

**SUMMARY**

Consultant/manager with over forty-eight years of experience in Ferrous and Non-Ferrous Scrap Metal industry including successful acquisition of failing facility and growing business 400% into continuously profitable entity. Track record of designing and implementing turnkey projects and modifications to facilities and equipment. Areas of expertise include:

- Operations
- Finance
- Human Resources
- RIOS/R2 Implementation
- Sales and Marketing
- Administration
- Governmental Compliance
- Incentive Pay Program
- Expert Witness Testimony

**CONSULTING EXPERIENCE**

PACIFIC AUTO RECYCLING, INC. (PARC), Lancaster, California 2022-2024  
Provide production/downtime reporting tools for new shredding operation. Facilitate implementation of RIOS/R2. Assist in identification and implementation of CMMS.

MODERN METALS RECYCLING, Baton Rouge, Louisiana 2023-2024  
Engaged to provide analysis to increase company value.

BLACKROCK RESOURCES, INC., Rome, Georgia 2022-2023  
Assist in development of new company and physical facility including all systems required for operations, administration, and management. Facilitate implementation of RIOS/R2 through to certification.

TURNER & SWEENEY, Kansas City, Missouri 2023-2024  
Engaged to provide opinion on negligence in manufacturing plant.

KEOGH COX, Baton Rouge, Louisiana 2023-2024  
Engaged to provide opinion on re-utilization of returned stolen steel beams for construction project.

SCHARNHORST AST KENNARD GRIFFIN, Kansas City, Missouri 2023-2024  
Engaged to provide opinion on reducing/eliminating emissions from client neighbor's facility.

GOLDBERG SEGALLA LLP, Syracuse, New York 2023-2024  
Engaged to perform analysis of lost revenue from demolition project.

BPPLP2, Tampa, Florida 2023  
Engaged to assist in acquisition of automobile salvage facility including financial evaluation, negotiation, and future expansion.

THE ARNS LAW FIRM, San Francisco, California 2022  
Engaged to offer opinions and testify on the duties and standard of care of an owner and operator of a scrap metal and recycling plant facility in regard to the receiving, inspection, acceptance, purchase, ownership, and processing of propane, CNG and gas-powered vehicles.

YORK COUNTY DISTRICT ATTORNEY, York, Pennsylvania 2021-2022  
Retained to provide on-site inspection and report related to discharges from automobile shredder related to criminal action by district attorney.

GREENSPARK SOFTWARE, New York, New York 2021-2022  
Retained as expert on development of scrap metal recycling specific industry software.

FIGARI DAVENPORT, Dallas, Texas 2021-2022  
Provide expert opinion on shredding equipment and production capabilities.

HUSCH BLACKWELL, Chicago, Illinois 2021  
Engaged to provide written declaration related to defendant suit to recover attorneys' fees and costs.

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COMMSSELL, St. Louis, Missouri 2020-2024  
Facilitate implementation of R2, ISO 14001, ISO 45011 to achieve certification to standards.  
Facilitation of migration to R2v3, ISO 14001, ISO 45011, and ISO 9001 to achieve certification to standards. Perform Internal Audit to support surveillance audit following updated certification.

SPRING GARDEN TOWNSHIP, York, PA 2020-2023  
Engaged to provide expert opinion on reducing discharges of metal off site and noise abatement.

JSI METAL RECYCLING, LLC, Conway, Arkansas 2014-2018; 2020-2024  
2020-2024: Provide production/downtime programs for shearing and baling operations.  
2014-2018: Reviewed all scrap operations of newly established company. Developed and implemented recommendations for management of yard operations and improving accounting functions. Coordinate implementation of RIOS/R2 management system. Perform complete internal audit in preparation for RIOS/R2 certification. Certification achieved January 2016.

SUNBELT SOLOMON CORPORATION, Solomon, Kansas 2020  
Provide assistance on analyzing and improving processing of copper and aluminum scrap from transformer disassembly operations.

SCHWABE, WILLIAMSON & WYATT, Vancouver, Washington 2015; 2020  
2020: Engaged to provide expert opinion on utilization and damage to dock facility during bulk loading of scrap steel into vessels for export.  
2015: Engaged by lessor as Expert Witness to provide opinion on necessary actions by scrap yard lessee to adapt to property loss by through eminent domain. Provided written report and testified in deposition and hearing.

