## CHRIS J HELLER

July 27, 2017

## To Whom It May Concern

Testimonial: Alexander (Sandy) Moore

I have known Sandy since I first reached out in 2012 when Sandy was CEO of the LJ Hooker braind in India, at this time he was considered one of the dominant expat leaders for our industry in the APAC region. I came to know Sandy as someone who had a strong grasp of the details and who had a deep understanding of the issues within the franchised Real Estate sector.

We stayed in touch post Sandy's departure from India and in 2015 Sandy accepted our invitation to attend the Keller Williams Franchise Systems Orientation in Austin. At this time, Sandy also met with some of our executive team to discuss the early KW plans in regards Property Management.

In 2016 Sandy provided a comprehensive White Paper to me in regards a national Property Management business plan for the KW group. Over the course of the year Sandy worked to develop detailed financials and operating plans, demonstrating a deep understanding of the North American Real Estate markets and our unique KW business model.

His solutions were focused and practical and capitalised on emerging technologies, turning 'disrupters' into tools for growth.

I found working with Sandy extremely productive and enjoyable, he always delivered on his commitments and demonstrated a crystal-cear understanding of what was required.

I am pleased that he has chosen to pursue a position in the US market and I would thoroughly recommend Sandy to any future employer who is after a leader with great analytical skills who will get the job done.

Best Regards,

Chris