



400 North Fourth Street
Bismarck, ND 58501-4092

January 19, 2015

To Whom It May Concern,

National Conductor Constructors (NCC) has worked on several different substations for me the past 3 years. The projects have varied in size from static mast installation, a single bay addition, to a 115/57 kV ring bus and main and transfer bus substation.

NCC is my contractor of choice on getting jobs done. This group gets the job done ahead of schedule, the way I want, and watches the costs closely. NCC cares about the product they are delivering to the customer. This can be seen from involvement from upper management, the project managers, administrative assistants, foreman, and labors. They also expect each subcontractor to uphold the same standard as NCC, as evident in the quality of work they produce.

The performance of work they have produced on all of my projects has been exceptional. I look forward to the next substation I get to build with NCC.

Sincerely,

A handwritten signature in black ink that reads 'Daniel Albrecht'. The signature is written in a cursive style with a long, sweeping underline.

Daniel Albrecht
Senior Substation Engineer