

May 30, 2017

To whom it may concern:

Re: Dr. Shahrukh Irani

President

Lean and Flexible, LLC

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We are pleased to provide this letter of reference for Dr. Irani, President of Lean and Flexible.

Valley Machine is in the process of designing and building a new purpose-built facility for our precision manufacturing requirements and we brought in Dr. Irani early in the process based on a recommendation from a trusted industry contact. Dr. Irani arrived at our facility and quickly came up to speed on our current layout and helped guide us through mapping our product flow as well as multiple iterations for improved flow and lean considerations. Through these exercises, in just over a day's time we were also able to explore more efficient use of human resources which has helped us to shape staffing philosophies along with product flow and the resulting improved facility layout.

We look forward to the opportunity to work with Dr. Irani on future projects and would recommend him for planning, projects, and education, which fall within his scope of expertise.

Regards,



Andy Spiering

General Manager

Valley Machine

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