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1 Cathay Pacific Airways Ltd**20 Jan 2012**

20 Jan 2012

To Whom It May Concern – Reference Letter for Chris Duncan

This is to certify that Chris Duncan has worked for Cathay Pacific Airways Limited as Business Analyst from 1Dec2010 to 20Jan2012. Chris Duncan resigned on his own accord.

During the period of his employment, his main responsibilities included business requirement collection, technical requirement preparation, application development and lead a team of off-shore developers. He possesses excellent analytical skills in handling complex problems, and exceptional organizing skills in managing technical requirements. He has high standards to his deliverables and consistently works in professional manner to deliver all his works in excellent quality.

I am impressed with Chris' commitment and dedication to his job. He is always willing to take an extra step to deliver the best results for the business. His interpersonal and communication skills have allowed him to develop productive working relationships with business units and the application development team. Chris is also a quick learner. He joined Cathay Pacific without any prior airline background and managed to apprehend many of those highly industry specific processes and knowledge within a short period of time.

Chris is a capable professional with energy, dedication and enthusiasm. I would recommend him without reservation. Please let me know if I can provide you with further information.

Sincerely,



Hon Wai LO
Development Lead
Information Management
Cathay Pacific Airways Limited

Direct: +852 2747 2652
Email: honwai_lo@cathaypacific.com

2 IBM

IBM do not provide written references or wish to have individual contact details published on the internet.

They will happily provide a verbal reference. Please contact me and I will pass on the relevant details

3 NSW Police**22 Jan 2009****NSW Police Force**
www.police.nsw.gov.au**REFERENCE FOR MR CHRIS DUNCAN**

Mr Chris Duncan commenced a close working relationship with the Security Industry Registry (SIR) in early 2005. Chris was a member of the Business & Technology Services (BTS) team tasked with enhancing the NSW Police Force's Integrated Licensing System (ILS) to support a new licensing scheme to be introduced by the SIR in mid-2006. At the time, I was the SIR's Deputy Registrar and responsible for managing the project from the SIR's (client) perspective.

I believe Chris' role on the project was initially envisaged to be as a Programmer, implementing the identified business requirements. Eventually, however, Chris was required to take on the roles of Business Analyst, Systems Analyst, Head Programmer and Test Co-ordinator. This was due to a number of reasons, but was primarily a reflection of the considerable confidence in his capabilities shared by the BTS and SIR management teams. I do not believe that the project could have been successfully completed had Chris not been as involved.

The legislation governing the new licensing scheme was quite complex, with numerous inconsistencies with existing SIR business practices and ILS functionality. The SIR took the opportunity to introduce process reforms and to decommission smaller business systems by incorporating the functionality of those systems within ILS. Chris provided enormous support to the SIR in conceptualising, designing, documenting and implementing the necessary changes. Most of the SIR staff with whom Chris interacted on the project had little or no experience in projects such as this, yet Chris was able to assist them to positively contribute by explaining concepts in simple, layman's terms and asking the right questions.

Once the new licensing scheme was introduced, Chris remained in his lead project role/s for the next phase – the implementation of planned amendments to the security industry licensing legislation. As his knowledge of the SIR's legislation, business practices and staff grew, Chris became increasingly valuable to me as a sounding board for proposed changes.

Since Chris left the NSW Police Force in June 2007, he has been very much missed by the SIR. All staff involved in the project had developed friendships with Chris and have the utmost respect for his capabilities and personal qualities. He remains someone that I hold in high regard and I strongly recommend him to any prospective employer.

I may be contacted on 02 8835 8414 for further information.


Cameron Smith
Registrar 22/1/09
Security Industry Registry

Locked Bag 5099 Parramatta NSW 2124

Telephone 1300 362 001 Facsimile 1300 362 066 TTY 9211 3776 (Hearing/Speech impaired)

4 Generation System Ltd**27 Aug 2004****To Whom It May Concern**

Generation Systems Limited specializes in solutions for the Software AG product environment, including Natural and Adabas. Our core product is Natural Engineer (largely based on our Y2K tool, GENART).

Chris has worked with GSL since March 2003 as a Senior Analyst/Programmer. In this time Chris has helped to develop and maintain functionality on Natural Engineer.

Natural Engineer

Natural Engineer is a multi-purpose, multi-functional maintenance and migration tool for Natural applications. It comprises a powerful base product with a range of options for special purposes, such as Natural version migration or application restructuring.

Natural Engineer also enables you to respond faster to technological developments such as the Web, while fully leveraging prior investment in Natural applications. It offers you an easier route to the world of E-business, to enterprise-wide and cross-platform systems integration, or simply to better utilization of your development resources.

