



SGL CARBON, LLC
North American Headquarters

February 21, 2000

Joe Gufreda
President, GEI Inc.
GEI Building
315 S. US 31
Suite A
Greenwood, IN. 46412

Dear Joe,

On behalf of the Specialty Graphite Business Unit I want to thank you for the work GEI has done at our Niagara Falls facility. Your consultants were focused, energetic, flexible, and knowledgeable of the concepts of *Stamakai Lean*. More importantly, the skill they demonstrated in applying those concepts with our employees in our operations was stellar. We have experienced sustainable improved results on all the projects we engaged in with the process. Our employees embraced what they learned and continue to improve and apply the process long after GEI consultants finished working with them. The *Stamakai Lean* training materials are clear and easy for our people to use.

Recently, one of our retired managers visited the Niagara Falls plant after some of the *Lean* work was completed and stated that the plant had never looked as clean and organized as it does now! We appreciate working with you and the GEI consultants and look forward to continuing the relationship at other sites.

Best regards,

A handwritten signature in black ink, appearing to read "Steve Smith".