



Copenhagen, Denmark
November 21, 2000

November 22, 2000

To Whom It May Concern:

I take great pleasure in writing this letter of recommendation for Mr. T. Michael Noda.

For the past 10 years Mr. Noda has managed our real estate business needs in the Bay Area, culminating in the recent sale of our family home in Burlingame. His consistency, follow-through, accurate assessments, aggressive marketing, and strategies for obtaining the best possible price for us are deeply appreciated. We repeatedly noticed how many details, which others in the field usually neglect, were identified by him, brought to our attention and readily addressed. We also could not help but notice the time he spent understanding our special needs and the many subsequent personal sacrifices he made on our behalf, addressing our requirements above his own concerns. These qualities were all the more important when you factor in the distances over which we had to conduct our relationship. For that reason, trust was also very important, and we always felt confident about his trustworthiness and personal integrity.

Mr. Noda helped us a great deal in our real estate management and transactions. He developed and maintained a strong, long-term focused business relationship with us over the years.

I would be happy to provide additional reference information should it be needed.

Sincerely,

A handwritten signature in black ink, appearing to read "Richard N. Swett". The signature is stylized and written in a cursive-like font.

Richard N. Swett
Ambassador of the United States



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