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Mr. Stephen Wain
President
Calder Associates
106 Apple Street
Suite 114
Tinton Falls, NJ 07724

Dear Steve,

It's been a while since we closed, but I wanted to take this moment to thank you and your organization for a really first-rate job in the sale of my company.

For a while, I wondered how this was ever going to get done. Even though I knew that selling the company was going to be a complicated process, I never imagined the actual amount of work that goes into finally getting to the closing table.

When you took us on as a client, I had hoped that you would understand the reasons I had for selling the company, be considerate of that, and get a good and fair selling price. With the economy the way it has been the last couple of years, it was obvious that selling the business was not going to be an easy task.

I never envisioned that the small company I started on my own would grow to be one of the top companies of its kind in the USA. Likewise, I finally came to realize that when you sell a business, it has its own set of challenges and the old saying about "the bigger you are..." holds true in regard to the larger complexities and effort involved to get the sale done.

Although sometimes I truly had some doubt as to whether we would make it to the closing table, I have to give a big thank you to you and your staff for not only getting the job done, but also for genuinely caring about me and my family. You definitely fought for my best interests, and somehow managed not only to get a great price for my business, but you also found a qualified and professional buyer who I believe will help grow my company to new levels that in the long run, will make me proud for many years.

I had never sold a business before. Clearly, with the size of our company, I knew that I needed help in getting what was best for my employees and my family. I appreciate the attention you gave to ensure I received the best advice and counsel where it was required. From the commercial attorneys, to the financial planners, to working with the lending institutions to get the Buyer his financing, I know you were working to make my life easier, and to protect me.

Even more amazing, when some last minute misunderstandings required you to go back and negotiate a not-so-trivial increase in purchase price, I was amazed that you not only accepted the challenge, but were able to negotiate the increase to the level my accountant, attorney, and I requested. I'm not sure how many intermediaries could do that, but my hats off to you for being able to get the job done!

And finally, I wasn't sure about how much I would see you or hear from you after the sale closed. To my pleasant surprise, and true to your word, you seem to have my 'future' best interests at heart. Not only have you kept in contact, but you keep an eye and ear focused on transition and work issues in our discussions, and keep looking for new future opportunities. Even now, when we go out for dinner socially, the laughs we have about life and work are something to look forward to.

Although at my age, and with my personality, continuing to work is something I want to do, I no longer need to. When I started the company 18 years ago, that was the furthest thing in my mind from reality. Thank you for making a dream into *my reality*.

I would highly recommend you and your company to anyone who ever considers selling their business. Feel free to have anyone call me at any time. I can attest that if they are considering engaging your company, they will get 'the best' when they do.

Best Regards,

Brian Ho

