**BUSINESS SPEECH**

**FOR**

**JASON ZEID**

Hello Everyone!!! It’s great to be here and to share this dinner with all of you, without whom this acknowledgement dinner would not be possible.... (**If there’s anyone in particular who coordinated or organized the event, you can acknowledge them here**) ... and I **SERIOUSLY** mean that about \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and all the time and effort that went into planning the details of this evening’s festivities. Thank you for your patience, great coordination skills, and terrific program and menu!!! To all of the family members, spouses, and significant others that are here with us tonight, I want to acknowledge all of you as well for being the strength behind the brains and brawn and administrative muscle that help to keep USM going.... building.... breaking records and making a significant mark in our industry. Your support and encouragement allows all of us to sustain our professional purpose and to work at attaining and exceeding our corporate goals, so thank you for all that you do.

I think we’ve all found that in order to go forward, it helps to check out the sights in our corporate rear view mirror.... acknowledge where we started the past year, reminisce about the trials, challenges, and triumphs along the way, and determine our projections and goals for an even more eventful and prosperous 2019.... and beyond..... and yes.... I am aware that the raffle drawing is eagerly anticipated by each one of us.... even **ME**.... (**Wait for the laugh**)..... so I will make this as brief as I can.... I mean this is like a **REALLY** good Sophie’s Choice.... good news ..... or prizes???? (**Move your two hands like you’re a scale balancing two weights and wait for the laugh**).... what a great spot for all of us to find ourselves... so let’s go back... **back**...

**WAY BACK**.... to 2018....

A Swedish philosopher once said, “Life can only be understood backwards; but it must be lived forwards.” And as I thought about what I wanted to say tonight, I began to think that our mission and the basic fundamental mandate of our company is to recycle... to repurpose... to take resources of the past and provide the opportunity to serve new functions, and that’s just what we do when we look back on our past experience and performance....And while others have said that “Experience is a good teacher but she sends in terrific bills,” I’ve learned that as we work together, assess our growth, and evaluate what we went through and the lessons we learned, it will only make us stronger, more effective, definitely more efficient, and far more viable as a dominant industry competitor.

2018 was an exciting year, a year where everything started to come together and more importantly **everyone** started to come together.  Many of you have been here long enough to see the substantial change in direction and subsequent growth that USM has experienced over the last seven years.  Those of you that are newer played an important part as well..... you joined us with fresh skills and perspective and demonstrated cooperation, enthusiasm, and a “can do” attitude that blended with the existing employees and managers. Our spirit of teamwork, our combined abilities and enthusiasm to compete, our collective and individual talents and experience, our valued capabilities and most importantly our outstanding cooperation, are amazing.  In 2018 we observed and were all part of a shift.... we really began to build momentum, to mesh, to come together and function as a well purposed professional unit... with all the moving parts coming into sync, and our synergy really began to take hold.  The proof of the pudding is in the eating and the proof of success is in the results.

I am proud to say that 2018, by all measurements was the best year USM has ever experienced.  Every USM division increased their volume by an average of 20% and revenues increased by 35%.  In part, this had to do with more than ideal market conditions but most of it had to do with you.... with us... as one cohesive functioning entity.  The team of people that make up USM is second to none.  Everyone in this room and the people that could not make it here are the heartbeat and breath of the company.  Your knowledge, experience, enthusiasm, and dedication are to be commended. I am proud that individually each one of you has a sense of ownership.... of accountability.... of concern for our overall corporate well being as well as our fiscal bottom line, and that spirit is what drives this machine to success. ... All I can say is... **incredible**.

Everyone has been hearing about USM Riverdale.... let me remind you that last year all we had was a **drawing**. We had plans. And as we pulled together, those plans became reality.  This year we have a production facility.  Although buildout progress had been slower than anticipated, the new USM Processing facility is up and running better than imagined. To that I say, everything doesn’t always run smoothly, but every incident and issue becomes our most valued teacher.... or as the humorist Will Rogers put it, “Good judgement comes from experience, and a lot of **THAT** comes from bad judgement.”.... Now I’m not saying we exercised poor judgement, but I **AM** saying that we don’t know everything there is to know. Every step we take is an opportunity to assess.... to observe... to put in correction and improvement for the next challenge.... and ultimately, our combined efforts were a success...  Through this custom engineered state of the art processing facility USMP has increased its production capability up to **five** times what we would have been able to do in Chicago.  There is no machine in the United States like the one that we have created in Riverdale.  What about the steel processing yard you ask?  I would say it’s 80% operational.  We have shredding, baling, shearing and torching capabilities there.

With the addition of Riverdale, USM has now become independent in all of its scrap processing needs.  From our robust transportation department, experienced non-ferrous processing & marketing resources, exceptional sales force, dedicated electronics recycling, consistent nickel alloy processing, productive foundry supply and melting facility and now a full-service steel processing yard, we have diverse and much sought after industry assets.  Not **THAT** long ago, we were a company that depended on many other scrap companies for sales, marketing, processing and transportation. Today, I am proud to say that we are **INDEPENDENT**. We rely no other outside sources or vendors.  We are industry leaders..... we are blazing trails.... , we are **USM**!

In 2018 we launched our Metals 4 Munchkins program with great success.   Through the program, a percentage of scrap revenue from twelve different USM customers has been given to various children’s charities. In addition, we have continued to participate and contribute to the JDFR research foundation and Obreros de la Misericordia,  building individual houses and education facilities for  homeless families in Columbia.  As a group we are blessed in so many ways and I encourage everyone to find opportunities to give back to the Community.  If you have an idea that you would like the Company to get involved in, please don’t be shy... let one of us hear about it... we are open to new ways of being an effective, engaged, concerned company, and thanks to all of you, that’s possible.

(**Do you want to recount any anecdotes or fun memories that happened in 2018? If so...**) 2018 taught us A LOT... we saw that we were able to laugh (**Name a funny incident**) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. We learned that we, as a team, were greater than our considerations and perceived personal and professional limitations.... we welcomed new employees like \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_, and we observed with pride as our veterans, people like\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and\_\_\_\_\_\_\_\_\_\_\_\_\_ continued to steer our ship towards greater success. I know I speak for our management and executives when I say that I’m **CONFIDENT** that in the coming year we will continue to rise to the challenges we face, use what we’ve learned, and build on our momentum.... now is not the time to get complacent.... going forward we’ll stretch our skills and be our own greatest competition.

Next year at this time, may we all be together in health, with a little more wisdom, a lot more experience, and an unflagging enthusiasm for.... **THE RAFFLE**!!!! (**Wait for the laugh**). Here’s to a great new year with this great team..... Thank you all... and **HERE WE GO**!!! Who’s feeling lucky??