

## QUOTES FROM MANUFACTURING & PROCESSING REFERENCES

"Clearly, hiring your firm was the right decision. You and your entire organization are to be commended. Rest assured that any future claims we have will be handled by your firm. Thank you."

Austin Vanderhoof, V.P., CFO  
Bald Knob Veneer Co.

"Our loss was quite large and the claim was complex. The team at Greenspan Adjusters International treated us as if we were their sole client. They invested an immeasurable amount of time and effort and at all times conducted themselves with extreme diligence and absolute integrity and professionalism. They took the time to learn and understand every aspect of our business. They then proceeded, as our advocate, to secure the settlement that we were entitled to under the terms of our policy. Without the assistance and guidance of these professionals, I am sure we would have never received a fair settlement."

Daniel Medeiros, Chief Financial Officer  
The DiMare Company

" You immediately met with the adjuster for the insurance company and got him to agree to pull all the stock as it was smoke damaged. The adjuster merely wanted to clean the stock. You would not accept this, and your method for settlement was sustained. Had we not hired Greenspan Adjusters International, we would have ended up with smoke damaged stock and would have had to have had a fire sale. This is not what we are in business for."

Albert Elkouby, President  
J. H. Design Group

"We did some research and it became clear to us that your firm was the firm that we wanted to represent us. We made the decision to hire your firm to represent our interest and to ensure that we would be able to rebuild and repair our facility. We never regretted our decision. The strategies your firm employed throughout the claims process thwarted the insurers' exhaustive efforts to undervalue the claim. You successfully convinced the insurance company and their consultants for the need to resolve our differences and reach an equitable resolution. I am pleased to say that goal was accomplished."

Jerry Des Roche, President, CEO  
National Power Company

" From our initial meeting, I knew that with your knowledge and tenacity, you would achieve results beyond what I could have done on my own, even after I paid for your services."

Jerome Rapport, President and CEO  
The Rapport Company



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"Your company...has provided invaluable leadership in analyzing, assembling and presenting our claim, particularly in the complex area of business interruption. Losses like these are always draining on the resources of an organization, and we appreciate the effort that you have gone through to reduce and/or minimize this impact."

Steven G. Jones, Vice President and Chief Financial Officer  
Boral Industries, Inc.

"Your technical expertise and knowledge have proven invaluable in terms of advising us of our rights under the policy, ascertaining the dollar values of the losses, and negotiating equitable settlements."

Joseph W. Martin, Controller  
Carriage Industries

"As I expressed to you when we agreed to have Greenspan Adjusters International represent our firm, Sun Dry needed a timely settlement and the maximum amount allowable under the terms of our policy. It pleases me to know that your firm exceeded our expectations on both accounts. In reviewing the final settlement I would conservatively estimate that the total payment we received, because of your expert knowledge and tenacious pursuit of a fair and equitable settlement, resulted in an additional fifty percent more than we would have obtained if we would have attempted to settle without your help."

D. Jim Davis, General Manager  
Sun Dry Products, Inc.

"How can I possibly put into words how much of a difference it made to have had Ken Crown, Chris Glenister and yourself guiding METROTECH Corporation through the complexities of the insurance policy, tedious negotiations and arcane legalities surrounding this event. You and your team surely increased our claim collections from Kemper by \$1 to \$2 million over what I could have done on my own."

C. William Dougherty, CFO  
Metrotech

"Your team did an excellent job of analyzing the coverage, identifying opportunities, coordinating resources and available data, and generally marshalling the effort. It was worth noting here that the claim itself was a little dicey, at least from a proof standpoint. Again your team made absolutely the most of the claim and prosecuted it in respect to our insurance carrier with deft and expertise."

Stephen A. Ricks  
Vice President / General Counsel  
Otis Spunkmeyer

"...As astute as we are, we are in the lumber business. We do not negotiate with insurance company's everyday. It is clear that you are qualified professionals and adept at what you do. Everything you promised - and more - you did. You promised to get our claim settled quickly and you did. You promised you would get us more than we expected to get and you did. You promised that the fees we paid your firm would be small in comparison to the benefit and they were. Hiring your firm was the right decision."

Austin Vanderhoof, V.P., CFO  
Pacific States Industries, Inc.



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"The bottom line is that we simply could not have recovered from our disastrous fire without your professional assistance. Like most, I was initially skeptical of independent adjusters and at the time of the loss, I was positive I could go it alone. However, it soon became apparent that there would be no help forthcoming from my insurance carrier without prolonged negotiations on every issue. Turning those negotiations over to you allowed me to concentrate on returning my company to production and distribution. To those clients who will read this letter... Greenspan Adjusters International knows more about the insurance industry than the average businessman. Let them battle as equals with your carrier...the relatively small commission paid to Greenspan Adjusters International was more than made up for by the eventual size of the claim I received. I estimated they doubled what I could have negotiated myself...their accountants prepared documents prepared documents with teeth for me. The time they spent preparing spreadsheets and quantitative evidence freed my staff to resume normal duties. Simply returning to production, handling personnel issues, and sustaining sales and accounts is overwhelming enough."

