



April 10, 2024

To whom it may concern,

The "SSW Group" is comprised of Puerto Rican companies starting operations in 1968 and engaging in the sales of steel materials (Structural Steel Works, Inc.), the fabrication/manufacturing of steel structures/steel components (Structural Steel Manufacturing, Inc.), and the design & construction of structural steel buildings and bridges (SSW Engineering & Construction, LLC) in Puerto Rico, the Caribbean and United States.

In response to the evolving challenges of the current times and with the aim of strengthening our market position in Puerto Rico, the United States, and the Caribbean regions, we have undertaken a Strategic Planning process for our company with the support of the London Consulting Group.

Throughout the Strategic Planning process, we have agreed upon and validated our Mission, Vision, and Values, which serve as the foundational pillars of our future.

Additionally, this exercise enabled us to develop the following strategic elements:

- Strategic Map, simplifying initiatives and graphically and simply sharing the strategy with the entire organization.
- Strategic Thinking to ground our Business Model in challenging yet achievable actions in the short and medium term.
- Definition and Prioritization of Strategic Initiatives, incorporating innovation and technology to exceed our clients' expectations.
- Definition of indicators and objectives, along with the methodology for monitoring the fulfillment of each Strategic Initiative.
- Communication and involvement of all organizational leaders in the commitment to act and execute the strategy.
- Implementation of collaboration tools for tracking, controlling progress, and executing our Strategic Plan.

We are confident that we are on the right path and will achieve the objectives we have set in terms of financial sustainability, process efficiency, and customer focus.

The professionalism and work developed by the London Consulting Group team have exceeded our expectations, and we highly recommend them for the definition and implementation of an Strategic Plan.

Do not hesitate to contact us should you need any additional information.

Sincerely,

Juan C. Aguayo
President

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