

**Costco®**  
WHOLESALE

September 25, 1990

To whom it may concern:

HP Associates has designed and constructed three sandwich/pizza fast food establishments for Costco over the past eight months. When we first decided to develop the fast food concept we accepted four competitive bids and awarded the first project to HP Associates.

After that project's completion, we decided to continue with HP Associates because they delivered a quality product, in a timely manner, and always taking into account that they were working in an operating customer environment.

We would highly recommend HP Associates to others needing General Construction services and will be using them again in our upcoming project.

Sincerely,

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

Andy Jacobs