

To whom it may concern,

**South Coast Terminals, LLC ("SCT")** was founded in 1964 and is one of the largest independent toll manufacturers of specialty chemicals and lubricant additives in North America. South Coast provides chemical processing, terminaling, warehousing, drumming, packaging, and other support services for the largest lubricant additive companies in the industry.

In December 2021, Platform Partners and the new management team acquired 100% of SCT. After spending several months getting up to speed on the newly acquired business, its customers and its long-tenured employees, the new leadership team partnered with **London Consulting Group** to start the first phase of a project that started in June 2022 with the objective to have business processes redesigned and reinforced organizational behaviors to provide a better product for its customers and superior job functions for its employees. This project strongly pushed for culture change at all levels and departments, applying **digital solutions** and **key performance indicators** towards increasing manufacturing profit. Given the results of this project, we decided to continue our partnership with LCG to improve additional processes in these areas.

This second phase of the LCG project greatly impacted the organization as well and we believe the tools and processes developed will continue to do so for many years to come.

**Some of the noteworthy results:**

**Operations & Training**

- **Digital transformation** of the manufacturing process impacting administrative areas and 4 operational departments across 3 plants for more than 50 users. Developed a tailor-made digital solution leveraging:
  - Software Development Life Cycle (SDLC) methodology using design sprint cycles.
  - Microsoft Power Platform (PowerApps, Power Automate and Power BI).
- **Development and standardization of operating procedures** for over **140 products**.
- **Creation of centralized digital database** for all instructions and procedures.
- **Operational efficiencies** achieved by reducing administrative work on operators and planning team, improving turnaround time, providing automated calculations, and reducing manual inputs and errors.
- **Real-time visibility** at each stage of the production process through **automatic notifications and triggers**.
- **Generation of statistical data** that allows for analytics and process optimization for **data-driven decision-making**.

Their team demonstrated their commitment, professional approach and exceptional work ethic on a daily basis and were a joy to work with, essentially becoming a part of our broader team. Following their methodology, we achieved these valuable results and project successes that I feel truly outweigh the expected eventual positive financial impacts to come.

Most Sincerely,



**Kyle Montgomery**  
Chief Operating Officer



**Kenny Owen**  
Chief Executive Officer

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**South Coast Terminals, LLC ("SCT")** was founded in 1964 and is one of the largest independent toll manufacturers of specialty chemicals and lubricant additives in North America. South Coast provides chemical processing, terminaling, warehousing, drumming, packaging, and other support services for the largest lubricant additive companies in the industry.

In December 2021, Platform Partners and the new management team acquired 100% of SCT. After spending several months getting up to speed on the newly acquired business, its customers and its long-tenured employees, the new leadership team engaged **London Consulting Group** to perform an assessment of the Company's business processes and organizational structure. This initial assessment resulted in a longer-term engagement with LCG to help professionalize the Company and begin to digitize important parts of its business. The project was started in June 2022 and the objective was to reenergize daily operations by a business process redesign and reinforce organizational behaviors that provide lasting results, all through the lens of providing a better product for its customers and superior job function for its employees. This project strongly pushed for culture change at all levels/departments, for our employees to better manage their areas based on clear goals applying **digital solutions** and **key performance indicators** towards increasing manufacturing profit.

While a strong overall market in our products and services also helped drive record results in 2022, the LCG project greatly impacted the organization as well and we believe the tools and processes developed will continue to do so for many years to come.

**Some of the noteworthy Results:**

**Planning & Logistics**

- Department's **organizational restructuring** and **workload rebalancing**.
- Designed and implemented a **forecasting solution** (Model and app).
- Developed tool improving forecast accuracy that allows for **~1.5 months advanced accurate expectations** of workload, staffing needs, revenue, and pounds produced.
- **Manufacturing run sizes** improved by **13%**.

**Operations & Training**

- **22% growth** in manufacturing pounds produced company wide.
- **Dissolving cycle time** optimized by **27%**.
- **44% improvement in yield** in the Reactive Chemistry process.
- Operators' **basic competencies** definition and **training tracking app** development.

**Digital Solutions**

- **5 Apps** developed to provide real-time visibility across several departments allowing the company to get to the next level of data maturity. (Digital Batch Sheet App, Forecast Solution App, Truck Arrival App, Supervision App, and Training App)
- **Developed a Business Intelligence solution including dashboards, metrics, and alerts using Power BI and the Power Platform** to manage business results daily, shifting to a data-driven, decision-making company.

By the end of the project, a return on investment of **1.2 to 1** was achieved. As of now, a return on investment of **4.0 to 1** is projected by LCG. Most importantly, their team demonstrated their commitment, professional approach and exceptional work ethic on a daily basis and were a joy to work with, essentially becoming a part of our broader team. Following their methodology, we achieved these valuable results and project successes that I feel truly outweigh the expected eventual positive financial impacts to come.

Most Sincerely,

  
**Kenny Owen**  
Chief Executive Officer