

May 31, 2026

To whom it may Concern

My Name is Nick Busch, and I enjoyed a 33-year career in the Pulp and Paper industry holding various positions in Engineering, Maintenance and Capital Project Management. In 2018, when Cody was hired as a Power and Controls Technician at North Pacific Paper Company (NORPAC), I was the Maintenance, Engineering and Capital Projects Manager for NORPAC. Over the next 6 years until my retirement, I had the opportunity to observe Cody's performance. During that time Cody earned my unconditional recommendation. He demonstrated exceptional leadership abilities in my three key areas: Safety, Reliability and Cost.

Although much younger than many in the Maintenance crew, Cody's ability to influence his team and support area in a positive way, quickly got him noticed for advancement. In 2022, just 4 years after being hired, he was promoted to Crew Leader.

Cody uses exceptional analytical and technical skills to thoroughly understand problems he encounters. Then he develops solutions that meet or exceed expectations on Safety, Reliability and Cost. These solutions were planned and implemented by Cody and his team, using proven fundamentals. The safety of the solution was managed using various risk assessment and mitigation tools. The reliability of solution was ensured by understanding the failure mode in the beginning. And finally, cost was managed by getting the best solution within budget constraints. These three areas are at times difficult to balance, Cody demonstrated ability to skillfully do so.

In addition to his considerable analytical and technical skills, Cody also has excellent leadership ability. He was able to motivate his team to find effective solutions even in a tight budget environment without compromising on the most important area of Safety.

I give Cody my unconditional recommendation.

Wishing him all the best for his future!

Regards,

Nick Busch

Nickbusch@comcast.net

360-562-1134