

R. C. BIGELOW, Inc.

Family owned since 1945

February 26, 2019

My Fellow Manufacturers:

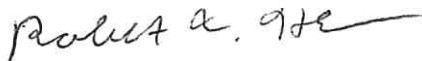
The Bigelow Tea team met an NASC representative over a year ago at an event for a local Manufacturers Association that we're both members of. The consultant told our CFO about their Utility Cost Recovery service. We engaged NASC in the process since there was no risk, very little effort on our part, and our company would only have to pay a percentage of any verified refund. If nothing else, we'd emerge from the process with the peace of mind that we aren't in the high percentage of manufacturers being billed incorrectly by the utility companies.

NASC worked diligently on our behalf. It was verified that our company had been billing correctly at all of our manufacturing plants save one: our smallest operation in South Carolina. NASC's efforts resulted in our South Carolina plant receiving a refund that was just finalized. The process also resulted in NASC working with the utility in South Carolina to implement a change of an aspect of our billing structure, and in mid-2018 we started seeing a measurable reduction in our expenses for that plant as a result and NASC does not invoice on those reductions they implemented).

What impressed me is that the NASC team was relentless in working to get the refund applied, which took months of work. They were always responsive to any inquiries I had throughout the process. It was a scenario where the effort/time put in by NASC was probably out of proportion to the small fee they earned, showing integrity and tenaciousness.

I would recommend without hesitation that anyone contacted directly by NASC give it the small amount of attention required to put this service in motion. You have nothing to lose, and a lot to gain.

Thank you-



Robert Hendrick
V.P. Corporate Responsibility