Jon Goldenbaum, Vice President  
PolyFiber Aircraft Coatings

"It has been almost a year since the fire which completely destroyed one of our processing plants. Immediately after the fire, I received a telephone call at home from a representative of your company. My initial reaction was the 'knee jerk' type, and I felt I had been pursued by an 'ambulance chaser.' During an emergency management meeting it became clear that we had a loss that would exceed \$7 million dollars, and that standing toe to toe with our insurance company to recover our loss would be an overwhelming task...After reviewing your proposal, it was agreed that our efforts would be best utilized in managing our business, while allowing your staff to recover our loss. I had no idea that the documentation of our claim would become as extensive as it did. Your staff worked tirelessly to quantify the claim. I am convinced that every possible element of our loss was maximized to the extent provided for in our coverage...You and your staff are true professionals, and the quality and detail of your work is very impressive."

Stanley Szortyka, President  
Quaker Maid Meats, Inc.

"Revere had struggled to carry out its own claim defense which was initially set at about \$1.3 million. However, our insurance company found serious fault with our analysis and offered only a \$500,000 settlement. At a loss for a next move, we brought in AI to assist in both our strategic thinking and data preparation and reviews. Together we prepared a virtually new claim approach and restarted negotiations with the adjusters for the insurance company. At its conclusion, the claim was settled for \$1.592 million - more than \$1 million higher than the insurance company's original settlement offer. Much of our success was due to...insightful strategic planning before negotiations, as well as relentlessly firm conviction in the face of the insurance company that we were right!"

Gregory D. Savage  
Revere Copper Products, Inc.

"Within a few days of the fire, several public adjusting firms called including The Greenspan Co./Adjusters International applying to represent us. Not having had this type of experience before, and upon having called and met with the insurance company and our attorney, we quickly came to the conclusion we needed help. We chose The Greenspan Co./Adjusters International because of the references and their professional approach. We made the right decision. As important to us as receiving everything possible in the way of dollars, was the fact that we could expend all of our time and effort in building the new mill by having The Greenspan Co./Adjusters International handle the insurance claim."

Donald W. McCollister, Managing General Partner  
S & W Seed Company



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"The professional manner your firm demonstrated in the skillful preparation and negotiation of our client's claim far exceeded both our and their expectations. The real and personal property documentation was a work of art. Furthermore, The Greenspan Co./Adjusters International's accountant devoted a tremendous amount of time in the research, understanding, and overview of our client's business operations so as to be in a strong and well informed position to best present the business interruption claim. In working with you, Randy, it was obvious that your personal direction and application of the insurance policy provisions, along with your accountant's talent, was a combination that effected a settlement that not only far exceeded our expectations, but was six times the amount the insurance company had reserved for our client's loss."

Richard T. Hughes, C.P.A., Accountant for  
San Joaquin Valley Dairymen's Association

"I recall vividly the overwhelming number of post-fire tasks that were required to bring order out of the chaos that resulted from trying to respond to the ongoing demands of a busy manufacturing company, determining the proper course of action to handle the many hazardous materials involved and getting the clean-up started, determining disposition of customer goods that were in plant at the time of the fire, identifying and initiating the actions necessary to restart some production flow, etc., etc. With all this going on, it quickly became obvious that we would also have to enter into complex and technical negotiations with the insurance company in order to sustain the flow of needed insurance funds, negotiations for which none of us at our company were really qualified. Your company provided an inventory man to help us count the pieces even as they were still smoldering in the destroyed shop. You hired an experienced appraiser to work with the inventory man. You also provided a very competent CPA specialized in this type of insurance loss accounting. She quickly helped us to set up our 'fire accounting' system, and provided us with valuable tax accounting tips. You personally negotiated with the insurance company's lead adjuster in many sessions over several months."

Thomas L. Coss, President  
Santa Clara Plating Co., Inc.

"Arnie was able to recover money owed to me from State Farm Insurance that I could not have gotten back on my own... As the Founder and President of one of the largest footwear companies in the world – I know a great business when I see it."

Michael Greenberg, President  
Skechers Footwear

"...Your skilled team of experienced adjusters and accountants immediately sorted through a voluminous amount of our financial records. You accurately defined the economic impact of this incident to include every detail of our compensable extra expenses and related labor and material efficiencies. We were able to maintain our production/shipment schedule and Adjusters International was able to identify income/extra expense losses that were overlooked by all other parties involved. Through the great detail and negotiating skills of your firm, we were able to expedite a settlement, which was absolutely in accordance with your documentation."

John Campbell, Manager  
Snyder's of Hanover, Inc.

"We would like to take this opportunity to tell you that our experience with all of the people that we met with from your company has been of great satisfaction."

Bert & Rick Kalman  
Superior Moulding



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"Time and again you had the creative solution, the tough negotiating point, or the quick response necessary to keep our insurance claim on track with the insurance adjusters. I am convinced that without your unflinching enthusiasm for this claim we would not have settled as quickly, nor for as much as we ultimately did."

