



October 19, 2020

I am pleased to offer the recommendation of Mr. Terry Pfaff, CEO, North American Dealer Services. In 1995, Terry pursued a business relationship with me. His organization has consistently displayed a true commitment to excellence. The N.A.D.S company's sense of urgency regarding the dealerships gross profit is second to none. Their honesty, integrity, and character allow them to operate as an integral member of our dealership management teams. N.A.D.S will move the needle. I would highly recommend Mr. Pfaff and North American Dealer Services.

A handwritten signature in blue ink, appearing to read "R. Hoffman", with a long horizontal flourish extending to the right.

Randy Hoffman
Senior Vice President
Ed Morse Automotive Group



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