



United States Steel Corporation
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Jammie P Cowden
Director – Real Estate

October 29, 2021

Re: Recommendation Letter – Granger, Thagard & Associates, Inc.

To Whom It May Concern:

Granger, Thagard & Associates, Inc., just concluded an auction for U. S. Steel whereby it sold a historic building (over 300,000 square feet) and associated outparcels. While the market determined the “value” of the building and outparcels, Jack Granger and his team sought out, found, and brought the qualified bidders to the table whereby the market value of the assets could be realized.

Jack’s team initially met with the U. S. Steel team to discuss the benefits of auction, how an auction is different than traditional agent brokerage, and the benefits thereof. He carefully articulated how the marketing and advertising plan would be implemented and shared the format of the auction itself.

After a simple contract negotiation, Jack went to work with fantastic photography/videography including drone footage and produced professional collateral that was distributed to potential bidders. Jack connected with multiple government officials, local institutions, capital resource groups, brokers, and local individuals to build interest, intrigue, and really a frenzy, of sorts, around the auction date. His team was present for multiple scheduled building tours, whereby they exhibited fantastic hospitality, friendliness, and professionalism to the prospective bidders and, in many cases, just curious tire-kickers.

Ultimately, on auction day, we had more bidders than anticipated, and the auction was conducted as planned. It was fun, but serious - intense, yet relaxed. It was a great experience, and we look forward to expanding the relationship with Granger, Thagard, & Associates, Inc., as we look for new opportunities to take advantage of the auction process on other U. S. Steel owned properties.

If I can provide further information, please do not hesitate to contact me at the above number.

Sincerely,

A handwritten signature in blue ink, appearing to read 'JPC', written over a blue horizontal line.