Richard Q. Russeth  
The Pillsbury Company

"Within hours of retaining your firm your staff of construction consultants were on site to help us quantify the extent of the damage and coordinate agreement of the emergency measures underway with our insurer... You successfully negotiated generous repair and cleaning allowances for the machinery that was exposed to the effects of the explosion and weather to reduce and eliminate the risk of potential future problems such as corrosion and keep manufacturer's warranties intact... Through a thorough review of our operations and financial claim, your team of internal forensic accountants successfully identified and demonstrated this loss by developing a model that measured and supported that loss of opportunity and allowed us to recover appropriately. Your work allowed for measurement and compensation for our true cost of our loss of income... Your expert interpretation of the policy language to identify the available coverage and ensure all covered aspects of the loss were investigated and made part of the claim if appropriate. Your personnel dealt professionally with the insurance company and their plethora of hired experts, which clearly helped to secure settlement that was fair for all involved."

Wayne M. Naylor  
Assistant Treasurer  
Director of Risk Management  
York International Corporation

"Welcome to the side of the insurance industry they never show in their ads! If you have never had the experience of trying to collect on a large insurance claim before I am sure you do not realize how badly you need the help of an expert. It's easy to think 'I've been a good customer and paid my premiums for years so now those good folks will rush to my assistance just like in the ads.' Well perhaps...but let's look at the economics. After all economics and law are what drive and shape the behavior of businesses."

Carl Countryman, President  
Countryman Associates, Inc.

"Although my insurance agent told me immediately after the fire I had nothing to worry about, this was in contradiction to the insurance company's pointed questions and statements...Considering that this was a multi million dollar fire with questions of salvage, insurable interests of personal property of others, excess and prorata insurance coverages, etc., I have no doubt in my mind that if I attempted to unravel this mess myself and deal with my business operations, I would have been the net loser. Immediately you were on the scene, you organized the entire insurance recovery and took care of all of the documentation and all of the meetings with the insurance company that were necessary to secure an extremely successful and equitable recovery. Due to your assistance, I was able to focus my energy and attention strictly on my business operations to minimize losses and to restore my business operations as quickly as possible."

Lee Traynham  
Lee Traynham Trucking, Inc.



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"Your expertise allowed me to continue to run my business and take care of my other rental properties while you took care of the fire and all the problems with the insurance company. Because of you I was able to get everything paid and my new store rebuilt with a minimum of upset. I have no doubt that with your help, we got more money. Your fee was definitely worth it. And I got to do what I do best...make tortillas and you did what you do best - make your customers money."

Victor Aranda  
Aranda's Tortilla Company, Inc.

"The professionalism, expertise and dedication you demonstrated in handling our claim were remarkable."

Fred Scholder, President  
Aries Prepared Beef

"I was overwhelmed with emotion and fear upon seeing my factory in ruins. I had heard horror stories of doom in such instances and was sure we would not come out whole. Greenspan Adjusters International was able to represent us in our dealings with the adjusters, claims people, fire marshals, contractors and salvage people. The experienced aggressive businesslike approach used by Greenspan Adjusters International increased the amount we would have recovered on our own. It is rare to have people perform up to your expectations. Greenspan Adjusters International exceeded our hopes."

Aaron Liebowitz, President  
Bonded Motor & Parts Co.

"Immediately, you and your experienced team of adjusters assumed control of preparing our claims. You visited our plants, learned our business methods, accumulated the necessary data, organized the information, submitted the claims to the insurance company and negotiated a settlement to our satisfaction. You and your team saved us time, aggravation and most importantly, money. Our company recognized its limitations and chose to defer to those with greater expertise in processing insurance claims."

"For the 5th time in 15 years, we relied on you to represent us in the preparation, negotiation and resolution of our insurance claim with our insurance providers. You were conscientious, perseverant and professional in the understanding and handling of our claim. Your familiarity with the claims process and access to other professionals who helped us become operational expeditiously were invaluable contributions to our organization's business. We could not have achieved the dollar recovery nor done so as quickly without your help."

Howard L. Simon, Chief Operating Officer  
Gleason Corporation

Because of our lack of knowledge in handling a claim of this nature, we felt it imperative to employ the assistance of professionals in the field of processing a claim...Greenspan Adjusters International had the best interest of IOTA in mind, capturing items that we, as novices in a destruction of this magnitude, would never have thought could be made a part of the claim. They were able to assist us with knowing in which category particular losses should be placed to gain the most advantage in recovering as much as possible of what was destroyed. Greenspan Adjusters International demonstrated professionalism in every aspect of our dealings, treating us with courtesy and understanding, which at a time of loss such as this, was greatly appreciated. We are grateful for the manner in which Greenspan Adjusters International came in and took over the claim for losses, leaving the management and employees of IOTA to focus on continuing our business efforts with as little business interruption as possible.

Stephen W. Shell  
President & Chairman  
IOTA Engineering, LLC



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"You responded to our call for help in record time, brought with you a team of professionals to immediately start the process of cleaning the sites, supervising the handling of inventories, and ultimately making the process of preparation of the claim more manageable. Your guidance for preparing all the documentation submitted to the insurance company and your active negotiation of settlement of the claim was exemplary."

Paul E. Kronfli, Vice President & CFO  
Kronfli Spundale Mills, Inc.

