

Reference Certificate

To whom it may concern

Mr. Michael Kramer, born on 8th July, 1960, has been engaged as a project manager since 1st November, 1999 in the sector for planning and construction at the EXPO 2000 Hannover GmbH.

The EXPO 2000 Hannover GmbH was responsible for preparing, organising and conducting the World Exhibition EXPO 2000 in Hannover with approx. 100 of the EXPO's own projects for building construction, underground construction, engineering and landscape development. In addition, approx. 100 further projects by DMAG, investors and international participants were co-ordinated in such a way that all the building construction measures were completed by 1st June, 2000 in time for opening the World Exhibition.

- Investment volume for the EXPO 2000: approx. DM 1 billion
- Total investment volume for all the projects including the investors and various nations: approx. DM 3 billion
- Staff in the sector for planning and construction: approx. 90

The company with over 1,000 employees was engaged on a temporary basis and had fulfilled its assignment by 31.12.2000.

As project manager, Mr. Kramer was responsible in the team for co-ordinating the different nations in the sector for planning and construction, involving a total of 22 nations and official participants in the "Pavillongelände West" in the sector for constructive building preparation, planning-permission procedure, co-ordination, inspection, technical preparation and final inspection of the preliminary planning, execution planning and operations planning, as well as assigning the work.

Mr. Kramer also controlled all the processes for reaching agreements on the performance of construction work during the development, completion and operational stage. His scope of responsibility also comprises the retreating work for the pavilions of the different nations and participants, whereby Mr. Kramer not only inspected and supervised the later utilisation concepts but was able to present his own independent development studies on the subsequent utilisation, which served as a basis for continued project development for persons of high standing from the participating countries.

Mr. Kramer was also able to contribute the predominating share in the project development, from the set-up to the operation of the joint cultural participation of the nations in South America, i.e. as a new World Exhibition contribution, the so-called "Plaza Latina". Mr. Kramer was also able to win exceptional, artistic installations and exhibitions for the EXPO 2000, which similarly created a nation-unifying character.

General Commissionership EXPO 2000

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The World Exhibition EXPO 2000
will be held from 1st June to 31st October, 2000
under the title, "Mankind - Nature -
Technology".

In these diverse project-development assignments, he took over the central co-ordination of the activities for marketing and developing the location, following these through to their ultimate realisation which, generally speaking, was only possible under extreme time pressure. The main focus of his extensive and exceptional, internationally-earmarked scope of responsibility involved the following individual aspects:

- Project control and quality management within the sector for planning and construction for supporting the nations and official participants in co-ordinating the infrastructure planning of the pavilion area.
- Technical advice and budget administration in the sector for planning and construction for supporting the participating nations
- Support during the structuring and realisation of cultural contributions
- Planning and execution of joint PR activities (Plaza Latina, Bamboo Wheel)
- Support and successful fundraising activities (Plaza Latina, Bamboo Wheel)

Mr. Kramer managed the project work to our utmost satisfaction; he was highly capable at contacting and communicating, whereby he was able to implement his perfect knowledge of English and French and also very skilfully bring in his beginner's knowledge of Italian and Spanish.

Also in the case of very difficult task assignments and under extreme time pressure he worked with determination towards his goal, was result-oriented, pragmatic and creative until the very last day.

Particularly noteworthy in this connection is the way in which Mr. Kramer developed sound ideas on his own initiative, and when putting these ideas into practice he was able to make them transparent and always understood how to convince his colleagues, integrate them in the development and motivate them to work self-reliantly.

In his daily work, the detailed knowledge that he acquired in the quickest possible way concerning the diplomatic, industrial and cultural matters and the participating countries he supervised, as also his extensive personal contacts - partially on a high level - which he had already been able to make in his earlier activity, proved very beneficial. His skill at negotiating, his excellent behaviour both with his external negotiating partners and his colleagues, and also his team-work and motivating ability are exemplary. Strong loyalty, assertiveness and interdisciplinary work are, for Mr. Kramer, self-explanatory.

We were exceptionally satisfied with Mr. Kramer's performance in every respect. His active participation in the international EXPO projects shows his convincing sense of commitment towards managing and realising the continued development world-wide in a manner that promoted initiative, and at the same time kept the budget under control.

For the future we wish him a challenging assignment again, where he can fully engage himself with the same zest, and all the best for his personal future.

Hannover, 18th December, 2000
EXPO 2000 Hannover GmbH

(Signature)
ppa. Norbert Bargmann
Manager, International Participants
and Vice Commissar General
of the World Exhibition EXPO 2000
EXPO 2000

(Signature)
ppa. Hans-Dieter Zeissner
Regional Director
International Participants
of the World Exhibition
