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12 October 2011

To whom it May Concern

Dear Sir or Madam,

Letter of Reference for Marinus Coetsee

I met Marinus Coetsee 16 years ago, in 1995 on a avery large project involving the building of a national broadband network infrastructure for a startup Telco in Malaysia, Time Telekom. I was the programme director responsible for all projects involved in creating the company capabilities including: network, operational support systems, customer operations and network operations. Marinus was the national project manager for the network build, the largest of the company's capex, which included all insider plant, outside plant and civil engineering aspects. The network entailed some 3000KM of fibre, multiple switches, Full optical MAN with FTN, Microwave backhaul and last mile copper from the node.

Marinus displayed leadership that was structured, inspiring and most of all on-time on budget—especially astonishing due to the changing nature of the overall plan as a result of regulatory instability. Marinus ability to provide a clear and directed course of action with the discipline of planning and organization with full project cost and schedule control was remarkable given the need to find solutions that were not built into the design specification. This rare blend of engineering, leadership and planning expertise with a "make it happen" attitude was indeed a pleasure to observe and work with.

I have no hesitation providing this reference regarding his skills as the senior management level in project management and engineering (Telecommunications).

Sincerely

John Vaz
Course Director
Master of Applied Finance Programme

Formerly Programme Director
Time Telecom

And
Managing Director
Plessey Asia Pacific P/L