

# Project Management Institute

THIS IS TO CERTIFY THAT

**Dr.-Ing. Phillip Karcher**

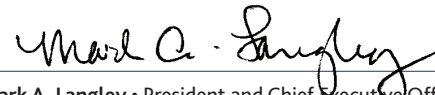
HAS BEEN FORMALLY EVALUATED FOR DEMONSTRATED EXPERIENCE, KNOWLEDGE AND PERFORMANCE  
IN ACHIEVING AN ORGANIZATIONAL OBJECTIVE THROUGH DEFINING AND OVERSEEING PROJECTS AND  
RESOURCES AND IS HEREBY BESTOWED THE GLOBAL CREDENTIAL

**Project Management Professional (PMP)<sup>®</sup>**

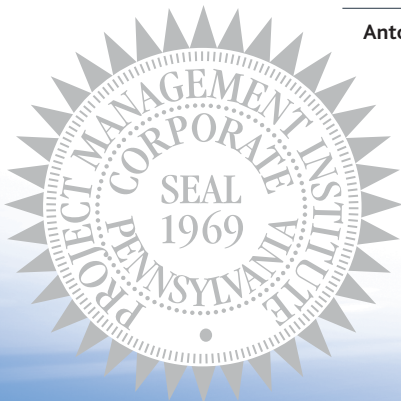
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30 March 2016

29 March 2019

