



becky.hites@steel-insights.com, a World Steel Dynamics consultant

Identifying and Harnessing Available Resources for Effective Strategic Decision Making in Tough Industries & Scenarios

- Training & Empowering "Submarine Commanders" -

Services Offered

Business Plan Development

- Strategic direction analysis and risk management
- Cost identification and forecasting
- Firm positioning analysis and strategic development
- Business line analysis and development
- New product market analysis
- Capital investment analysis

Tailored Strategies

- Board presentation preparation
- Governance oversight evaluation
- Ability to serve both mid-size and multi-national companies

Broad Network of Contacts

- From the shop floor to the C-Suite
- From the largest producers to the smallest independent raw material provider
- From most of the steel producing companies around the world

Market Forecasting

- Supply/demand trend forecasting and pricing analysis
- Metallics balance identification by raw material segment

Market Intelligence Gathering

- Financial database development and analysis
- Data collection system validation and governance

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Steel-Insights, LLC was founded in 2012 by Becky E. Hites, a former Wall Street executive with extensive metals industry experience, as a boutique consulting firm focused on providing highly specialized services to clients in the metals, mining and manufacturing industries.



The company was formed to assist executive management teams navigate the "noise of battle" by more effectively managing the abundant resources available today and harnessing those resources to explore thought provoking and penetrating issues in order to magnify the pivotal decisions required for the long-term success of their companies in arguably tough industries that must survive challenging cycles, i.e. training and empowering "submarine commanders".



Training and Empowering "Submarine Commanders"

In WWII, American submarine commanders endured despite being outclassed by superior equipment and outgunned (fully functioning torpedoes weren't available to them for the first 21 months of the Pacific War). In the fog of war, as often is the case in business, decisions with long impacting outcomes have to be made without the luxury of complete or definitive information.

Miss Hites has worked in the manufacturing industry from many angles giving her a unique and multi-dimensional perspective:

- a. an equity analyst at a regionally recognized brokerage firm owned by a Fortune 100 company;
- b. private M&A at a globally recognized engineering consulting group known for its developments in retail logistics and point-of-sale information capture systems;

Negotiation Support

- Trade relations
- Freight & logistics
- Take-or-pay contracts
- Conference programming
- Executive placement
- Expert testimony

Capital Markets Advisory

- Capital structure analysis and planning
- Cash flow generation analysis
- Asset valuation
- Chinese Wall due diligence trips
- Project finance management
- Greenfield/brownfield business model development
- Roadshow materials production
- Venture capital identification and solicitation
- Evaluation & enrichment of investor relations program

Product Deliverables

- In-depth reports
- Summary reports
- Power Point presentations
- Excel databases
- Supporting graphs and tables
- E-mail and web-based products

- c. in late-stage project finance with a German-based global bank;
- d. business plan development with a boutique NY investment bank;
- e. equity analysis at a major bank with a multi-year ranked Institutional Investor metals analyst; and
- f. for the past decade doing global data management and consulting with steel industry guru Peter Marcus of World Steel Dynamics.

While at Robinson-Humphrey, the metals team was recognized for their expertise in forecasting earnings by the Wall Street Journal (which required accurate company cost modeling and industry price and volume forecasting).

Miss Hites has worked with teams that have arranged financing for consolidating businesses building on an established platform as well as valued and helped divest non-strategic pieces of mature businesses. We've developed and reviewed countless business plans for management teams as well as public and private company boards, both in the USA and around the world. We believe we are uniquely positioned to provide an unbiased analysis of a current situation and develop a multi-pronged strategy for achieving one's goals.

In addition to the carbon steel industry, Miss Hites' exposure has included analysis and valuation of companies in the aluminum, copper & gold, stainless & specialty steels, PET, paperboard packaging, consumer packaging, scrap yard, iron foundry, industrial ceramics, lighting systems, REITS, retail outlet malls, apartment complexes, apparel, retail, dialysis and consumer product manufacturing industries.



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Becky E. Hites Project History

- * In-depth executive report on the electrical steel market to support a capital investment decision.
- * DSO iron ore project development in Central America in preparation for potential capital investment.
- * Debriefing and training session with international steel producer's sales department.
- * Strategic advisory work with market segment data providers.
- * Developed, programmed and launched WSD's Steel Success Strategies (SSS) Turkey conference, 2013.
- * Conference programming for SSS London 2009 to 2011.
- * NABE webinar presentation on the impact to the steel industry from the shale gas discoveries.
- * Expert witness, Singapore tribunal 2011, regarding Philippine mill start-up failure due to lack of proper capitalization.
- * Expert witness report preparation Egyptian court for a senior executive jailed for corruption 2012, Singapore tribunal over capitalization dispute 2011, USA arbitration for a major mill in a breach of contract dispute 2010.
- * Co-ordinated with WSD's Director of Chinese Research to produce the Chinese Core Report from 2009 to 2011.
- * In-depth market based reports on the global slab market, the USA pipe market, and the MENA bar market.
- * Development of WSD's Cyclone integrated and EAF mill cost models and report.
- * Development of WSD's Steel Thermometer chart series and report.
- * Banking studies for SeverCorr, Columbus, MS, an EAF-based electrical steel mill, a next generation micro-rebar mill and a silicon metal company (report never completed), USA.
- * Facility review and analysis for capital investment at Zaporizhstal, Ukraine.
- * Acting CFO and pre-bank financing business planning for Nusantara, Malaysia.
- * Pre-banking business planning through feasibility study including preliminary equipment engineering for Minnesota Iron & Steel, Eveleth, MN, USA.
- * Prepared Boston Market profile for acquisition financing, resurrecting a dead over-shopped deal and ultimately was outbid by McDonald's, Denver, CO, USA.
- * Privatization of Huta Katowice, Poland.
- * On the M&A team for the sale of 3 apparel companies and a dialysis company, USA.
- * On the deal team for 12 IPOs, 7 Secondary Offerings & 2 Private Placements, USA.

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