The key areas he worked were:-

- Reporting Mode to Structure Mode conversion.
- Making Natural Engineer SPoD (Single Point of Development) compliant.
- Enabling Natural Engineer to interface with PAC (Predict Application Control).

I have found Chris to be very conscientious and resourceful. He has demonstrated that he can work under pressure and with minimal supervision.

I would happily recommend Chris to any employer and wish him every success in the future.

A handwritten signature in black ink, appearing to read 'Brian James', written over a light-colored background.

Brian James
Managing Director



Generation Systems Ltd. 1 Christopher Road East Grinstead West Sussex. RH19 3BT Tel: +44 (0) 1342 304001 Fax: +44 (0) 1342 305093 Web: www.qensystems.com

5 JP Morgan Chase

JP Morgan Chase do not provide written references or wish to have individual contact details published on the internet.

They will happily provide a verbal reference. Please contact me and I will pass on the relevant details

6 NSW Police**29 May 2001****NSW POLICE SERVICE****INFORMATION TECHNOLOGY SERVICES****APPLICATIONS SERVICES
SECTION**

Level 5 Police Headquarters
Avery Building
14-24 College Street
Darlinghurst NSW 2010

Tel: (02) 9339 5844 / 55844
Fax: (02) 9339 5832 / 55832

To Whom It May Concern

29 May 2001

Mr Christopher Duncan has been employed as a contract analyst/programmer by the Information Technology Service of the NSW Police Service from April 1999 till this day. For the last two years Chris was working in the Software Support Team maintaining and supporting the Natural/Adabas systems running on an Amdahl mainframe under OS/390. He was part of a team of 12, consisting permanent employees and contractors of various level of experience in analysis and programming.

Chris worked on various systems that consist of operational police systems and administration systems. Chris also developed many Natural utilities that other staffs find very useful as a programmer's tool. He also provided sound technical advise to team members in the use of Natural/Adabas. The tasks he performed include analysis, design, programming and testing using Natural as the programming language and Adabas as the database. The systems he worked on are:

- COPS - Computerise Operational Police System
- EBS - Electronic Billing System
- PWN - Pawn Brokers System
- FMT - Fleet Management System
- SDS - Safe Drivers System

Chris demonstrated that he has the technical knowledge and skills of being an experienced Natural/Adabas analyst programmer. He has experience in using several of the Microsoft products. He proves that he has the ability to analyse the problems and present solutions. His contract finishes on 30 June 2001 and would be extended for another six months to 31 December 2001.

I have no hesitation in confirming that Christopher Duncan is an experience professional analyst/programmer in the IT industry.

Ray Choy
Mainframe Systems Manager
ITS

7 Software AG**29 May 2001****Software AG Australia Pty Ltd**Level 14, 201 Miller Street
North Sydney NSW 2059Tel: +61 2 1300 367 965
Fax: +61 2 9954 1171
www.softwareag.com

A Subsidiary of Software AG

To Whom It May Concern:

Software AG is a company that produces a lot of software products, covering a wide range of platforms. Some of the core products are :-

- **Natural** - a 4GL, high productivity application development system.
- **Adabas** - a high performance database management system.
- **Entire X** - middleware, with power to link to the internet.
- **Bolero** - tool for Java, XML and more.
- **Tamino** - database for the internet (100% pure XML).

As well as being a vendor, Software AG provides consultancy work, through it Professional Service Division.

Chris has been a consultant with us since August 1998, and been employed in a wide range of capacities. In this time he has worked for three clients

Alltel

- Responsible for identifying the program changes required when upgrading to Natural 2.3.2
- Determining various implementation options.

SteelMark

- Implementing several software upgrades.
- Y2K remediation.

NSW Police

- Involved in several projects.
- Provided improvements to the development and support environments.

- In all areas Chris has worked with minimal supervision.
- Has demonstrated a high level of technical knowledge particularly in Natural Adabas.
- Conducted in himself in a professional manner winning the respect of our clients and co workers.

I am happy to recommend him without reservation.

If you have any questions please do not hesitate to ask.

Regards,

Gary Edmonds
Software AG Australia Pty Ltd
Level 14, 201 Miller St
North Sydney NSW 2059
Tel +61 2 9463 6400
Mobile 0411 705 402

8 BYTEJADE (Steelmark and Alltel)**21 Dec 2000****BYTEJADE Pty Ltd** A.C.N. 056-789-185

Accounts : 53 Kedumba Cres
Turrumurra NSW 2074
Phone : (02) 9449 4262
Regd Office : Shop 4 367-371 Bong Bong St
Bowral NSW 2576

21 December 2000

TO WHOM IT MAY CONCERN

Chris Duncan was a member of a Year 2000 project team that I managed at Colonial State Bank from August 1998 to March 1999. Chris was primarily involved in analyzing the consequences on the bank's applications of the upgrade of NATURAL to version 3.1 and in assisting programming staff with the subsequent code changes.