CASH-N-CARRY USED AUTO PARTS, Savannah, Georgia 2019-2023  
Provided analysis of scrap operations related to auto salvage operations to increase value of scrap metals generated. Engaged to assist in business plans to acquire related operations.

GELBER + SANTILLO, New York, NY 2018  
Provided analysis of value of scrap loaded in overseas containers for export.

VORYS, SATER, SEYMOUR and PEASE, LLC, Columbus, OH 2018  
Engaged to analyze effects of operations of scrap equipment on neighbor related to vibrations and emissions.

GROSSMAN IRON & STEEL COMPANY, St. Louis, Missouri 2004-2005; 2010-2011, 2018-2021  
2010-2011, 2018-2021: Facilitate Recycling Industry Operating Standard (RIOS) implementation. Performed environmental audit.  
2004-2005: Assisted in design and site location of new mega-shredder and staff recruitment.

REED SMITH LLP, Philadelphia, PA 2017-2024  
Engaged to provide expert witness services regarding the automobile shredding and sorting industry, including but not limited to, the operation, operational design, and safety issues.

HOWARD & HOWARD, Royal Oak, MI 2017  
Engaged to provide expert opinion on efficacy of liquid injection into shredding chamber.

SANTANGELO LAW OFFICES, Fort Collins, CO 2017-2018  
Engaged to provide expert opinion on patented technology related to air classification of materials.

FAKSEN MARTINEAU, Toronto, Ontario, Canada 2016-2017  
Engaged to perform analysis of scrap pricing between consumer and supplier to form opinion on pricing protocol.

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SAVAGE TURNER PINCKNEY, Savannah, Georgia 2016-2017  
Engaged to perform analysis of economic loss at scrap yard due to police harassment.

MARTINEAU KING PLC, Charlotte, North Carolina 2016-2017  
Engaged by attorney representing manufacturing client to explicate scrap industry standards of practice regarding identification, reporting and handling of stolen merchandise.

ROBERTS, MATEJCZYK & ITA CO. LPA, Seville, Ohio 2016-2017  
Engaged by attorney representing insurance company and Plaintiff to recover balance of loss of value of stolen property through subrogation.

SCARBOROUGH AUTO PARTS, Scarborough, Maine 2016  
Developed business plan and financial Pro Forma for acquisition of existing auto parts facility and expansion of scrap processing and handling.

B&D SCRAP METAL INC., Charleston, South Carolina 2016, 2018, 2020-2022  
Identified target for acquisition within industry; facilitated identification and negotiation of financing through to closing of transaction. Researched property acquisition for operational enhancement of scrap and electronics recycling. Wrote business plan and developed financial Pro Forma to acquire funds for expansion. Develop initial program for RIOS/R2 management system and certification.

INDUSTRIAL METALS, Winnipeg, Manitoba, Canada 2016-2024  
Provided shredder Production/Downtime reporting tools and assisted with implementation.

HARDEEVILLE RECYCLING, Hardeeville, South Carolina 2015  
Visited site and created report identifying enhancements to business management tools and operational efficiencies.

M<sup>C</sup>CANDLISH LILLARD, Leesburg, Virginia 2015  
Engaged as Expert Witness to analyze export shipments of Zorba to support claim of failure to ship material per contract.

ZIPPERER, LORBERBAUM & BEAUVAIS, Savannah, Georgia 2014-2015  
Engaged as Expert Witness to develop analysis of historical pricing of purchased scrap in criminal trial regarding stolen material. Testified in court at trial.

MONTERREY IRON & METEAL CO., San Antonio, Texas 2014-2024  
Create and implement metrics-based employee bonus compensation plan (Performance Enhancement Program-PEP). Modify shredder data recording tools for more accurate data collection. Provide production/downtime reporting for shearing operations.

L. GORDON IRON AND METAL CO., Statesville, North Carolina 2012-2013  
Structure and implement plan for generational succession of company principals. Develop plan for implementation of non-ferrous separation equipment acquisition for shredding operation. Provide input for incentive program for account executive. Create and implement metrics-based employee bonus compensation plan.

