[Date]

[To: Board of Directors / Audit Committee]
[Company Name]
[Company Address]

RE: Post-Remediation Management Letter - ESOP Valuation Controls

Dear Members of the Board,

Following the recent internal control review regarding the Employee Stock Ownership Plan (ESOP) valuation process, this letter serves to confirm that the identified material weaknesses and deficiencies have been remediated. Management has implemented the following controls to ensure the integrity and accuracy of future valuations.

1. Selection and Oversight of Independent Appraisers
Management has established a formal policy for the annual evaluation of the independent valuation firm's qualifications, professional reputation, and independence. This includes a documented review of the firm's methodology and compliance with Department of Labor (DOL) standards.

2. Accuracy of Financial Data Inputs
New reconciliation procedures have been implemented to ensure that the financial statements, projections, and qualitative data provided to the appraiser are complete and accurate. All data sets must now be reviewed and signed off by the CFO prior to submission to the appraiser.

3. Review of Valuation Assumptions
A formal "Valuation Review Committee" has been established to scrutinize the appraiser's draft report. This committee evaluates the reasonableness of discounted cash flow (DCF) assumptions, market multiples, and discount rates (DLOM/DLOC) to ensure they align with the company's specific economic outlook and industry benchmarks.

4. Documentation of Fiduciary Review
Minutes of Board or Trustee meetings now explicitly document the questioning, deliberation, and ultimate acceptance of the final valuation report. This provides a clear audit trail of fiduciary due diligence as required under ERISA.

Conclusion
Based on our internal testing of these new controls, management believes the ESOP valuation process is now operating effectively. We will continue to monitor these controls as part of our ongoing risk management program.

Sincerely,

[Signature]

[Name of Chief Financial Officer or CEO]
[Title]
[Company Name]