Following this assignment Chris also worked for me on another Year 2000 project at Steelmark, Eagle and Globe.

On both projects Chris was an excellent team member and demonstrated a very good knowledge of NATURAL. He can be relied on to satisfactorily complete assigned tasks with little need for supervision.

It was a pleasure to work with Chris and I would be delighted to work with him on other projects if the opportunity arose.

I can be contacted at mikeb@zeta.org.au if further information is required.



Michael Bull
Director

9 Timeless Software Ltd

30 July 1998



TIMELESS SOFTWARE LIMITED 天時軟件有限公司

23rd & 24th Floor, CRE Building, 303 Hennessy Road, Wanchai, Hong Kong

Tel : 2824 1998 2594 9600 Fax : 2519 7186 2519 7319 URL Address: www.timeless.com.hk

To Whom it may concern
Date: July 30 1998
Subject: Reference for Christopher Duncan

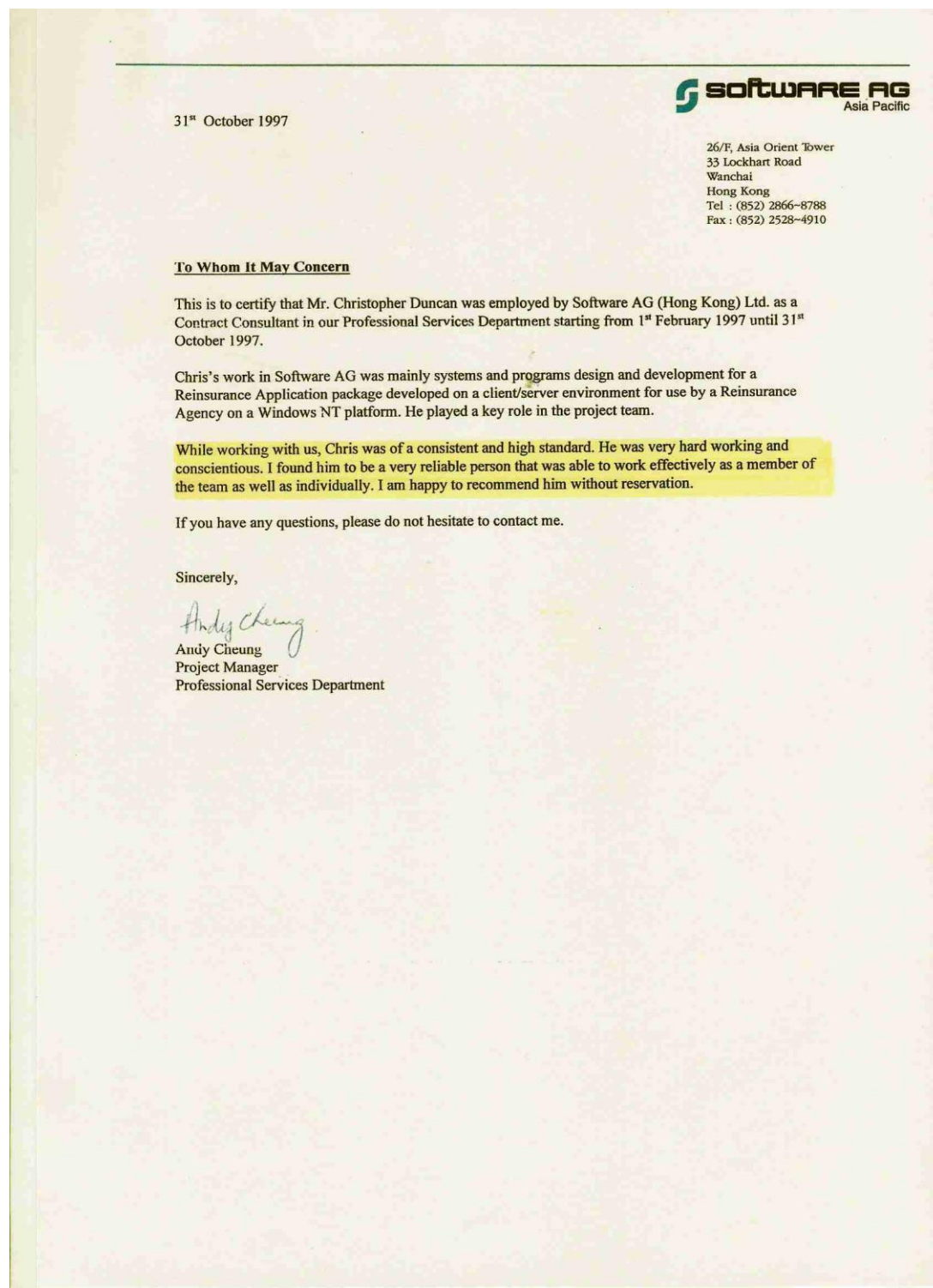
Chris joined us about 6 months ago as a Senior Consultant and has been working on the development of software applied to a complete range of Y2K projects. His expertise in Natural ensured timely completion of urgent projects and he was subsequently asked to handle other languages to meet various deadlines. Chris showed skill and initiation in projects where problems arose from time to time. He also played important roles in activities such as doing demo at exhibitions and making presentations to important clients. His performance was satisfactory in all cases.

