

L I N B E C K

April 26, 2011

Mr. Mike Murphy  
J.R. Clancy, Inc.  
7041 Interstate Island Road  
Syracuse, NY 13209

Reference: Margot & Bill Winspear Opera House – Dallas, TX

Dear Mike:

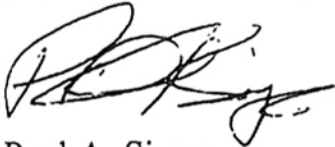
This letter is being written to congratulate the entire J.R. Clancy Team on the successful completion of the Winspear Opera House.

The design team chose to make a statement through the Chandelier for the Winspear Opera House. The professionalism, creativity and attention to quality provided by J.R. Clancy throughout this demanding and highly challenging project has helped make their vision become a reality.

The Winspear Opera House is one of the most significant art venues ever built in the United States and the “Jewel” of the AT&T Performing Arts Center. J.R. Clancy should be extremely proud of their contribution to this exceptional and stunning new landmark to the City of Dallas.

We look forward to working with you again on future projects.

Very truly yours,  
LINBECK GROUP, LLC



Paul A. Sipes  
Vice President