



Jackson, MI. Jan 22nd,2020

To whom it may concern,

At GerdaU Special Steel North America we produce high quality special steel bars used for several applications such as automotive, construction, agricultural and energy markets. Our North America division has three special steel mills and one heat-treatment where we strive for excellence and to be a results-driven organization.

During the months of September and October of 2019, we invited London Consulting Group (LCG) to perform an assessment in our sales and S&OP processes, operations in the Monroe mill and finishing operations in the Monroe, MI; Jackson, MI; and Huntington, IN facilities.

The consultants developed value stream maps, statistical analysis, observation studies, leadership development surveys and interviews with key staff, and used the resulting information to identify opportunities for improvement. The assessment methodology used by LCG uncovered opportunities to better scope the initiatives and align them to our business strategy.

The insights gathered during the assessment were used to build a tailor-made proposal aligned to our needs. The resulting roadmap of projects allowed our executive committee to prioritize initiatives for the short and medium-term supported by financial and operational benefits, with the confidence that the projects will quickly pay for themselves.

The consultants performing the assessment were very professional, committed and thorough, which made this a very fruitful experience for our team in GerdaU.

I strongly recommend London Consulting's services if you are looking for ways to uncover your business opportunities with a systematic, practical and results oriented approach.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Rodrigo Belloc', written over a horizontal line.

President GerdaU Special Steel North America
Rodrigo Belloc