

1/29/26

To: Perspective Client.

From: Gary K. Jennings.

Re: Interview request (Buy side acquisition engagement).

Dear Perspective Client,

Top of the day...I trust you are well!

I am interested in working with your organization and look forward to discussing how my M&A background can support and contribute to your goals. The websites highlight my experience in M&A – company acquisitions, and creative entrepreneur business development.

I appreciate your consideration, and I look forward to speaking with you.

Sincerely yours,

Gary

Gary Jennings

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[www.gjennings.com](http://www.gjennings.com)

Gary Jennings Buy Side Acquisition Transaction Summary

## **Gary K. Jennings.**

### **M&A Transaction Management.**

- 20 years of in depth transaction experience: Sold 19 companies via asset sales, with no chargeback issues.
- 300 investment evaluations in five countries (PR, USVI, D.R., Mx, and the U.S.).
- 25 City council and town hall public presentations, and hundreds of private company transaction meetings.
- Direct “deal team” and “social justice” program management.
- Expert witness on two projects (plaintiff), federal prosecution, and recovered \$ 18.0 million in stolen funds.

### **Project and Sales Management.**

- 20 years of senior sales experience (Food service, utility, B to B, nonprofit, financial, entrepreneur, startup).
- Senior organizational / development skills with budgets, concepts, research, and outreach.
- Management of nineteen transaction teams and five nonprofit teams, three to six months each.
- Successfully worked in five countries with language, cultural, and legal challenges.

### **Accounting – Financial.**

- 15 years of in-depth financial experience (asset valuation, cash flow, tax, SEC, legal, P&L, working capital).
- Senior ability to analyze raw financial data and formulate development strategies (See [www.airleasing.net](http://www.airleasing.net)).

### **Leadership – Management Style.**

- Lifetime problem solver and team/coaching style.
- Senior conflict resolution skills via 100-plus senior negotiations in English and Spanish
- Extensive interaction with Attorneys, CPA’s, Ownership, Politicians, Regulators.

### **Education & Training.**

- Lincoln High School, Stockton, CA (76/80).
- San Diego State University, SD, CA (81/82) - California Polytechnic State University (Cal Poly), SLO, CA (83/84).
- Daily use of MS Office 365, Word, Excel, Internet search, and PC operation.
- Features & benefits and cause & symptom training (hundreds of evaluations).
- Fraud and litigation avoidance (hundreds of evaluations).
- Senior understanding of water utility, hydrology, geology, reverse osmosis operation, and development.

### **Personal Interest.**

- Personal philosophy: **“A problem is an OPPORTUNITY in disguise”.**
- Lifetime builder, problem solver, and inventor.
- Affiliations: Tribal member of the Choctaw Nation, PKA alumni, SDSU alumni, Cal Poly alumni.
- Art & Culture: Visited forty museums in twenty countries and 200 museums in the United States.
- Lived in Rosarito Beach, MX, Puerto Rico, the Dominican Republic, and the US Virgin Islands over nine years.
- Design: Rebuilt three wooden sailboats, one 70 ft steel trawler, and one 15,000 lb steel art structure.

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### **Business Manager, G. Jennings Consulting, 2021-2026.**

**Practice Focus:** General business consulting (Operations, M&A, nonprofit).

- Completed 300 investment viability evaluations in the USVI, Puerto Rico, DR, and the United States.
- Extensive interaction with CEO's, founders, bankers, private equity, and government.
- Management of transaction teams (accounting, legal, operations, manufacturing).
- Senior understanding of term sheets, strategic analysis, valuation, asset sales, and escrow.
- Projects in the Bahamas, USVI, Puerto Rico, CNMI, and the United States.
- Project manager: [www.Airleasing.net](http://www.Airleasing.net) Maximizing municipal asset income.
- Project manager: [www.Stopprecidivism.net](http://www.Stopprecidivism.net) Inmate job training funding.
- Project manager: [www.USTerritoryEb5.com](http://www.USTerritoryEb5.com) Economic development via EB5 (USVI).
- Project manager: [www.Cleanupamerica.net](http://www.Cleanupamerica.net) Environmental cleanup funding.

### **Managing Partner, Sea to Sea Bi National Canal Project, 2015-2021.**

**Project Focus:** Import 25 feet of sea water from Mexico to the Salton Sea to stop the lake from drying out.

- Based in Rosarito Beach, Baja Mexico (6 years).
- Managed negotiations with ten federal and state agencies (U.S., California, Mexican Agencies).
- Designed a 125-mile cross-border canal, 500.0 million gallons per day via imported seawater.
- Largest restoration project in the United States, and our team started the project (Thought leaders).

### **Sales Manager, United Solutions Group, 2000-2015.**

**Practice Focus:** Representing company buyers and sellers (Business Broker Service).

- Regulated Utility: Completed ten rate cases, ALJ orders, and water-related utility consulting (CPUC).
- Completed nineteen transactions with no chargeback or legal issues.
- Senior understanding of water, wastewater, and electric utility operations (Regulated Utilities).
- Extensive interaction with CEO's, founders, bankers, private equity, and state government.
- Management of transaction teams (accounting, legal, operations, manufacturing, DD team).
- Senior understanding of term sheets, strategic analysis, valuation, asset sales, and escrow.

### **Sales Manager, G. Jennings & Son Food Brokerage, 1988-1997, Berkeley, CA.**

**Practice Focus:** Selling food products to grocery and food service customers.

- Expanded product sales from \$ 2.0 million to \$ 10.0 million annually (regional food distributors).
- Broker products: Paper, Beef, Soup, Condiment, Oil, Buying Group Service, Non-Profit officer.
- Injured from 1997 to 2000, retrained, and opened United Solutions Group (Business Brokerage).