"...It seems that insurance companies can be impossible when substantial sums of money are at risk...You immediately became the sole interface with our Insurer, which allowed us to focus our energies in recovering from the loss. You created a writer dialogue with the insurer, complied with our technical obligations under the terms of our insurance contract, and created a claim strategy based upon the twin efforts of submitting documented property and earnings claims and "pushing" the Insurer in its investigation of the cause of loss...Based upon Micrel Inc.'s experience with this extremely complex and unique claim, we want to tell you that your performance was outstanding and exceeded our expectations."

Robert J. Barker, Vice President/CFO  
MICREL, Inc.

"Throughout this protracted and hard fought claim, you distinguished yourself with honesty, tenacity, creativity, and flexibility. I look forward to the next time we can work together."

Kendall C. Reed, Esq.  
NHBB, Inc.

"Navigating through the fine detail points of an insurance claim proved far more complex than I would have ever imagined. In hindsight I know I would have definitely struggled and ultimately lost money, had I tried to go it alone. The insurance company and their consultants are experts in the field of insurance claims. The insured is not. I would have been at a huge disadvantage had it not been for your help. The bottom line is your services are valuable and in my view necessary."

Jon S. Payne, President  
Payne Magnetics, Inc.

"Your company relieved me of having to spend my time learning about claims and dealing with the insurance company. I needed to spend my time on rebuilding my business. You also got all the insurance dollars available and I am certain we would not have been able to do so on our own."

Mark A. Sonderen, President  
Sonderen Packaging

"I can recall the day that you met with us to describe your services, which involved a niche practice that I never realized existed prior to our casualty loss. After having gone through the process, I want to let you know that Richard Tanitsky and Chris Glenister did an extremely thorough, professional and tenacious job to assist Stomp, Inc. in processing our various components of our claim with The Hartford. Their understanding of the issues involved and knowing when to get other professionals involved served us very well in the long run. I sincerely appreciate the job done by your company. It has been a pleasure working with competent, talented insurance adjusters."

Michael L. Hummell, Chairman/President  
Stomp, Inc.



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"...Taking the "insurance issue" off my plate allowed me to focus on my customers and saving my business, and gave me some confidence that everything could work out OK. ...Greenspan Adjusters International did a phenomenal job of executing our claim and moving things forward on a consistent basis. The entire team of professionals from inventory and property specialists to accountants, adjusters, and even principals of the firm were all fantastic and great to work with."

David Povich  
Tool Alliance

"At all times Greenspan Adjusters International, and in particular Mr. Paul Migdal, performed in a very professional manner and represented me very well. It really took the load off my shoulders. Also, it was very comforting to know that I was being represented by knowledgeable experts who would see to it that I was fairly treated by the insurance company."

Bruce J. Hoesman, President & CEO  
American Airless

"From the time you became involved as our adjuster, our claim was prepared and presented in an expeditious manner concluding with a most favorable settlement from our Insurer. In addition to your entire staff responding in a warm and friendly manner, they were at all times efficient and responsive to our every need."

Maureen Berry, Treasurer  
Berry's Sawmill, Inc.

"Paul Migdal and Chris Glenister virtually took over the handling of our claim. They reviewed our policies, set up meetings with our insurance company, and began to quantify our losses. This allowed us to focus our efforts on rebuilding our facilities, getting our production line running again, and trying to retain our customer, rather than having to spend all our time handling the filing of an insurance claim. Without the assistance and guidance of these professionals, I am sure we would have never received a fair settlement. Having gone through this experience, I am confident that no company should ever attempt to handle their own claim without the expertise of Paul Migdal, Chris Glenister and the Greenspan Adjusters International team."

Daron J. Thomas, President/COO  
Consolidated Fiber Glass Products Co.

" I believe the satisfactory settlement with our insurance carrier was due solely to the thorough and professional manner in which this claim was handled by your company... Thank you for your superior business practices, advise and support that made this ordeal more bearable."

Galen Klokkevold, President  
Interstate Plastics

"We are a manufacturer of natural latex rubber gloves for medical and cleanroom industrial use. Our plant here in Thailand had sustained a misfortune caused by flood in September 1995 both on the property damage and business interruption. Through the assistance of Paul and Gary, our financial loss from this misfortune was eventually indemnified by the insurer for nearly US\$ 1.6 million which inasmuch represented the loss we had truly suffered. Without them, we can never achieve a fair quantum of indemnification as we had gotten in this instance."

Yoram Hirsch, President and CEO  
Sompong Virakananon, General Manager  
Medigloves





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"There is no question in our minds that had we allowed the insurance company to tell us what they owed us we would have come out on the short end. Additionally, if we had attempted to deal with the insurance company and attempted to restart our business operations we have no doubt that one or the other would have suffered badly. There is no way to do both effectively."

Dick Peterson  
Paul Besassini  
Neo-Tech Spring Corp.

"The loss of income part of our policy was, really, a mystery to us. We had no idea what it included and how it was to be calculated. Clearly, Aetna had no idea how it was to be calculated either! Nor do we believe that our broker would have been much assistance in this area. If ever there was a time and place for a public adjuster, this was it."

Willis H. McNeil, President  
Karen McNeil, Vice President  
Pressure Cast Products Corp.

