



**Ledcor Industries Inc.**  
1500, 1055 West Hastings Street,  
Vancouver, British Columbia,  
Canada V6E 2E9

February 24, 2014

To Whom It May Concern:

**Re: Quercus Solutions – Letter of Reference**

We at Ledcor are pleased to offer Quercus Solutions this letter of reference.

At Ledcor, we take pride in being North America's most diverse construction company. To support our numerous projects, we have a wide variety of software tools in use. One application in particular is an essential work tool for numerous teams, and we needed to partner with an organization that was able to engage quickly, learn and understand our business, and ultimately deliver exceptional results.

We engaged Quercus to gather and document requirements as the first step in replacing this legacy software application with a modern application built on current technology. Our goals are to ultimately rewrite the application using current technology, increase usability and bring new features and functions needed by our work teams.

Quercus approached the project with a clear plan and well-reasoned approach that effectively drove the requirements through to completion. Key stakeholders, subject matter experts and end users were consulted regularly and given numerous opportunities to provide input. The Quercus team managed this process in a transparent, communicative and effective manner that truly fostered trust and encouraged collaboration.

We were extremely pleased with the results of this project, and have since engaged Quercus to provide development and project management expertise to the development phase of this project, as well as to gather requirements for a new software application in another Ledcor division. I would not hesitate to recommend Quercus as a trusted IT partner who delivers high quality results within budget and timelines.  
Sincerely,

A handwritten signature in black ink, appearing to read "Marco Del Monte".

**Marco Del Monte**  
Vice President, Business Applications