

(Translation of Recommendation letter from Onoguchi Yuji to Kim Pedersen)

To Kim C. B. Pedersen

**Recommendation**

I recommend Kim Pedersen as a friend. I have run a furniture manufacturing company in Tokyo for 12 years. I met Kim Pedersen (Hereafter Kim), through his work as commercial attaché at the Royal Danish Embassy where our company were supported fully by him. I respect him from my heart as I several times experienced that he carried out his work on a very high level, he always kept his promises and showed responsibility.

With respect to his language skills, he speaks Japanese on the same level as Japanese. He is even familiar with slang and trendy words, and his Japanese is completely different from what you normally experience from other foreigners. I can confirm that his Japanese is native.

Further, he is able to negotiate with public institutions, government agencies and government offices. He is familiar with Japanese business practices in general as well as laws and regulations.

He also has a very high willingness to keep his promises and deliver what was requested even if it means self-sacrifice. He patiently pursues the goal to the end and produce results.

I can also mention his work experience. He worked for a number of companies in Denmark and worked as commercial attaché at the Royal Danish Embassy. Thereafter, he worked for several Japanese companies including in a position as executive. I am confident that a business person with his wide experience working for private companies as well as public offices is unique and will benefit your industry.

Kim has also written books. He has the ability to check detailed data and write reports and suggestions. I was influenced by reading his book, which was very easy to understand, supported by data and his own experiences.

I imagine that he also will be able to demonstrate leadership, by involving, lead and achieve sympathy from his colleagues, elaborating good proposals and suggestions to the company, using results obtained from data and market researches.

His character is calm and precise rather than the emotional type. He takes responsibility for his own words to the end. I have never seen him give up on midways. He has humor and the ability to create a light atmosphere around him.

Please take the time to interview him to make your own decision.

I ask you respectfully.

20<sup>th</sup> December 2012

Onoguchi Yuji, CEO, AIO Industries Co. Ltd.