

(Logo of Alcatel Telecom)

### **Intermediate Letter of Reference**

We confirm that Mr. Giulio Zambon, born on [REDACTED], citizen of Italy and Australia, is employed in our firm since November 1st, 1994.

Mr. Zambon worked as Software Development Manager in the product area Broadband Test Systems. The ATM test system A8640 supports functional and performance tests of complex broadband networks for all protocol layers (ATM, AAL, and Service Layers, including UNI/NNI signalling).

Mr. Zambon led first the development of the SW close to the HW, and later took over the responsibility for the whole SW development team consisting of approximately 15 people. His tasks included the following:

- Capture the product requirements with specification documents, in collaboration with Marketing/Sales
- Project management and team leadership
- System design
- Coordination of the teams working on the different subsystems (HW, Unix-SW, RT-SW)
- Leading of integration testing and coordination with customer service

The development environment consisted of Unix, C, X11/Motif, D-ISAM, SL-GSM, RT-OS, Vx-Works, and Intel 960.

Mr. Zambon performed his duties always in a very responsible manner, independently, with high performance, and to our full satisfaction. We would like in particular to mention his professional knowledge of SW engineering and processes. His competent style of leadership and his organisational talent helped the team through the difficult phase of reorganisation. Moreover, he substantially contributed to successfully driving forward product development.

Mr. Zambon was appreciated and respected by superiors and customers for his correct and cooperative attitude, and by the colleagues for his friendly and collegial character.

This intermediate letter of reference is issued because Mr. Zambon on April 1st, 1997 will assume a new role with our sister-company Alcatel Alsthom Recherche in Marcoussis, France.

We would like to use this opportunity to thank him for his valuable work, in the hope that we will be able to continue counting on him in future. We are convinced that he will successfully apply his capabilities also in France.

Alcatel Switzerland Ltd  
Area Telecom

(one signature)  
P.Meier

(one signature)  
F.Eichholzer

Zurich, 31th March 1997 / em / A