I have very fond memories of Hans during my time at PWA, as well as numerous lessons learned that I strive to utilize daily in my career. Hans surely carved a memorable path through the PW Brazil operations and doled out precious nuggets of business sense along the way to myself among others. He was consistently able to effectively straddle the line between:

- 1. the no-nonsense business leader of the PW Brazil organization (in other words Hans the CEO);
- 2. the caring, socially responsible leader of the PW Brazil employees (in other words Hans the Caretaker); and
- 3. the considerate mentor of the PW Brazil management team (or as I shall call him Hans my friend)

Hans - My Very Best Wishes on continued success in whatever draws your interests in the coming years. May they be full of life and lacking in strife!

John Carpenter
IPPS Area Planning Manager
South/Southeast Regions

6420 Poplar Avenue Tower III, 8-017 Memphis, TN 38197

Office: 901.419.4847 Cell: 901.389.0079 Fax: 901.419.4395

