



January 12, 2024

*Via Electronic Mail*

**Re: Full Circle Restoration and Construction Services, LLC Internal Reorganization**

To Whom It May Concern:

I write to notify you of an internal reorganization that occurred recently involving Full Circle Restoration and Construction Services, LLC ("Full Circle Restoration"). Prior to January 1, 2024, Full Circle Restoration was a wholly owned subsidiary of Cotton Holdings, Inc. ("Cotton Holdings") and a sister company to Cotton Commercial USA, Inc. ("Cotton Commercial"), who was also (and remains) a wholly owned subsidiary of Cotton Holdings.

On January 1, 2024, Cotton Holdings contributed 100% of its equity interest in Full Circle Restoration to Cotton Commercial, and contemporaneously, Full Circle Restoration merged with and into Cotton, with Cotton being the surviving entity. Going forward, in addition to continuing to do business in its own name, Cotton Commercial will also do business as Full Circle Restoration.

The purpose of this reorganization is to enable Full Circle Restoration to leverage synergies within the Cotton family of companies, enhancing our ability to continue to provide you with unmatched customer service. I want to assure you that the ownership of Full Circle Restoration and the way in which you interact with the company will remain unchanged.

Full Circle Restoration and the entire Cotton family of companies highly value our partnership with you, and we look forward to much continued success together.

Regarding notices under any agreements between Full Circle Restoration and you, please continue to use the notice addresses specified in the relevant agreement for correspondence related to those agreements. For any billing matters, please use the following contact information moving forward:

Full Circle Restoration  
c/o Cotton Commercial USA, Inc.  
Attn: Accounts Payable Supervisor  
5443 Katy Hockley Cutoff Road  
Katy, Texas 77493

Should you have any questions surrounding this internal reorganization, please feel free to contact me. Thank you for your continued partnership.

Sincerely,

A handwritten signature in black ink, appearing to read "Dan Duke".

Dan Duke  
CFO of Full Circle Restoration  
Cotton Commercial USA, Inc.  
d/b/a Full Circle Restoration

# Signature Certificate

Reference number: G7YJ8-AXDS5-G9SWB-3SMRA

## Signer

## Timestamp

## Signature

### Dan Duke

Email: dan.duke@cottonteam.com

Sent:

12 Jan 2024 23:51:02 UTC

Viewed:

13 Jan 2024 00:13:09 UTC

Signed:

13 Jan 2024 00:14:00 UTC



### Recipient Verification:

✓ Email verified

13 Jan 2024 00:13:09 UTC

IP address: 107.77.235.26

Document completed by all parties on:

13 Jan 2024 00:14:00 UTC

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