"Trying to run a business in the aftermath of a disaster is a nightmare in every way. It is comforting to know someone can handle such situations with confidence and expertise, which is of enormous help to a business operator who is simply trying to keep afloat and run things normally."

Zelko Cecic-Karuzic, Owner  
Zelco Cabinet Mfg.

"The knowledge, compassion and ability to unfold and resolve the numerous issues was recognized and appreciated."

Jerry Kohl, President  
Leegin Creative Leather

"Your efforts handling all the aspects involving inventory recovery and valuation, emergency construction and repair, replacement valuation, and negotiations with our carrier were tremendous. David, you proved beyond any shadow of doubt, that had we not contracted for Greenspan Adjusters International's invaluable service, we would have lost an enormous sum of money, time and energy."

Joel Feldman, Executive Vice President  
Byer California

"The issues involved in our fire loss were quite complex. You and your staff walked us through the details and were instrumental in helping us secure a fair and reasonable settlement."

Bob Kaplan, President  
California Quality Plastics, Inc.

"The Insurance Company tried to convince us that there was nothing wrong with our stock. Thru your expertise, you were able to get the insurance company to pay for a new machine and all of the stock that was damaged."

Vahe Imasdounian, President  
Danfield, Inc.



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"Without your assistance I am sure the claim would not have proceeded as fast and as accurately as it did. Your professionalism and courteousness in handling this matter was exceptional. In particular I appreciate the fact that my phone calls were always returned promptly and you were always available and present when necessary... Dealing with insurance companies can be difficult and time-consuming. However, your quick responses and attentive support made the whole process very efficient."

Vicki Astourian, President  
Dezario Shoe Company

"You and your people handled everything for us in a professional manner, much, much better than we could have ever done."

M. Edgar Deas, President  
E & M Electric & Machinery, Inc.

"You not only collected 40% more than the insurance carrier initially wanted to pay us, but you also convinced the insurance company to pay us the fair rental value for our home (furnished), even though the policy only covered additional living expenses. With the additional monies from the fair rental value payment, we were able to purchase the RV we've always wanted!...You more than earned your fee and provided us peace of mind in not having to worry about all the minute details involved in adjusting our claim with the insurance carrier."

Egon and Margit Vollrath  
American Steel & Stairways, Inc.

"From the onset of our claim it was very obvious the Insurance Company's adjusters were minimizing our recovery and not properly assessing the damage of our custom home, which was totally destroyed as a result of the forest fire. You and your team of experts properly assessed the damage and submitted the claim reflecting the proper costs and damages and successfully negotiated a fair and equitable settlement for us. Your fee in excess of \$100,000 was well earned and certainly fair considering the fact had we not engaged your services, the Insurance Company would have most probably only paid less than half of what your firm recovered on our behalf."

Dr. Hussein El-Ghoroury  
President & CEO  
Ellipsis Digital Systems

"On behalf of General Cigar I want to thank you for your comprehensive and diligent work in helping us settle our insurance claims covering the assets destroyed in the...fire...Especially difficult was the seed claim recovery where a great deal of analysis and persistence was required for this valuable asset."

Jay M. Green  
General Cigar Holdings, Inc.



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"The problem now facing us was how do we run our business and get it back on its feet and deal with our insurance company at the same time...After making several calls to past clients of yours and knowing my sister had her fire claim handled by you, it was quite obvious at that point that Greenspan Adjusters International would be our representative.... Arnie quickly reviewed our coverage and met with the insurance company adjuster. The adjuster was of the opinion that certain items were not covered and/or not covered at Selling Price. Arnie had different opinions and in the end our claim was settled in full and at Selling Price on all of the goods Arnie said should be settled that way."

Joseph Tavakoli, President  
General Furniture Design

"We certainly appreciate yours as well as the rest of the Adjusters International team's diligence in working with us to bring this claim to a conclusion."

Mark E. Cook, Treasurer  
Guilford Mills, Inc.

"You and Greenspan Adjusters International have demonstrated your knowledge of insurance policies and claims and your efforts and professionalism saved us a great deal of work and stress...Our gratitude and professional respect for your performance can never be enough."

Chuck Martin  
Marco Fine Furniture, Inc.

"I especially appreciated your total commitment to do each and every action item you said you would do in a professional and timely fashion. I believe your professionalism, skill and service resulted in my getting a much better settlement than I would have achieved on my own."

Jim Kotrous, Owner  
Mattress Factory

"...when a fire burnt our building to the ground, my partners and I knew we were in over our heads...it became apparent that our loss was going to be very complicated...Working with you...simplified our experience. You were able to maximize our recovery."

Bob McIntyre  
McIntyre Tile

"We got paid on Friday, and I guess there was still a little bit of doubt in the back of my mind that something might go wrong up until the last minute, especially after seeing how Royal and their ace attorney acted throughout the entire adventure. But, now that is all behind us and it is finally over. We were all impressed by your work and we know that we could have not have finished this claim without you."

Mike Walsh, CFO  
Orca Bay Seafoods

"The settlement process was arduous and required time and patience by us, but you and your staff guided us skillfully and professionally."

