

UNIFORM CERTIFICATION AGENCY™

P.O. Box 3060 • Memphis, TN 38173 • (901) 525-6512 • Fax (901) 525-5204

November 25, 2014

Diane Friedman
Vanguard, Inc.
1357 Heistan Place
Memphis, TN 38104

Certification Number: 11-12-1270

Dear Ms. Friedman:

Congratulations! We are pleased to inform you that your request for continued certification with the Uniform Certification Agency has been approved.

Your company has been renewed as a **WBE and LSB** as of **November 13, 2014**; your expiration date is **November 13, 2015**. **As a condition of certification, you are required to submit your company's most recent year-end tax return on an annual basis.** The enclosed certificate reflects your membership in the Uniform Certification Agency.

Vanguard, Inc. will continue to be listed in the UCA Directory and Database as a **Woman-Owned Business Enterprise, and Local Small Business Enterprise**. It is very important that our directories are accurate with up-to-date information on all companies. **Therefore, it is your responsibility to notify UCA of any changes in address, phone number(s) and the status of your company.**

We would like to take this opportunity to thank you for your cooperation in our certification procedure which we feel will strengthen your company's efforts in marketing your firm to major corporations in Memphis and the Mid-South.

Sincerely,

Dahnisha Hubbard

Dahnisha Hubbard
Coordinator of Member Registration
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The MMBC Continuum: www.mmbc-memphis.org