

Gary Jennings, Business & Management Summary.

- Summary of twenty five years of work history and projects enclosed. References on page four.

Accounting and Business Process.

- **Focus:** Proven track record of identifying inefficiencies and delivering solutions that drive profitability.
- Fifteen years of supervisory, accounting and operational experience.
- Senior level expertise in cash flow, P&L, working capital, accounting, loans, and due diligence.
- Senior understanding of Q&K filings, contracts, GAAP accounting, SEC guidelines, U.S. tax code.
- Senior understanding of U.S. legal system and litigation avoidance (tax, warranty, contracts, employees).
- Daily use of MS Office 365, Word, Excel, Internet search, Apple/Mac, and PC operation.

Management and Operations.

- Fifteen years of supervisory, program management, and transaction team management experience.
- Senior creative problems solving skills.
- Senior level expertise to manage complex financial data.
- Outgoing and creative style, lead-from-the-front approach.
- Senior problem-solving and strategic skill set.

Education & Training.

- Lincoln High School, Stockton, CA (76/80).
- General Education, San Diego State University, SD, CA (81/82).
- Agricultural Business, California Polytechnic State University, SLO, CA (83/84).
- Professional Training (15 year period).
 - Product sales, features, and benefits.
 - Cause and symptom identification and strategy.
 - Fraud and litigation avoidance. (19 transactions).
 - Hydrology and water utility operation training (West Coast).
 - Reverse osmosis training (Southwest) Waste to energy generation (Caribbean).

Personal Interest.

- Art & Culture: Visited forty museums in twenty countries, 200 museums in the United States.
- Resided in Baja Mexico, Puerto Rico, Dominican Republic, and US Virgin Islands over eight years.
- Sailing: Sailed 2,000 miles in California, Baja MX, and the Caribbean as Navigator and Night Captain.
- Carpentry: Rebuilt two wooden sailboats and one 70 ft steel trawler in Berkeley, CA.
- Steel fabrication: Designed and constructed one 15,000 lb. moving steel art structure (BM conversion).
- Affiliations: Tribal member of Choctaw Nation, PKA alumni, SDSU alumni, Cal Poly alumni.
- Social justice: For details, visit www.stopprecidivism.net and www.airleasing.net.
- Personal philosophy: "There's always a way...never give up inventor mentality".

Work History.

Transaction Advisor, Gary Jennings, www.gjennings.com, 2015-2025, United States.

- **Practice focus:** Representing company buyers (CEO/Owners) and investment evaluations.
- Completed 249 evaluations; see pages four and five for details.
 - Extensive interaction with CEO's, founders, investment bankers, private equity, and business owners.
 - Transaction team management (Accounting, legal, operations, manufacturing, DD team).
 - Senior understanding of term sheets, strategic analysis, valuation, asset sales, and escrow.
 - Projects in the Bahamas, USVI, Puerto Rico, Dominican Republic, Baja Mexico, and the United States.

General Manager, United Solutions Group, 2000-2015, West Coast, CA.

- **Practice focus:** Representing utility buyers and sellers of private companies (business broker).
 - Completed 145 evaluations and transaction projects.
 - Listed and sold nineteen operating companies (two public and seventeen private).
 - Extensive interaction with CEO's, founders, investment bankers, private equity, and business owners.
 - Transaction team management (Accounting, legal, operations, manufacturing, DD team).
 - Senior understanding of M&A, LOIs, term sheets, strategic analysis, valuation, asset sales, escrow.

Sales Manager, G. Jennings & Son Food Brokerage, 1988-1996, San Francisco, CA.

- **Practice focus:** Representing food manufacturers to grocery and food service customers.
 - Expanded product sales from \$ 2.0 million to \$ 5.0 million annually (regional food distributors).
 - Products: Paper, Beef, Soup, Condiment, Oil, Buying Group Service, Non-Profit officer.
 - Injured from 1996 to 2000, retrained, and opened United Solutions Group.

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

- First corporate sales position after college, top salesperson three years straight (one of nine reps).
- Expanded dairy product 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 cabin service).
- Concept developer: Chest harness case to sell frozen malt cups and Texas Rangers baseball games.

Transaction Detail.

2015 - 2025: Investment Evaluation Summary, 265 Completed Projects.

2025 - Present: Project Development and Advisor, (6 projects over six months), OK.

