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Director, Real Estate

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April 17, 2003

Shaw Contracting, Inc.
312 Jackson Avenue
Syosset, NY 11791
Mr. Raymond Leotta

Re: Sprinkler System Installation Various Floors
Plaza and Washington Street Buildings
Newark, New Jersey

Dear Ray:

I am writing this letter to express my sincere thanks and appreciation for the outstanding effort put forth by your organization concerning the above project.

The events of September 11th and the tragedy of the World Trade Center collapse have changed our lives tremendously. It was this event that directed Prudential-Financial to go ahead and install a fully automated sprinkler system in their corporate offices in Newark, NJ.

My marching orders were to install a fully automated sprinkler system on all the un-protected floors throughout our corporate complex. The approximate square footage of work area was 1 million square feet total, which was approximately 8,000 sprinkler heads. This included executive office space, computer areas and PBX telephone rooms. The majority of office space was occupied which meant working a second shift night operation.

As you know this project was a "major undertaking" for the Prudential and a challenge for all those involved. Both buildings were multiple-story, high-rise office buildings. The Washington Street building has 19 stories with 2 basement areas and the Plaza Building has 27 stories with 3 basement areas. Executive offices were high end with wood furniture, fabric and wood finishes, concealed-spline ceilings and plaster/sheetrock ceilings.

The crew compiled had to work throughout both buildings without disrupting the daily business operation of Prudential-Financial. Two crews, a day crew and second shift night crew, allowed this project to be completed within the 1-year timeframe. This in itself was an amazing feat plus you also hit your initial project schedule within a month of completion.

It was not just one person that made this project such a success, but the ability and effort of each team member involved. It was really great to see our team and your team merge together as one unit. You don't see that too often, but it was essential that we all work together on this complex project.

I wanted to personally thank your office and your foreman Lou Campasano for the high level of detail he demonstrated on this project. I also wanted to thank Cerullo Fire Protection for all their hard work and their ability to make a difficult project look easy. Finally, their foremen Dave Kattowski and George Nielsen were tremendous assets to the success of this project. This project had the potential for disaster, but the efforts of your team made it a true success.

Please extend my thanks to everyone involved with this project for a job "well done". I look forward to working with Shaw Contracting and Cerullo Fire Protection on future Prudential endeavors.

Sincerely,



Gary C. McKnight, P.E.
Director, Real Estate
Prudential Financial

Cc: Michael Perrette
Jag Bansal
Bill Behrens
Bill Barrett
Jim Hall
Albert Clark