



Michael F. Hassing

President & Chief Executive Officer

To Whom It May Concern

Having Joined Ports America, Inc. in May, 2010, I ordered Avenir to conduct a complete review of the management structure and organizational structure as well as vital/critical operational issues.

I had with great success utilized Avenir's services in my previous assignment as CEO of Scandlines GMBH in the autumn of 2007. When joining Ports America, Inc. in May 2010, the task was to turnaround the company including implementing a merger of several companies. Based on the past experiences with Avenir, I, again, contracted their services.

Avenir provided analysis and recommendations, focusing on both the individual managers and the composition of the various business units, as well as the organizational requirements to deliver the results needed.

Avenir also looked at the aptitude and the potential of the incumbent management team and supporting organization with regard to expected performance.

The process was fast, focused and conducted with the minimum of disturbance to the ongoing operation of the management team.

Avenir highlighted vital/critical areas for improvement and development, as well as recommendations for changes and how to effectively communicate the new strategy.

The consultancy work was expeditious and cost-effective.

The results added clarity and urgency that was communicated to the whole management, resulting in actions that safeguarded and moved the company forward successfully to not only achieve but surpass our challenging objectives.

I can strongly recommend Avenir for their skills and professional integrity in helping a business match its management and organizational abilities to its business requirements and create a highly effective organization.

Michael Hassing
President and Chief Executive Officer

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