Richard C. Caletti, President  
Standard Structures, Inc.



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"Working with you was a pleasure and your professionalism was paramount in concluding a difficult negotiating process. Without your help and assistance, I would not be confident that we would have brought the matter to a successful resolution."

Donald J. Waldman, Chief Operating Officer  
Tarrant Apparel Group

"Were it not for the obvious experience and individual care which we received during that troubled time it is quite possible we would not be in business today."

Gareth Freeman & Mark Alexander  
The Cabinet Company, LLC

"I was most impressed by your knowledge and obvious experience with the contractors and the insurance company."

Takao Yoshida, V.P. Finance  
Wawona Frozen Foods

"Admittedly, at first we were hesitant to retain your services but requested that our local insurance agent meet with us and your representatives. After this meeting, we felt satisfied that Greenspan Adjusters International was indeed needed to be our go-between. We did not need to deal with the insurance company, all matters were referred directly to Greenspan Adjusters International and thus we were able to continue our day to day activities without too much interruption."

Jack R. Wilkey  
Wilkey Sheet Metal

"I must say that at first I was uncertain about hiring our own adjusting company, but having had the pleasant experience of working with you has given me the insight as to how very important your assistance was. You presented yourselves in a very professional manner and have been very thorough in compiling information for the insurance company. I am certain that your assistance has not only saved me many hours of labor and frustration but has also saved me many dollars in compiling information which I might have overlooked in determining our actual losses."

Oliver R. Hoffman, Vice President  
Hoffman Paint Co., Inc.

"Your company was very prompt in accessing my loss and preparing the necessary complete documentation for a speedy insurance recovery. My claim was acted upon in a very timely manner."

Cuyler H. Leonard, DDS  
Leonard Farms

"Bob and I know how hard you and your firm worked to bring about what we consider a very reasonable and just settlement from a very obstinate insurance company."

John Paul DeJoria, CEO & Co-Founder  
John Paul Mitchell Systems



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"I have handled many fire claims myself, but due to the size and complexity of this loss, we would never have realized the full business interruption, personal property, and building recoveries without your assistance. Also, we realize that our recovery would have been even better if we had enlisted your assistance immediately after the fire and before our management began discussions with our insurance company."

Wm. K. McDarmott, Executive Vice President  
Olives Incorporated

"It took us a while to decide to use a public adjuster. This 'fire' phenomenon was but a once in a lifetime thing for me and I realized I had no qualifications to serve our company's best interest trying to settle the claim equitably. The insurance people, on the other hand, have adjusters that deal only with this kind of a situation on a daily basis. We concluded that a public adjuster should even out the 'experience' inequity involved. The decision proved correct. A major portion of our inventory was gone, the computer was gone, there were no offices, no telephones, not even a desk and all this right in the middle of our construction season. There was simply no time for anything except trying to hold our customer base together while seeking critically short material. Definitely not a time for researching through reams of old printouts to justify our loss to the insurance carrier. The bottom line was our hands were freed to run our business and not to be further burdened in an already critical time situation...In conclusion, the carrier awarded us an amount 300 percent higher than their earlier projection on business interruption and almost 100 percent on the personal property loss."

Jim Groeniger, President  
Sacramento Utilities Supply Co.

"Immediately you began a thorough and comprehensive analysis of our insurance policies and, as well, the organization of emergency and restoration crews. Upon the arrival of the insurance company's adjuster, your precise and detailed understanding of our policy smoothed the insurance company's initial misunderstanding of our coverage. Early the next day your inventory crew began a detailed listing of all damages of real property, equipment, furniture and fixtures, stock, and work in process. You and your certified public accountant began researching our books and records after sufficient discussion with our officers to thoroughly understand our operations. You then structured an audit system that allowed the insurance company to pay equitably against extra expenses and loss of income. Your experience and understanding enabled you to compute our stock loss to extract every advantage possible from our policy. The insurance perspective you chose garnered an additional recovery no one ever expected from our policy! This unexpected recovery, along with the advance payments you arranged immediately after the flood, allowed Sawyer of Napa to regain momentum and continue operations in what is proving to be one of our best years."

Nino J. Giacalone, Vice-President of Finance  
Sawyer of Napa

"We were now faced with the problem of running our business and trying to formulate our claim to our Insurance Company. We realized very early that it was all we could do to try to continue our business, so we hired The Greenspan Co./Adjusters International to handle our Building, Personal Property and Loss of Earnings claims. We generally make good business decisions and hiring you was another good one...You came in and 'took the bull by the horns.' You gave us the direction we needed to maximize our recovery. You brought in the necessary experts to put our claim together in a quick and accurate fashion that gave rise to the great results we achieved."

Randy Stein, President  
Specific Plating Co., Inc.



# QUOTES FROM MANUFACTURING & PROCESSING REFERENCES

"You are both to be congratulated for demonstrating your expertise in an area that is foreign to us. The completion of the insurance claim with Factory Mutual was highly satisfactory to our company. That is a credit to your hard effort and keen knowledge in this very specialized field."

Louis L. Borick, President  
Superior Industries International, Inc.