P K METALS, Coram, New York 2011-2023  
Perform complete internal audit in preparation for RIOS/R2 certification. Internal audit for personnel training purposes. Internal audit for acquired R2 facility and in preparation for re-certification.

GERSON LEHRMAN GROUP (GLG), Austin, Texas 2011-2024  
Member of GLG Energy & Industrials Council. Provided numerous clients through GLG with information on all aspects of the scrap metal recycling industry both domestic and foreign.

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| ALLIED RECYCLING, INC., Fort Myers, Florida                                                                                                                                                                                                                                                                                                                                                                                                                                | 2010-2012              |
| Identify equipment to upgrade and replace existing shredder. Provide input on layout and logistics of greenfield site for new shredder.                                                                                                                                                                                                                                                                                                                                    |                        |
| KIMCO STEEL SALES LTD., Kingston, Ontario, Canada                                                                                                                                                                                                                                                                                                                                                                                                                          | 2011-2012              |
| Updated shredder operating manual for Ministry of Environment compliance. Developed SPCC plan as part of manual. Provide expert opinion on upgrading non-ferrous separation system.                                                                                                                                                                                                                                                                                        |                        |
| GRANT THORNTON LLP, Atlanta, Georgia                                                                                                                                                                                                                                                                                                                                                                                                                                       | 2010-2013              |
| Observed audited inventory of multiple scrap facilities for Certified Public Accounting firm.                                                                                                                                                                                                                                                                                                                                                                              |                        |
| GENERAL RECYCLING INDUSTRIES LTD., Edmonton, Alberta, Canada                                                                                                                                                                                                                                                                                                                                                                                                               | 2010-2012              |
| Performed analysis of feasibility of shredding operations. Analyzed OEM competitive quotes. Engaged to recommend OEM, coordinate final design of facility, participate in commissioning, provide management tools for tracking productivity and downtime.                                                                                                                                                                                                                  |                        |
| ADVANCED RECYCLING, Brownsville, Texas                                                                                                                                                                                                                                                                                                                                                                                                                                     | 2008-2010; 2011 & 2013 |
| 2011 & 2013: Provided goodwill analysis for tax purposes. Performed valuation analysis of shredding operation as ongoing entity and as salable used equipment. Provided feasibility study to identify volume level and costs to continue operations. Deposed during arbitration hearing. 2008-2010: Provided production reporting and downtime tools for shredding operation. Assisted in location of replacement transformer. Performed financial and equipment analyses. |                        |
| ATTRITUM, Santiago, Chile                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 2010-2014              |
| Assist in development of business plan and financial Pro Forma for new greenfield shredding operation in Chile.                                                                                                                                                                                                                                                                                                                                                            |                        |
| DAMON MOREY LLP, Buffalo, New York                                                                                                                                                                                                                                                                                                                                                                                                                                         | 2010-2011              |
| Engaged as expert witness to perform inspection and analysis of OEM non-ferrous design and equipment implementation for shredding operation. Delivered report and gave deposition.                                                                                                                                                                                                                                                                                         |                        |
| AVCO CONSULTING, Charlton, Massachusetts                                                                                                                                                                                                                                                                                                                                                                                                                                   | 2009                   |
| Build outline to establish and operate international trading operation.                                                                                                                                                                                                                                                                                                                                                                                                    |                        |
| PRECISION METALCRAFT, Wichita, Kansas                                                                                                                                                                                                                                                                                                                                                                                                                                      | 2009                   |
| Provide analysis of competitive scrap pricing. Engaged by attorney as expert witness.                                                                                                                                                                                                                                                                                                                                                                                      |                        |
| HIGH TIDE METALS, Charleston, South Carolina                                                                                                                                                                                                                                                                                                                                                                                                                               | 2009                   |
| Assessment of existing shredding operations and recommendations for improvements.                                                                                                                                                                                                                                                                                                                                                                                          |                        |
| ALLIED METAL RECYCLING, Metter, Georgia                                                                                                                                                                                                                                                                                                                                                                                                                                    | 2009                   |
| Valuation of shredder equipment and installation to secure bank financing.                                                                                                                                                                                                                                                                                                                                                                                                 |                        |
| TRENTON IRON & METAL CO., Trenton, New Jersey                                                                                                                                                                                                                                                                                                                                                                                                                              | 2009-2010              |
| Assessment of existing shredding operations and recommendations for improvements. Evaluation of scrap yard operations. Provide certified DISC personality profiles for current employees and new hires.                                                                                                                                                                                                                                                                    |                        |
| COUSINEAU AUTO, INC., Appleton, Wisconsin                                                                                                                                                                                                                                                                                                                                                                                                                                  | 2008                   |
| Assist in development of implementation plan for new scrap purchasing and processing operation within existing auto salvage operation.                                                                                                                                                                                                                                                                                                                                     |                        |
| ALLOCCO RECYCLING, Brooklyn, New York                                                                                                                                                                                                                                                                                                                                                                                                                                      | 2007-2009              |
| Provide analysis to determine viability of entering shredding business. Inspect and recommend appropriate equipment. Design installation to fit into existing plant or greenfield site.                                                                                                                                                                                                                                                                                    |                        |

