

**JJJ, llc**

1788 19<sup>th</sup> avenue  
San Francisco, CA 94122

October 11, 2012

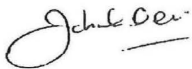
The Greenspan Co./Adjusters International  
400 Oyster Point Blvd., Suite 519  
South San Francisco, CA 94080

I want to thank you and your team at The Greenspan Company/Adjusters International for the hard work and great result on a major fire at a commercial building owned by my family in San Francisco. Being the insurance agent of record on this policy, I was initially skeptical on hiring a public adjuster. I realized very quickly though that it would be best to have someone watching our interests through the process. When I met you, KC Cullum and Rino Benenati I knew that we had made the right decision.

The fire devastated the three story building. The top floor was charred beyond recognition. In addition, there was smoke and water damage to the remaining floors. You quickly assembled a team to interact with the insurance company's construction experts. We could have easily suffered additional losses had it not been for the timely settlement you negotiated with our insurance company. Thanks to your experience, skill, diligence and company's reputation we were able to recover our policy limits from the insurance company. Given the co-insurance limitations in our policy, this amount far exceeded what we could have recovered on our own. This is not to mention the amount of time, effort and distraction from our own insurance agency business it would have taken us to recover any of the monies.

We consider the fee of almost \$62,000 that we paid for your services to be very reasonable. We cannot thank you enough for getting us back on to the recovery track. Please do not hesitate to use me as a reference. You and your company are held in very high regard by us.

Sincerely,

A handwritten signature in cursive script that reads "John Oei". The signature is written in dark ink and includes a horizontal line underneath the name.

John Oei, Director  
415-242-8131