



8 July 2019

Dear Sir/Madam,

I am writing this letter to recommend the services of C3 Industrial Blasting & Coatings, Inc. to you. During the past several years, AAR has worked with C3 on several challenging projects. All projects were completed at the highest level of performance; on schedule and safely. We have always been satisfied by their work, and will continue to subcontract to them in the future.

Most of our work took place in highly secure areas of the Y-12 National Security Complex located in Oak Ridge, TN. C3 Industrial was very accommodating during the many security delays that are expected when working in this challenging area of the plant. Their personnel were highly professional and worked with my team to ensure the project maintained the security requirements of working in this area, as well as provided feedback as to measures that could be taken to accelerate the construction schedule to ensure the delays did not impact the overall timeframe of the work. This was highly appreciated as the project was on a Performance-Based Incentive program for our client.

I would highly consider C3 Industrial Blasting & Coatings, Inc. for any painting, blasting & coating needs your company may have.

Kindest Regards,

A handwritten signature in black ink, appearing to read 'Diana Tremaine', is written over a light gray rectangular background.

Diana Tremaine  
Sr. Project Manager