## DANIEL J. SHAPIRO

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BERKELEY SHREDDING, LLC, Moncks Corner, South Carolina 2008-2022  
Develop business plan including financial Pro Forma and design for new shredding operation in existing scrap facility. Negotiated successful bank financing.

WACCAMAW METAL RECYCLING, Myrtle Beach, North Carolina 2007-2009  
Design layout for consolidating two-yard operations into one. Assist with identification of appropriate systems to facilitate consolidation of operations.

FOSS AUTO SALVAGE, LaGrange, North Carolina 2007-2010, 2015-2016  
Provide input on auto salvage business to expand scrap operations. Design layout for new scrap processing facility. Performed valuation analysis of corporate acquisition including shredder.

B&B METAL PROCESSING CO., INC., Newton, Wisconsin 2007  
Research and identify appropriate equipment and engineering to retro-fit air system on existing shredding operation. Work with principals to optimize non-ferrous recovery.

GERDAU AMERISTEEL, Toronto, Ontario, Canada 2007  
Designed several alternative layouts for greenfield mega-shredder operation as expansion of existing steel mill.

CAMDEN IRON & METAL, INC., Camden, New Jersey 2006  
Coordinated engineering, design and layout of new greenfield mega-shredder operation and alternative retrofit into existing shredding plant. Worked with staff to prepare MS Project file for all elements of project.

KIMCO STEEL SALES LTD., Kingston, Ontario, Canada 2006-2009  
Coordinated all elements of engineering, design and layout of new greenfield shredding operation including ASR processing. Development of standard operating and safety procedures.

METAL MANAGEMENT-MIDWEST, Chicago, Illinois 2005-2006  
Developed bid package for vendors regarding Infeed Conveyor repair or replacement, downstream repair or replacement, Prolerizer mill section modification. Produced summary of all quotes.

NAMCO, Jacksonville, Florida 2005-2006  
Assisting in design and location of one to five new shredding operations along Eastern seacoast to augment existing operations.

GERSHOW RECYCLING, Medford, New York 2004-2024  
Assisting management in converting natural gas diesel engines to electric for mega-shredder; assisted in design of 100 GT/hour ASR processing facility. Maintain data on shredder electrical consumption.

M. LIPSITZ & COMPANY, Waco, Texas 2004-2005  
Assisted in design and layout of new greenfield shredding operation including ASR processing.

METAL RECYCLING SERVICES, INC., Monroe, North Carolina 2004-2006  
Assisted in re-locating used equipment and commissioning new shredding operation.

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**PROFESSIONAL EXPERIENCE**

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**PROLIERIZED NEW ENGLAND COMPANY (SCHNITZER NORTHEAST)**

**Operations Manager** Everett, Massachusetts 2001-2004

Managed the ferrous scrap processing operations and the safety, production, and shiploading operations. Operational responsibilities extended to five satellite facilities located in Massachusetts, New Hampshire and Maine. Selected responsibilities included:

- Supporting and implementing corporate initiatives and programs
- Insuring compliance with all applicable environmental and governmental regulations.

NESCO CONTAINER CORP., Fenton, Missouri 1999-2001

**Executive Vice President**

Recruited by the President and primary shareholder of the company to provide a broad range of administrative and manufacturing support to operation. Selected responsibilities included:

- Oversight of manufacturing of steel containers (drums)
- Sales department, finance, administration
- Coordination with two other subsidiaries of parent company (Nesco Steel Barrel Co.)

