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To Whom It May Concern:

Dear Sir/ Madam

I met Marinus Havenga Coetsee in 1994 for the first time. During this time I was a junior project manager in Telkom SA, the only telecommunications provider in South Africa at the time. We were legally required (as per Government Gazette) to provide telecommunication systems to all the polling (voting) stations for the first national democratic elections in South Africa. Marinus was working as the Program Director for Plessey South Africa, - one of the main contractors at the time, and was in charge of the rollout of more than 1500 sites in rural locations in the Northern, Central, KZN as well as Western Cape parts of South Africa. I was the Liaisons Officer for Telkom in the Northern region and had to interact on a daily basis with Marinus and his team. From the first day I met with Marinus, he impressed me with the way he treated the customer, his problem solving skills and flexibility to get the job done. The project was delivered in a record time with limited resources from Plessey's side.

In 1995 Marinus was transferred by Plessey to Malaysia as Program Director of Construction on a fiber optic, civil and microwave project where Plessey became the infrastructure partner of Time Telekom, a subsidiary of the Time Group of companies in South East Asia. Marinus recruited me as one of his Project Managers and we spend close to 2 years in Malaysia building a network country wide with cross border interconnections. As I reported directly to Marinus the General Manager of Time Telekom, we spend a lot of time together pushing almost impossible deadlines. With Marinus's direction, guidance and teaching skills he took his team of project managers to incredible levels of achievements. This opened the doors for me - to the real understanding of what a good Project Manager can actually achieve as well as to understanding the importance of building a team by loyalty and rewards, backed-up by the highest possible integrity and motivation. I have since based my Project Management career upon the lessons learned from Marinus.

A few years later I was transferred to South Africa where we started Plessey Projects, a division of Plessey South Africa. Marinus by then has left Plessey to start his first company. I was promoted to Regional Director for the Kwa-Zulu Natal region and started off on the Telkom Million line project. Marinus and his company ESMARTEL Telecommunications were contracted to Plessey and again I was astounded with the performance of his teams. His company managed to complete all his projects in my region with speed, quality and professionalism. Taking into account the difficulties with remote site locations and settings, logistics, infrastructure, political issues and terrain constraints; Marinus and his team did an extraordinary job to ensure that we meet our deadlines with our Customers Telkom and Lucent Technologies. Marinus and his team contributed to around 60% of all the projects in my area.

I have worked together with Marinus on many and various different projects since then – and on both sides of the fence:- contractor and/or sub-contractor. I can with total honesty say that Marinus has forever treated me as a perfect gentleman. He has also pushed me to greater limits that I could never before have imagined, and taught me so much in Project Management and life in general. I know Marinus as the biggest mentor in my life, both on a professional and on a private capacity. I can honestly say that I learned from a true master and hope to be able to teach others some of the skills that he imparted on me. A truly great man

I would gladly and proudly stand as a reference for Marinus Havenga Coetsee, so please contact me with any questions regarding this letter at your convenience.

Yours faithfully



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