

ElringKlinger USA Inc.
4961 Golden Parkway
Buford GA, 30518
USA



Ms. Greta Bashota, Office Manager ExportHelp
Switzerland Global Enterprise
Stampfenbachstr. 85
8006 Zurich

Our Ref: Markus Boni, phone: +1 678 730 8116

Dated, 12/19/2019

Reference Letter

Dear Ms. Bashota,

ElringKlinger USA, Inc. (EK) is the U.S. subsidiary of a German group with a long tradition of technical textile development in the automotive industry originating in the late 19th century with cylinder gaskets. While gasket technology remains a core competence, EK excels in providing clients with lightweight composite, battery technology, electromobility and heat shield solutions.

As Head of Finance for ElringKlinger USA (EK), I contracted with Navigator Consulting to select the best business location and to help negotiate an incentives package with the state and community wherever EK might locate. Reducing EK's start-up and operating costs was particularly interesting as EK was in the midst of an extensive U.S. expansion and existing EK facilities in Georgia and Michigan also required increased investment. It was paramount to EK that we balance an attractive incentive offer with an optimal location choice.

Within two months of our meeting, Mr. Blair came to us with a joint state and local incentive offer for our company from our preferred community that exceeded all expectations. Mr. Blair and his Navigator Team's knowledge of how to work with state and local authorities contributed greatly to EK's ability to move forward quickly with our Midwest investment expansion plans.

I was delighted to have the expertise of a company like Navigator Consulting that could support us in securing an incentives package of nearly \$2.7 million. After receiving the incentives offer, we were pleased to engage Navigator in "Incentives Compliance" support services as well. This is to ensure that the due diligence documentation is accurate, associated incentive paperwork is submitted as required and no deadline dates are missed. Here again the Navigator team displays a level of experience and confidence that brings EK concrete value."

Yours faithfully,

ElringKlinger USA Inc.

A handwritten signature in blue ink, appearing to read 'M. Böni', with a stylized flourish at the end.

Markus Böni
Head of Finance