

"Meeting Hans Stout was perhaps one of the most important events in my life. Hans is an exceptional person, with an uncanny ability to read people's interior and extract from them the most they have to offer. The funny thing is he extract the most people have to offer to themselves, and not to any third party. Working with Hans is first of all working for oneself, and secondly working for the Company. It is almost as a consequence.

Perseverance, hard work, intelligent reasoning and accurate timely decisions. This is what we came to expect from Hans. He empowers people. He gave new meaning to the popular saying: *where there is a will there is a way!* He would always hand us the problem, trust our suggestions and coordinate a team in order to get things done. to get the problem solved. And relentlessly work until it is finally done, not from a distance, but constantly assisting us. The *way* was there, and it was his responsibility to open our eyes to see it and accomplish whatever mission we had given us. That is why I said that meeting Hans was one of the most important events in my life. A turning point. He became the professor.

It was pretty clear one day in Belém when Tim and I were returning from Ibama after a disastrous meeting, and the news were far from acceptable to PW. Upon leaving the office we called him, and after a few moments the only person able to talk to him was Tim (they could speak the same language). The result of the conversation after a long while had passed was that we must have an alternate course of action. We could never give up. We have learnt the meaning of perseverance. When a door closes, we must seek other doors to open, and eventually one door will lead us to the place we want to. And it has happened many times exactly that way.

But Hans is a lot more than what meets the eyes. When work was finished it was time to relax. To enjoy the simple pleasures of life, a night talk in a sidewalk, a simple meal, a walk on a historic place or simply a chat. Hans is profoundly interested in people, irrespective of gender, social class, creed, or any other characteristic. He is interested in helping, be it with ideas, gestures, opinion or compromises. Give him a glass of whisky and a cigar and you are ready to talk to a modern age philosopher. Fun, intelligent and almost always right.

It has been a pleasure getting to know Hans. It is a pleasure being able to call him "friend". This is something I will carry with me for all my life.

Cheers!!!!!!"

Regards,

Cláudio