

Fujifilm Biotechnologies USA, Inc.
6040 George Watts Hill Drive
Morrisville, NC 27560
<https://fujifilmbiotechnologies.com>

March 27, 2026

To Whom It May Concern,

It is my pleasure to provide this letter of reference for Dunbar Construction Consultants (DCC). Dunbar has served as a trusted contracting partner to FLBU for more than 15 years, supporting a broad portfolio of capital projects, annual shutdowns, site reliability improvements, and sustaining continuing operations across our three buildings on the RTP campus.

Scope of Services

- Project and construction management from concept through commissioning, qualification and handover
- Multidisciplinary engineering design and support (mechanical, electrical, civil/structural, controls)
- Troubleshooting, root-cause analysis, and corrective action planning
- Repair, retrofit, and implementation services for facility infrastructure, clean and black utilities, and critical cGMP process and support equipment
- Field coordination, contractor oversight, and quality assurance/quality control
- Startup support, documentation, and operator training
- Review of Preventative Maintenance tasks and spare parts development

Performance and Value

- Technical excellence: Dunbar's engineering and consultant activities consistently deliver robust, fit-for-purpose designs and constructible solutions. They have a strong command of utility systems (clean steam, WFI, compressed air, chilled water, boiler/plant steam, wastewater) and complex process equipment integrations.
- Safety and compliance: Dunbar maintains exemplary EHS performance and adheres to our procedures, site permits, and applicable codes/standards. Strengths include Pre-task planning, lockout/tagout discipline, and field commissioning support.
- Schedule and cost control: Across numerous engagements, Dunbar has met or beaten critical path milestones and maintained budget discipline through proactive risk management, timely submittals, and effective field coordination.
- Communication and collaboration: Their project managers are responsive, transparent, and solution-oriented, facilitating productive interfaces among operations, automation, maintenance, QA/QC, engineering, and third-party vendors and contractors.
- Troubleshooting and reliability: Dunbar has repeatedly resolved chronic site infrastructure, utility and equipment issues through rigorous diagnostics, thoughtful design tweaks, and high-quality execution.

Dunbar Construction Consultants brings disciplined project management, strong field execution,

and a practical, collaborative approach that aligns well with our operational requirements. Based on their sustained performance over the past 15+ years, I recommend DCC without reservation for project and construction management, engineering design, troubleshooting, and implementation services in facility infrastructure, utilities (clean and black), and process equipment environments.

If you require additional information or wish to discuss specific projects and activities, please feel free to contact me.

Sincerely,

Charles A. Crosier;  **MBA**
Associate Director, Project Engineering & Capital Expenditures
M: 919-696-5354 | **P:** 919-337-4239
E: charles.crosier@fujifilm.com