

December 18, 2008

RE: J. Beard Management

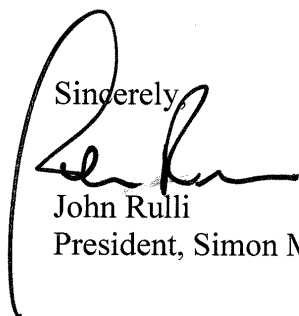
To Whom It May Concern:

I had the opportunity to work with Jimmy Beard of J. Beard Management in the development and construction of the Simon Property Group headquarters building. He worked extremely well with members of our management team, our contractor and sub-contractors and was very responsive to the needs of everyone involved in this project. Jimmy worked with our contractor in subcontracting work with minority and women owned businesses in Indianapolis.

Jimmy was a pleasure to work with and did a fantastic job. Without hesitation, Simon Property Group would utilize Jimmy Beard and J. Beard Management for our future corporate projects.

I would highly recommend Jimmy Beard and J. Beard Management for your construction project.

Sincerely,



John Rulli
President, Simon Management Group