



June 10, 2016

Membership Review Committee
Site Selectors Guild
P.O. Box 1958
Little Rock, AR 72203

Dear Sir or Madam,

On behalf of the Officers of Sandler AG and the US Project Team, I am pleased to provide this letter of recommendation for James Blair and his entire Navigator Consulting Team. We recently completed a site selection project with Mr. Blair and Navigator Consulting in which we evaluated over 100 communities in 15 states over a period of 9 months. As a privately-held company we do not generally disclose investment information, but in September 2015 we announced plans to create 140 jobs and invest over \$30 million in the first phase of a multi-phase project at our future Perry, Georgia operation.

Mr. Blair and his firm, Navigator Consulting, were introduced to our company at the beginning of our site selection process. Compared to other consultants we evaluated, Mr. Blair convinced us with his fantastic experience, his knowledge about economic development and the well-structured approach of his firm's site selection process, something important to us as German executives interested in an orderly and fact-based process. An additional and very important reason why we took this particular decision was the fact that Mr. Blair is a very trustworthy person who we believed would stand up for our interests at all times.

During the whole process I got to know him as an incredibly loyal person who became more than just a Consultant for our Company. He and his entire team became true partners for our U.S. business.

Mr. Blair made intelligent and wise recommendations whenever it was necessary, but stayed neutral at all times. He made a brilliant job by convincing States and Cities of our long-term business plan. He is very hard-working. Whenever we had some issues or questions he came up with thoughtful options and solutions. He is very analytical. It is not easy to find a good match between our production needs (utilities, infrastructure, etc.) and the various offers. Therefore we believe that German companies like ours need a person like Mr. Blair who is able to find solid answers to complex issues.

Apart from the site selection itself, Mr. Blair has been of great help in many other peripheral questions concerning the start-up phase of our new Georgia facility. He is the man I call in case

I don't find my own solution. We just trust him.

In summary, Navigator Consulting was for us the perfect decision; and we would always



make it that way again. The quality of work was deeply recognized and appreciated by my U.S. Project team members, the Management Board and the Board of Directors. As a result we would recommend Mr. Blair to other companies without hesitation. We certainly recommend that you consider taking him on as one of your members, as we understand that you represent some of the most experienced and prestigious site selection consultants in America.

Please feel free to contact me if you have questions or wish any personal comments from my side.

Sincerely,

A handwritten signature in blue ink that reads "Philipp Ebbinghaus". The signature is written in a cursive style with a large, sweeping flourish at the end.

Philipp Ebbinghaus, Dipl.-Oec.
U.S Project Manager & Assistant to the Management Board
Mobile: 011-49-151-2150-8808