"Without the expertise of The Greenspan Co./Adjusters International team we would have been at a definite disadvantage in getting a fair settlement. The thoroughness in which you approached every small detail, the bringing in of an outside appraiser at your own cost to assure our equipment was valued properly, are just two examples of the truly professional job done by The Greenspan Co./Adjusters International."

Richard F. Otto  
Ticorm, Inc.

"My business suffered a catastrophic loss due to fire. After the initial shock had worn off, there were a myriad of issues to be dealt with to rebuild my profitable operation as quickly as possible. It rapidly became apparent that this endeavor would more than consume all of my energies. The insurance requirements for documentation e.g. estimates for replacement of items lost due to the fire as well as all the business records to substantiate my claim and all supporting evidence, (photos, computer records, accounting records...) would turn out to be another full time job that I was not prepared to assume, particularly since a lot of these items were lost in the fire. It also became apparent that my insurance carrier was not going to be an ally to help fairly settle my claim."

Larry L. Davis, President  
Artisan Glass Works

"I want to thank you on behalf of Aurora Systems and the Chyron Group for your absolutely dedicated and professional representation in settling our recent insurance claim. Your advice and counsel was of the highest quality. Your dealings with me and my staff were consistently straightforward and timely. Your CPA demonstrated a complete understanding of the issues involved coupled with a no-nonsense approach in assembling all of the facts and data necessary to present the strongest possible position for Aurora. It is my firm belief that we would not have done nearly as well as we did without your advocacy and knowledge."

W. Tom Beams, President/Chief Executive officer  
Aurora

"Our decision to hire AI immediately, while made with some hesitation, truly turned out to be one of positive results allowing us to continue focusing on our business while having our claim handled professionally. Going into this claim, prior to hiring AI, we were estimating our losses to be between \$12.0M and \$15.0M. As you are well aware, our claim was \$52.0M with recoveries of \$38.0M due to many areas of losses and expenses identified by AI which we would have never claimed if attempting to handle this on our own. It comes to light in this type of situation that the insurance company is professional in handling losses such as ours and we would have therefore been at a great disadvantage if we had not had professionals representing us. I would like to also add that I have had experience with other 'Professional Loss Consulting' companies. Through a recent acquisition of a company which had also experienced a loss during this winter storm and had already hired someone to represent them on their loss, I have on a comparative basis been able to see what a quality outfit Adjusters International is, as this 'inherited' claim has not been handled to the standards set by your organization."

Bob Ingram, CSP, ARM, Director Safety & Risk Mgt.  
Beaulieu of America, Inc.



# QUOTES FROM MANUFACTURING & PROCESSING REFERENCES

"It was our good fortune to have been directed to you at the time of the tragic fire and it was gratifying, to say the least, to be able to turn to you and your outstanding staff to help us untangle the overwhelming problems with which we were faced."

George S. Gering, President  
George Industries

"Mr. Migdal's extensive knowledge of law, insurance adjustment, claim preparation, and his excellence at negotiations resulted in KIT collecting from TransAmerica. We are very pleased with Greenspan Adjusters International and especially Paul Migdal for the very professional job they did."

Dale J. Gonzalez, Senior Vice President & Treasurer  
Matthew S. Pulizzi, Vice President  
Kit Manufacturing Company

"Their expertise and perseverance enabled us to collect more than twice the amount originally offered by the insurance company's representatives. As you may be aware, we had not experienced a loss before and were reluctant to use a public adjuster. Shortly after we submitted our claim, we found that we were on the receiving end of numerous faxes and requests for additional information from the insurance company accountants. We were lulled into believing that our cooperation in providing the information would result in a fair settlement offer. Needless to say, we were shocked to discover many months later that the insurance company's settlement offer was less than half of our actual loss...Your team immediately went to work by guiding us in gathering information that would enable us to overcome our setback. Their comprehensive analysis of the report, meticulous review of the additional documents, and presentation of our claim enabled us to achieve a settlement far greater than our expectations. They also saved us many hours of valuable time and aggravation."

Ed Diaz, Accountant  
Kuk Rim U.S.A., Inc.

"The claim involved buildings, equipment, inventories, business interruption and extra expense. Your knowledge and interpretation of our insurance policy helped us to gather the information needed for you to organize and prepare the claim. Your experience in preparing and negotiating the claim added value and expedited settlement. This arrangement allowed us to be involved in the claim and to be kept current on all developments, without disruption of business."

Marshall Durbin, Jr., President  
Marshall Durbin Companies

"...Your policy evaluation, accurate measurement of the loss, and claim negotiations on our behalf enabled us to concentrate on our business while your expedited our settlement and secured maximum recovery for our firm...Your evaluation of our stock and improvements and betterments damage was very detailed. Additionally, your in-house accountants used our business income/extra expense coverage sagaciously, which allowed us to use the insurance proceeds to relocate to a more desirable retail location."

Matthew Young, Executive Vice President  
Murry's Family of Fine Foods



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"We were now faced with the problem of running our business and trying to formulate our claim to our Insurance Company. We realized very early that it was all we could do to try to continue our business, so we hired The Greenspan Co./Adjusters International to handle our Building, Personal Property and Loss of Earnings claims. We generally make good business decisions and hiring you was another good one...You came in and 'took the bull by the horns.' You gave us the direction we needed to maximize our recovery. You brought in the necessary experts to put our claim together in a quick and accurate fashion that gave rise to the great results we achieved."

