depth research and observe our company's operations. During your stay, we will arrange for you to visit our retail outlets and factories, providing you with a comprehensive understanding of our business model, production processes, and the unique Subway experience. Your insights and expertise will be invaluable to us, and we are eager to learn from your perspective. All costs will be covered by Shantou University for the duration of the visit.

I look forward to welcome you to Subway Singapore soon.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "Raphael Chan". The signature is stylized with loops and a long horizontal stroke at the end.

Raphael Chan
Country Director (Singapore)
Development Agent
Email: raphael_c@subway.com.sg