



Department
for International
Development



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To whom it may concern

Andrzej Kotas and a team of six other experts from Metals Consulting International Limited (MCI) were appointed by the Department for International Development in the UK (DfID) to support the Ethiopian Ministry of Industry with preparation of an inception study for a new multi-million tonne capacity greenfield steel plant.

The study included detailed steel market evaluations; technology deliberations; technical and environmental assessments; and the preparation of a financial model for the new business. Particular emphasis was also placed on steel plant location assessments, on matters of water availability and on transport infrastructure issues.

I am pleased to confirm that Andrzej and other experts in the MCI consulting team performed these tasks both thoroughly and diligently, to the full satisfaction of DFID.

DFID thus has no hesitation in offering a positive testimonial for MCI as a highly competent firm of steel industry consultants.

Yours sincerely,

A handwritten signature in blue ink that reads "Claire Bell". The signature is written in a cursive, flowing style. The first name "Claire" is written with a large, open 'C' and the last name "Bell" is written with a large, open 'B'. There is a small dot at the end of the signature.

Yours sincerely

Claire Bell