

March 12, 2012

RE: Reference Letter for Ayars and Ayars on C.J. Foods expansion project 2010 – 2011

To whom it may concern:

I am writing in regards to the work performed by the Ayars and Ayars team on the C.J. Foods expansion project which was began in December of 2010 and completed by September 2011. The timetable and scope of this project was exceptionally aggressive from the very beginning. In addition, C.J. Foods is fairly well known for being cost conscious while demanding a first class finished project. Anyone in construction can see that this combination can be challenging to successful accomplish much less maintain positive relationships on the back side.

After the initial site selection and preliminary facility drawing was completed, C.J. Foods set out to find a building contractor who could meet our price and time line. Unfortunately the latter two activities took longer than expected and as a result the window to begin construction was quickly closing. After meeting with several general contractors who also built buildings, C.J. Foods made the decision to award the building portion of the more than 20 million dollar project to Ayars and Ayars. Although price was competitive to other bids that were received what won the day for them was a belief and willingness to commit to a time table which began in December and continued throughout the full Nebraska winter.

C.J. Foods was involved daily with the Ayars team and they greatly assisted us finalizing the layout and the building order. In addition, each day their leads met with the C.J. Foods project managers and the other subs on the job to assess current status and what could be done to help expedite the process. Finally, weekly the Ayars team sat down with the C.J. Foods project team and walked through status, any change orders and where we were at on the project. Although there are always tense moments during a project with these type constraints, there is no doubt that their approach and professionalism helped keep the project moving forward and helped produce a finished product that has been widely seen as one of the finest Pet Food plants currently in operation in the World. One final note, we continue to remain optimistic that with the help of Archi+etc. and the Ayars team, C.J. Foods will also receive the highly coveted LEED certification for manufacturing yet this year for Green Design and application.

As someone who has approved and managed dozens of multimillion dollar expansion projects, I can say without a doubt that Ayars and Ayars has the skill and capability to meet the most demanding project timelines and objectives. I highly recommend their work.

Sincerely,

*John C Kuenzi*

Vice Chairman

C.J. Foods, Inc.