

August 22, 2018

Malcolm Drilling Company, Inc.
3503 Breakwater Court
Hayward, CA 94545

Attn: Jason W. Malcolm

RE: Las Vegas Stadium, Las Vegas, NV

Dear Jason,

On behalf of Mortenson | McCarthy Joint Venture (MMcJV), we would like to thank Malcolm Drilling Company, Inc. (MDCI) for completing the deep foundations at the Las Vegas Stadium Project. MDCI's work was very critical to a successful start on this project.

MDCI added value throughout all phases of your work. Your assistance in the selection of the pile installation method, the quick work in the engineering and testing phase, and ultimately the successful execution of your work on this project was tremendous. One should not underestimate the professionalism required to pull this off on such a project where the design is constantly evolving and the schedule demands are relentless. MDCI's team was very responsive, professional and did whatever was necessary to succeed.

The deep foundation system for the Las Vegas Stadium was demanding and challenging; not only because it required the installation of over 1,600 piles in approximately 2.5 months, but installing them by penetrating through very hard caliche lenses (rock-like material), using a unique drilling technique. MDCI's modern line of equipment, tools and their professional personnel proved to be an invaluable asset in setting the foundation for a successful project.

MDCI can be proud of the instrumental part they played in the partnership that built the Las Vegas Stadium. Please share our compliments with all your project team members.

Sincerely,

Adam M. Hardy
Project Executive
Mortenson | McCarthy Joint Venture