R.L. HULETT & CO., INC. 1998-1999

**Associate**

Affiliated with Hulett in November 1998, a private investment bank that specializes in merger, acquisition and divestiture services, financing and refinancing, valuations, operations evaluation, strategic planning, turnaround and workout assistance, and litigation support and expert testimony.

PHILIP METALS, INC., St. Louis, Missouri 1997-1998

**General Manager of Ferrous, M<sup>c</sup>Kinley Plant**

Managed 85 people, union hourly and salaried administrative, where sales averaged between \$45-50 million annually. Coordinated communications between corporate office in Cleveland, Ohio, and local sales and marketing office and operational facility, as well as with Non-Ferrous plant operations. Selected operation responsibilities included:

- scheduling of all ferrous plant personnel (supervisory and hourly)
- materials processed and shipped
- all transportation issues (rail, truck or barge)
- company operated trucking fleet
- all accounting areas including general ledger and accounts payable

M<sup>c</sup>KINLEY IRON, INC., St. Louis, Missouri 1985-1997

**Chief Operations Officer and Secretary/Treasurer**

Part of investment group that re-purchased previously owned family scrap processing business.

Selected responsibilities included:

- All purchase and lease decisions regarding new equipment.
- Provided oversight to development and implementation of employee policy manuals as well as initiating quality control program based on ISO 9001.
- Set pricing levels for retail purchases of raw materials.
- Assumed increased marketing duties with consumers and national brokers for all products.
- Initiated and maintained compliance programs for all applicable federal regulatory

Selected accomplishments included:

- Increased processed and shipped ferrous scrap levels by 400% within two years.
- Worked with OEM's within the scrap processing industry to update equipment to state of the art levels while maintaining profitability.

- Successfully negotiated five separate collective bargaining agreements each with the International Longshoremen's Association and the Teamsters with no work stoppages.
- Reduced the overall cost of the trucking department by 25%.
- Negotiated renewals of lending agreements with all banks at below prime rates.

AZCON CORPORATION, Alton, Illinois 1981-1985

Employed by Azcon Corporation in various capacities. Designed, contracted and managed modifications to automobile shredder achieving 200% increase in productivity. Managed Alton, Illinois facility for two years. Coordinated inter-plant movements of raw and processed materials between three St. Louis area facilities. Assisted in contract negotiations and all regulatory activities.

- Increased overall productivity by 150% and expanded barge dock activities.

### **EDUCATION**

Washington University in St. Louis, St. Louis, Missouri 1985

John M. Olin School of Business, Master of Business Administration

Smith College, Northampton, Massachusetts 1974

Master of Fine Arts in Theatre

University of Pennsylvania, Philadelphia, Pennsylvania 1972

Bachelor of Arts in English Literature.

### **BOARD AFFILIATIONS**

HILTON HEAD ISLAND-BLUFFTON SC CHAMBER OF COMMERCE

Board of Regents – Leadership 2006-2008; 2010-2012

INSTITUTE OF SCRAP RECYCLING INDUSTRIES (ISRI) 1990-2001

National recognition through election to Ferrous Executive Committee; also held positions of Chairman for Manufacturing and Technology Committee, and Joint Chairman of Safety Committee.

NESCO STEEL DRUM CORP. and NESCO CONTAINER CORP. 1998-2001

Elected as an outside Director to the boards of the parent corporation and its operating subsidiary.

EXECUTIVE MBA ALUMNI ASSOCIATION 1985-2001

John M. Olin School of Business at Washington University in St. Louis; founding president.

### **VOLUNTEER ACTIVITIES**

HILTON HEAD ISLAND – BLUFFTON SC CHAMBER OF COMMERCE

Member Leadership Class of 2006; Board of Regents 2006-2008, 2010-2012

Lecturer: DISC Profile 2008-2023

RBC HERITAGE, HILTON HEAD ISLAND, SOUTH CAROLINA

Marshal 2009-2022

TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA 2017-2022

Appointed by Town Council of Hilton Head Island to serve as member of the Arts Council of Hilton Head, Advisory Committee