Oscar Schoenfeld, President  
Academy Manufacturing Co., Inc.

"Without the expertise of the Greenspan Adjusters International's team, Sonic Industries would have been hard pressed to reach a fair settlement. Her expert organization and the detail policy interpretation set up our course of action; her perseverance and personal compilation of our inventory documentation and MRB records proved invaluable in passing the audit examination. Above all, identifying each and every 'extra' expense secured a more favorable settlement. These are just a few of the examples of the truly professional work done by Greenspan Adjusters International in preparing our claim and in our personal meetings as to the status of the claim throughout the process."

Ed Thorn, President  
Joe McCord, Controller  
Roy Franks, Facility Director  
Sonic Industries, Inc.

"We just didn't know what to do or where to begin. We were apprehensive of using your Company's services because we had no idea what a Public Insurance Adjuster was. On the other hand, trying to clean up the shop (a soggy disaster area), keep the business operating and handle the insurance claim ourselves, was a grim prospect. Choosing to use your services, however, was the best choice we ever made. Your fee was well earned by your thorough presentation and very satisfactory settlement with our Insurance Company. Greenspan Adjusters International not only took over the job of inventory and organization, but also handled everything regarding the insurance claim, relieving us of those responsibilities so we could continue our printing operation. In addition, through your experience and expertise, you recovered a large loss of income settlement when we were sure, after talking with the Company Adjuster, that no business interruption would be payable under our policy."

Jerry Schaffer, Owner  
Boardman Print Center

"Your firm's analytical effort and professional presentation during final negotiation were most critical in our receiving a multi-million dollar final settlement."

David Zembo, Controller  
CMC Coast Metal Craft

"With your help, we were able to obtain a fair and equitable settlement which far exceeded what we could have done on our own. The expertise of your staff and the way they assisted us in preparing and negotiating the claim was invaluable."

Norman W. Clapp, Jr., V.P. Finance  
Conquest Carpet Mills, Inc.





# QUOTES FROM MANUFACTURING & PROCESSING REFERENCES

"Without the expertise of yourself and your staff, we certainly would have overlooked many items that were legitimately itemized as part of our loss. Your tenacity and high level of professionalism played a major role in resolving the many technical and detailed aspects of satisfying our insurance adjuster's needs."

Dieter Franck, President  
Dieter Franck, Inc.

"Many of us in the business world have grown to expect less from attorneys, CPA's, tax consultants and others calling themselves professionals. To me, professional means more than a title or working within a profession - it means results. Through your experience, determination and common sense you got results!"

Daniel F. Cribbs, President  
HTI-Hardisk Technology

"Not only are we pleased with the financial results, but I also want to commend you on the professional way that you conducted the investigation and subsequent negotiation. You kept us informed every step of the way. You periodically requested information of us but we never felt put upon in any way. It was very comfortable to know that someone with your expertise was conducting this matter while we tended to our day-to-day business challenges."

Steele Davidoff, President  
Keepers International

"There's no way we could have accomplished the work that your people did to establish our inventory and machinery claims. It would have been impossible for us to continue our own operation and attempt to do the tremendous amount of work your people did for us in establishing our insurance claims. In fact, it would be foolhardy for anyone not to use a capable public adjuster like yourself."

Marshall A. Rauch  
Rauch Industries, Inc.

"You have prepared the enormous amount of paperwork required for our fire claim, have conducted the inventory counts including the minute details, in an accurate and unchallenged way; you have made the presentations to the Insurer, with whom you have a proper reputation, and your presentations have just been accepted. You were careful to accurately include all losses, and we must tell you we feel very fortunate to have had your company represent us. Your people are experienced, competent, courteous and were most considerate of our time."

Judson S. Swearingen, President  
Rotoflow Corporation

"As you are well aware, after our serious fire, we were extremely confused and unfamiliar with the necessary procedures to deal with our insurance carrier. Right from the start we received compassionate, intelligent advice from all the members of your organization and felt during the past five months of uncertainty, that we were in the best of hands."

Joseph Goldstein, President  
Stevenson Industries, Inc.

"The thoroughness with which you approached this case was truly professional."

Thomas Orlando, President  
CTD Machines



# QUOTES FROM MANUFACTURING & PROCESSING REFERENCES

"Thanks to Mr. Elkman's guidance, support and calming influence, I was able to cope with the job of re-building my company. It's difficult to watch such a very large part of your life go up in smoke. Trying to cope with the fire, employee concerns, cleaning up debris, living up to financial commitments and fighting with the insurance company was far more stress than I needed in my life."

Bruce D. Gordon, CEO  
Fourth Dimension Work Systems, Inc.

"Your work has saved us much time and trouble. It has also gotten a good and fair settlement from the insurance company."

Harold C. Ramser, Secretary/Treasurer  
Ramco Industries

"It was a long hard battle, frustrating at times, but your professionalism allowed me to never give up."

Stan Maida, President  
Stanley Wood Products, Inc.

4/23/2015