- (1) **Advisor:** P&A Carbon Credit development (Webinar, Email program, One Well, ACR, Carbon Path).
- (1) **Developer:** U.S. Territory EB5-Economic Development Initiative: CNMI pilot (\$ 7.5 billion valuation).
- (1) **Developer:** www.StopRecidivism.net project (250 well closures, \$ 70.0 million offering).

2022 - 2024: Project Development and Advisor, (8 projects), Florida.

- (1) **Developer:** U.S. Territory EB5: USVI, Puerto Rico, CNMI program development (\$ 10.0 billion valuation).
- (1) **Developer:** Inmate job training program (www.stoprecidivism.net, \$ 600.0 million tax credit offering).
- (1) **Developer:** State and Federal asset leasing (www.airleasing.net, \$ 5.0 million offering).
- (5) **Advisor:** Consulting, private equity (Film, Data Center, Carbon Credits, Federal projects).

2020 - 2022: Advisor and Investment Evaluation Summary (235 projects), MX & FL.

- (75) **Advisor:** Tribal investment evaluations (real estate, manufacturing, recreation, other).
- (70) **Advisor:** Private equity: New business platform development evaluation (\$ 25.0 MM investment).
Industries: Operating platforms, non-performing loans, opportunity zone, crypto.
- (90) **Advisor:** U.S. Virgin Island: Evaluated 90 properties for redevelopment (Office to 1,000 sqft loft apartments)(New bathroom, kitchen, roof, electrical, plumbing, foundation, AC/Heat, flooring, windows).

2015 - 2020: Advisor and Investment Evaluation Summary (16 projects), CA & Mexico.

- (1) **Co-developer of the Sea to Sea Canal Project / Baja Mexico (90% of my time).**
 - 500,000 acre feet sea water importation project (Sea of Cortez to the Salton Sea Water Canal).
- (2) **Advisor,** startup evaluations, New River—TJ water filtration project (Calexico, Mexicali, Tijuana).
- (1) **Advisor,** startup evaluation, 50,000 acft brackish groundwater desalination, Imperial County.
- (7) **Advisor,** startup evaluation, Imp/Exp: Tile, Clay pots, Recreation, Fish Farm, Water, Generation.
- (1) **Advisor,** startup evaluation, 10,000 head cattle ranch, stockyard, processing, 10,000 lbs per day.
- (2) **Advisor,** startup evaluation, 250,000-ton wood chip – Class A & B biosolids recycling facility.
- (2) **Advisor,** Military base redevelopment evaluations, 15,000 ac AZ, Closed Army airport 1,300 acres.

Transaction Detail.

2000-2015: 145 Completed Evaluations and 19 Transactions, California.

- **Practice focus:** Advisory, representing buyers and sellers of private companies (business broker).
- **Location:** Based in Berkeley, CA, operated in California, Nevada, Arizona, and Baja Mexico.
- **Transactions:** Listed and sold nineteen operating companies.
 - (9) water utility systems serving 25,000 customers.
 - (3) e-commerce sites - retail (Apartment.com purchased three companies).
 - (3) public companies - reverse mergers and advised on twenty RM evaluations.
 - (3) transportation companies (Taxi and limousine).
 - (1) mortgage company.
- **Investment evaluation projects.**
 - (50) Company viability reviews, asset reviews, and recommendations.
 - (25) Advised on twenty five utility asset evaluations for sale or merger (CPUC - water companies).
 - (25) Advised on asset valuations via Value Comp, based on tax returns and banking records.
 - (10) Settled ten DHS operating violations and stopped several pending lawsuits.
 - (9) Completed nine CPUC water utility rate cases.
 - (3) Canceled three pending transactions due to fraud (I found the fraud during due diligence).
 - (1) Co-founder/designed, Sea to Sea Bi-National canal project, based in Baja, Mexico (5 years).
 - (1) Co-designed and implemented Cal Water – statewide project (15 cities, 10,000 fixtures).
 - (1) Expert witness (valuation advisement) to Shareholders, U.S. Attorney, and Bank of Saipan.
 - (1) Uncovered \$ 18.0 million in corporate fraud, resulting in multiple convictions.

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 25 years and former business partner, Salton Sea Project, CA.

Ms. Nicole Kamaleson, CEO of August Leadership.

(312) 877-0830 EST/USVI, Friend of four years and start-up advisor.

Mr. Steve Friedman, CEO & Founder Hi-Tequity, Friedman Family Charities.

(203) 944-2545 EST/FL, Client and friend of four years, start-up advisor.