He has been part of a small team in which supervision was not structured in the same way as in large organizations. He worked under pressure most of the time but results were nevertheless reliable. He gets along well with colleagues at all levels.

Chris is undoubtedly a capable worker and a desirable employee. We have not yet tested his performance as a team leader, but given the opportunity, that seems to be a logical way forward.

Yours sincerely,

(Dr. Lloyd Yam)
R&D Director

10 Software AG**31 Oct 1997**

11 Software AG**13 Sep 1996**

Software AG (Hong Kong) Ltd.
26/F, Asia Orient Tower
33 Lockhart Road
Wanchai
Hong Kong
Tel : (852) 2866-8788
Fax : (852) 2528-4910

13 September 1996

TO WHOM IT MAY CONCERN

This is to certify that Mr. Christopher David DUNCAN, had been employed by our company during the period from 16 April 1996 to 13 September 1996 as contract consultant.

Chris has been a diligent, reliable employee and gained the respect from his team members. We have no hesitation in recommending Chris to any potential employers and wish him every success in his future career.

Yours faithfully,
For and on behalf of
Software AG (Hong Kong) Limited

A handwritten signature in green ink, appearing to read 'Lisa'.

Lisa Wong
Human Resources Executive

12 Chase Manhattan Bank**19 Jan 1996**

The Chase Manhattan Bank, N.A.
Chase Manhattan Tower
P.O. Box 1616
Shatin Central Post Office
Shatin, Hong Kong
Tel: (852) 2685-5111
Fax: (852) 2685-5099
Telex: 73437 CHASM HX

**CHASE**

January 19, 1996

To Whom It May Concern

Christopher Duncan has worked at the Chase Manhattan Bank N.A. in the capacity of Systems Analyst for the period of April 1995 through to January 1996. During the time that he was with us, Chris has proved to be a hard working individual with a high level of technical expertise. He has shown the capacity to analyse and solve problems on his own, but has also proved to be able to work well within the team structure when the need has arisen.

Chris has been working on our global Management Information Database which runs on IBM ES9000 and Amdahl mainframes under MVS throughout the Asia-Pacific region and in Europe. The programming tools that he has been using are mainly NATURAL on an ADABAS database running under MVS JCL.

In addition to the valuable and high quality application work performed, Chris has also displayed his deep knowledge of the Natural language and environment by designing, developing and implementing a suite of utilities to aid other application developers across the EDP area. His patience while acting as an unofficial help-desk on Natural matters for the whole department has ensured his popularity.

It is with regret that we say goodbye to Chris, I wish him all the best in any future endeavours that he chooses to undertake.

Yours faithfully,

Peter Kinsman.
Second Vice President.

Incorporated with limited liability under the laws of the United States of America

GENB - ST

13 SCI (Inland Revenue)**6 Apr 1995**

“ SERVING ASIA-PACIFIC'S COMPUTING NEEDS “

6th April, 1995

TO WHOM IT MAY CONCERN

Mr. Christopher Duncan (Passport No. 6372064), was employed by SCi (HK) for the period March 1994 through to March 1995 as an I.T. Consultant.

Christopher left SCi on his own accord and we sincerely wish him well in his future endeavors. I found Christopher to be a person with the highest integrity. At all times Christopher conducted himself in a very professional manner and was well respected by SCi's clients.

It is our pleasure to offer him a reference.

Yours sincerely

A handwritten signature in dark ink, appearing to read 'G. Simmons', is written over the typed name and title.

Grahame Simmons
Managing Director

S.C.I. (HK)

Suite 911, Tower 1, Silvercord, 30 Canton Road, Tsimshatsui, Hong Kong
Tel: 2375 2996 Fax: 2375 2154

14 Perot System**14 Feb 1994**