

August 13, 2012



To Whom It May Concern:

I am pleased to provide a letter of reference for Nathalie Hoffman. I've known her for the last year and a half, as we closely worked together launching my company's entry into the Brazilian market. I strongly recommend Nathalie for any professional opportunities that can utilize her highly specialized skills and experience.

Nathalie approached me in early 2011 with the idea of our company entering the Brazilian market where she believed a major opportunity awaited us. She based her recommendation on her up-to-the minute knowledge of Brazil where she had been doing business for more than 30 years. She believed that our company was uniquely positioned to benefit from the accelerated change in disaster planning and management practices that are required as that country takes its rightful place as a major player on the world stage. There was "a perfect storm" of never-before factors taking place in Brazil that underlined the opportunity, including the pioneering and dangerous ultra-deep water oil drilling to take place in the ocean just offshore from the State of Rio de Janeiro, the upcoming 2014 World Cup to be held in 12 cities throughout Brazil, the 2016 Olympics to be held in Rio de Janeiro, and the investment in Brazilian heavy industry companies by foreign investors who would require risk and gap analyses and continuity of operations planning in the event of a catastrophe.

Nathalie formulated a business plan and identified potential clients that we pursued. She arranged meetings for me and other senior Witt Associates executives at the top level of the current Brazilian administration as well with the senior executives at key oil companies, both Brazilian and non-Brazilian. She also has highest-level relations at the 2014 World Cup Organizing Committee and the Rio 2016 Olympic Organizing Committee, and was able to secure top-level meetings there. She is completely comfortable in Brazil and knows her way around Rio de Janeiro, Sao Paulo and Brasilia.

Nathalie speaks and writes Portuguese fluently and is able to conduct meetings entirely in Portuguese. She is not simply a meeting arranger, but a strategic thinker who was invaluable in formulating strategies for each potential client after the meetings. Along with her existing relationships with the people with whom we met, we were able to start at the top with a warm relationship with every executive or government official with whom we met. We could tell that the Brazilians shared our confidence in her and respected her.

Nathalie's unique experience, contacts and general expertise on Brazil helped us seamlessly enter this new market. She made a number of key recommendations, including advising us on law firms, location of the best office space to maximize our business, and in-country staffers that have all worked out very well. Equally important, Nathalie is a relentlessly hard worker, a quick study, and passionate about what she does. I very much enjoyed working with Nathalie, and I recommend her highly to any organization wishing to enter the market in Brazil, or grow their existing business.

Sincerely,

A handwritten signature in black ink that reads "James L. Witt".

James L. Witt  
Chairman