### **Sales Representative, Carnation Grocery & Food Service, 1985-1988, Dallas, TX.**

**Job Focus:** New territory development.

- First sales position after college, top salesperson three years straight (one of nine reps).
- Expanded dairy sales from \$ 1.0 million to \$ 4.0 million annually (regional grocery distributors).
- Patent holder: Refrigerated ice cream container for American Airlines, 1985 (first class).
- Concept developer: Chest harness case to sell frozen malt cups, Texas Rangers baseball games.

Gary Jennings Buy Side Acquisition Transaction Summary

## **2000-2025: Transaction and Consulting Summary.**

### **Summary of the 300 completed projects (expert witness, advisor, consulting, representation, startup, broker).**

- (1) Nonprofit: [www.Airleasing.net](http://www.Airleasing.net) Maximizing municipal asset income and public benefits.
- (1) Nonprofit: [www.Stoprecidivism.net](http://www.Stoprecidivism.net) Reduce recidivism and economic development.
- (1) Nonprofit: [www.USTerritoryEb5.com](http://www.USTerritoryEb5.com) Municipal debt payoff and economic development.
- (1) Nonprofit: [www.Cleanupamerica.net](http://www.Cleanupamerica.net) Restoration and environmental cleanup funding.
  
- (1) Expert witness: Valuation advisement to Shareholders, U.S. Attorney, and Bank of Saipan.
- (1) Expert witness: Advised CPUC on how to liquidate 12 water utilities, personally sold 9 of 12.
  - (1) Fraud advisor: Uncovered \$ 18.0 million in corporate fraud, resulting in multiple convictions.
  - (3) Fraud advisor: Canceled three transactions due to accounting fraud, discovered in due diligence.
  
- (19) Completed transactions. Listed and sold nineteen companies (\$ 35.0 million valuation/asset sales).
  - (9) CPUC water utility systems (Soft emanate domain transactions).
  - (3) E-commerce sites - retail ([www.Apartment.com](http://www.Apartment.com) purchased two companies).
  - (3) Public companies - reverse mergers and advised on twenty RM evaluations.
  - (3) Transportation companies (Taxi and limousine).
  - (1) Mortgage company.
  
- (1) Start up evaluation, P&A Carbon Credit development (Webinar, Email, One Well, ACR, Carbon Path).
- (1) Startup evaluation, 50,000 acft brackish groundwater desalination, Imperial County.
- (1) Startup evaluation, 10,000 head cattle ranch, stockyard, processing, 10,000 lbs per day.
- (2) Startup evaluation, New River-TJ water filtration project (Calexico, Mexicali, Tijuana).
- (2) Startup evaluation, 250,000-ton wood chip – Class A & B biosolids recycling facility.
  
- (1) Real estate: Hotel ship evaluation (SF, Jacksonville, St. Thomas, St. Croix, Galveston).
- (1) Real estate: Military base redevelopment evaluation, 15,000 ac AZ (Industrial Park).
- (1) Real estate: Closed military airport evaluation 1,300 acres (Imperial County, CA).
- (25) Real estate: St. Thomas & St. Croix: Converting Class C office space to 750 sqft apartment development.
  
- (9) CPUC advisor: Completed nine CPUC water utility rate cases to avoid bankruptcy.
- (10) CPUC advisor: Settled ten DHS operating violations and stopped three pending lawsuits.
- (25) CPUC advisor: Evaluated twenty five CPUC utilities for purchase (Consolidation project).
  
- (2) Consultant: Puerto Rico: Waste to Energy development and property development.
- (2) Consultant: Dominican Republic: Waste to Energy development and property development.
- (5) Consultant: Family office (Film, Data Center, Real Estate Development, other).
- (30) Consultant: Credit Union consolidation in Florida (300 company consolidation).
- (50) Consultant: USVI: EB5 immigration, and corporate relocation (RT Park).
- (50) Consultant: Tribal investment evaluations (AZ Real Estate, Manufacturing, Recreation, other).
- (70) Consultant: Private equity: New business platform development evaluation.
  
- (1) Co-Developer: Cal Water – statewide water conservation project (15 cities, 10,000 fixtures).
- (1) Co-Developer: Baja MX: Sea to Sea Canal Project: 500,000 acre feet sea water importation project.
- (7) Co-Developer: Baja MX: Imp/Exp: Tile, Clay pots, Recreation, RV, Fish Farm, Water, Generation, Wood.

Gary Jennings Buy Side Acquisition Transaction Summary

### **Professional and Personal References.**

Mr. Randy Grossman, Attorney.  
Board member, Jefferson Law School, and private attorney.  
(858) 229-6000 PST/CA, Friend of 40 years, startup advisor.

Mr. Dan Johnson, Attorney.  
Berglund & Johnson Law Group.  
(818) 992-1500 PST/CA, Friend of 20 years and former business partner, Salton Sea Project, CA.

Ms. Nicole Kamaleson, CEO of August Leadership.  
(312) 877-0830 EST/USVI, Friend of five years and start-up advisor.

Mr. Steve Friedman, CEO of Friedman Family Office.  
(203) 944-2545 EST/FL, Client and friend of five years, and start-up advisor.

Mr. Frank Chamberlin, Former co-worker, CA - CPUC – Water Conservation, and a friend of ten years.  
(714) 309 7160 PST/Southern California.

\* If needed, three additional references are available (Personal friends and former clients).