



April 18, 2018

Mr. Peter Douglas
The Douglas Company
1716 Perrysburg-Holland Road
Holland, Ohio 43528

Dear Mr. Douglas,

I would like to take this opportunity to thank The Douglas Company and offer a very positive recommendation on behalf of Primrose Retirement Communities, in reference to the successful completion of another Primrose Memory Care Community located in Lancaster, Ohio.

The Douglas Company always brings a high level of professionalism and quality to the pre-construction and construction processes. Throughout the course of this project, The Douglas Company team was able to utilize experience from a previously completed project in Anderson, Indiana which was a replicate of the Lancaster, Ohio project to meet our expectations. This allowed for limited change orders and expedited the construction process; allowing the project to finish on budget and ahead of schedule.

The communication, trust, and consistency that define this team – from the ownership level to the field personnel, in our perspective, is a true differentiator in the marketplace. We consider our relationship with The Douglas Company to be an asset to our success, and look forward to the opportunity to work with your team again on future projects.

If you would like additional details, please feel free to contact me directly.

Sincerely,

A handwritten signature in black ink, appearing to read "Joe Hawkins". The signature is fluid and cursive, written over a light blue horizontal line.

Joe Hawkins, Director of Construction Services
Primrose Retirement Communities