



September 3, 2019

Mrs. Sara Shahmohammadi  
Founder and CEO  
Hybrixccl, Inc.

**Re: Letter of Support – Hybrixccl Waste Heat Recovery Technology**

Dear Mrs. Shahmohammadi,

This letter is to formally express support for your work into waste heat recovery leveraging Metallic Organic Framework (MOF) materials and their innovative application to the Organic Rankine Cycle. (ORC)

We believe you have identified technical solutions for improving ORC economics that could result in a breakthrough in their broader application as a waste heat to power technology.

You have also effectively identified a substantial number of untapped waste heat resources, given an improved business case, would lead to adoption in the steel sector with the result of greater process efficiency, lower GHG emissions and improved cost competitiveness.

We wish you success and look to follow the development of your technology.

Best Regards,

A handwritten signature in black ink, appearing to read "Ian A. C. Shaw".

**Ian A. C. Shaw, P. Eng.** | Manager, Energy Management  
ArcelorMittal Dofasco

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