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Mr. Dan Ross  
Ross & Associates, Ltd.  
246 Summit Road  
River Falls, WI 54022

Re: Manufacturing Facility Expansion Project

Dear Dan:

This letter is to thank you and the entire team at Ross & Associates for completing our facility expansion project timely and expertly. We are very pleased with the finished product and have adjusted nicely into our new and expanded plant and office spaces.

As you know, this project nearly tripled the size of our existing facility, a project necessary to provide production capacity to meet our increased product demand. This effort represented a very significant capital investment on our part, and a principle objective of ours was to be able to continue existing operations without interruption during construction. The choice of our contractor was critical to meeting project objectives.

By listening and working closely with us, you and your team coordinated your efforts, as well as those of subcontractors, along with effectively managing supply chain issues, in such a way that our operations were able to continue uninterrupted. The project was completed in a way which achieved our objectives.

We are extremely satisfied with your project delivery and our building. We indeed did make the right choice in commissioning Ross & Associates for this important project. We highly recommend you to other business and institutional owners for design-build services and we will certainly select your firm for future projects.

Thank you.

Sincerely,

A handwritten signature in blue ink, appearing to read "R. Huebsch", with a long horizontal flourish extending to the right.

Robert Huebsch  
President  
Kobra Molds, LLC