



To Whom It May Concern:

I have known Mr. Gus McCay of A.W. McCay Contracting, Inc., for over 18 years. His company has constructed ten hotels for Concord Hospitality Enterprises Company and its partners. The company has performed near flawlessly in all the requirements necessitated in hotel construction and importantly, Mr. McCay's team has delivered projects to Concord on time and on budget.

Beyond his abilities to execute per contract, has been the fact that A.W. McCay Contracting, as led by Mr. McCay, has shown integrity, honesty, and passion in its pursuit to perform admirably for our company.

Sincerely,

CONCORD HOSPITALITY ENTERPRISES COMPANY

A handwritten signature in blue ink, appearing to read "Mark Laport", written in a cursive style.

Mark Laport
President, CEO