



**PILKINGTON**

NSG Group Flat Glass Business

September 18, 2009

To Whom it May Concern:

I am writing this letter of reference on behalf of Automation & Control Technologies (ACT). In the spring of this year, Pilkington North America entered into an agreement with ACT to implement their Repairable Assets Management Program (RAMP) for our manufacturing plants in North America. In two of our larger plants, ACT has put a full time person on site at no cost to us to manage all aspects of managing part repairs. The program has been very successful at those plants in delivering immediate and substantial cost savings. They are uncovering numerous opportunities for repairs on items we were not previously repairing but instead buying new replacement parts. The quality and reliability of the repairs has also been very good.

We are continuing to work with ACT to fully implement the RAMP program in our remaining plants in North America and are beginning discussions on expanding the program to other regions such as Asia. We have high expectations for the program to not only help us reduce our MRO costs, but also to provide valuable data to enable our plants to make improvements in their preventative/predictive maintenance capabilities.

I highly recommend ACT and their RAMP program to any manufacturing company that needs to reduce costs while at the same time improve overall maintenance capabilities.

Sincerely,

Richard Wood  
Procurement Manager - Manufacturing Assets  
NSG/Pilkington North America