

July 16, 2024

To Whom It May Concern:

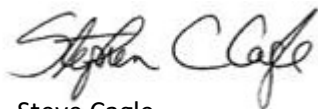
I am writing this letter as a recommendation for Andy Pickens. Andy and I have worked together for over 20 years at Kao USA, Inc also formerly known as The Andrew Jergens Company and Kao Brands, Inc. Andy has worked within the Supply Chain Management organization for Kao and has been one of our leading contributors, both technically and managerially during that time.

Andy was responsible for the ideation, development and execution of the largest capital project in the company's history which revolutionized our production environment and output. In summary, he rationalized 3 production lines down to 1 production line that offered increased efficiency, output and delivered over \$2,000,000 a year in variable cost savings.

This project and all of the others that Andy led were successful and his contributions and input were sought out on all capital projects within the organization during his tenure with us. He also led a team of Electrical Engineers and Technicians to leverage automation, smart systems and new technologies to continually improve the operating environment within our Cincinnati based manufacturing plant.

I highly recommend Andy for his creativity, problem solving, and project management skills. He also is a pleasure to work with and can absolutely provide benefit to your organization.

With best regards,



Steve Cagle

President, Functions/Americas/Europe/Middle East/Africa
Kao USA, Inc.