



December 19, 2002

The Greenspan Co.
Attn: Gary W. Johnson
16542 Ventura Blvd. Suite 200
Encino, CA. 91436-2092

Re: Letter of Recommendation

Dear Gary,

When one thinks about the devastation of fire damage loss to a house, business or property, everyone hopes it never happens to them, and laments the fact that anyone has to be so unfortunate to have that disaster occur. In our case, an arsonist burned our under construction three story hotel building to the ground. Although our insurance company said they would pay for the full replacement cost of the hotel less the deductible, we were uncomfortable because we were at the mercy of the insurance company.

When a Greenspan representative contacted our office, we listened to their logic and agreed with their assessment. We are in the Hotel business, not the fire loss business. Greenspan is. What they do all day everyday is work with insurance companies and, due to their fee structure, it is in their best interest to make the settlement offer as large a number as possible.

Once the process began, Greenspan kept us informed as to progress, had lengthy conversations with the insurance company, produced a steady flow of documents for payment, and ended up in the final negotiation with the insurance company for a win-win for our company and Greenspan.

If whomever is reading this letter is ever in the unfortunate position of having a fire loss and have the opportunity for Greenspan to represent them I would do it. It's no fun hassling directly with an insurance company, you've had enough troubles, you don't need more.

Sincerely,

A handwritten signature in dark ink, appearing to read "Herbert F.R. Meyer Jr.", written over the word "Sincerely,".

Herbert F.R. Meyer Jr.
President
Meyer Crest, Ltd.

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