



Date: May 18, 2017

To: Paul O'Connor, President – O'Connor Construction Group

From: Joe Braga, Director of Engineering – Lineage Logistics

Ref: Letter of recommendation and acknowledgment of most recent projects

Dear Paul,

I am writing this letter to express my gratitude to you and your company for a job well done on the recent project at our Lineage facility in San Antonio, TX. O'Connor Construction Group went above and beyond on this one, and it did not go unnoticed. The attention to detail, patience, and the desire to get the roof work and vapor barrier details done correctly under the circumstances was impressive. As I expressed to you at the start of the project, my first and foremost concern on the project was safety. Given the complexity of the project and the potential of a ceiling collapse, OCG executed this job perfectly. Thank you for keeping Lineage's team members, Lineage's leased customers, OCG employees, and all sub-trade personnel in a safe environment throughout this very difficult project. The tight coordination and being able to work around our Operations team, due to our high occupancy levels, was much appreciated here!

Regarding the overall project, I was especially impressed with OCG's ability to keep the project within budget considering the multiple unforeseen conditions that we encountered. The daily project reports and excellent communication between both parties made it a true partnership and a success. I appreciate that OCG is willing to take on the larger projects as well of the smaller ones, which often take more time and effort. Thanks again for the most recent successful project in San Antonio and for helping us out with the emergency repairs at our El Paso facility. Also, I am looking forward to working with you and your team again on the recently awarded project there in San Antonio.

Please feel free to use this letter of recommendation for future potential clients. I would not hesitate to use OCG for any cold storage projects in the future, including new building expansions and greenfield sites. You and your team have more than proven yourselves on being true partners in business.

Sincerely,

A handwritten signature in blue ink, appearing to read "Joe Braga", with a stylized flourish extending to the left.

Joe Braga