

7/11/25

To: Perspective Client.

From: Gary K. Jennings.

Re: Meeting request.

Dear Perspective Client,

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

I am interested in speaking with you about your project and look forward to discussing my background with your team, as well as how my skills can benefit your company. The following websites provide examples of my sales, business management and creative experience.

Business Acquisition Consulting Site.

1. Acquisition consulting site: www.gjennings.com.
 - Company acquisition service, investment evaluation, and program management.

Creative Initiatives.

1. U.S. State Department – National Clean Up Initiative.
 - www.cleanupamerica.net
 - Concept: Fund environmental projects in fifty states.
 - Pilot income: \$ 2.0 billion via 2,000 EB5 green cards per year.
2. Stop Tribal Recidivism & Job Training Initiative.
 - www.stoprecidivism.net
 - Concept: Funding the closure of 300 orphan oil & gas wells, Oklahoma.
 - Funding: Federal tax credit and employer incentive.
 - Pilot cost: \$50.0 million per year.
3. Airspace Leasing & Economic Development Initiative.
 - www.airleasing.net
 - Concept: Maximizing government income from surplus space.
 - Funding: Federal tax credit.
 - Pilot cost: \$ 10.0 million per year.

Sincerely yours,

Gary

Gary K. Jennings

GaryKJennings@me.com, www.gjennings.com, (619) 549-5440 CST.

Gary K. Jennings, Business & Management Skills.

Project Management.

- Developed and managed five initiatives with informational websites.
- www.cleanupamerica.net, www.usterritoryeb5.com (EB5 international projects).
- www.stoprecidivism.net, www.airleasing.net (United States projects).
- Sea to Sea Seawater Importation (Baja Mexico & United States).

Transaction Management.

- Listed, managed, and sold nineteen operating companies.
- Evaluated 300 investment projects in five countries.
- Managed evaluations in USVI, Puerto Rico, Dominican Republic, Baja Mexico, and the United States.

Accounting.

- Fifteen years of experience in operations, business development, and accounting.
- Expert ability to manage complex financial data.
- Senior understanding of transaction accounting and litigation avoidance.
- Senior understanding of cash flow, P&L, working capital, accounting, loans, and due diligence.
- Senior understanding of contracts, GAAP accounting, SEC guidelines, U.S. tax code, and legal system.

Management Style.

- Outgoing and creative style, with a lead from the front approach.
- Senior problem solver and strategic skill set.
- Conflict resolution expert.

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).
 - Daily use of MS Office 365, Word, Excel, Internet search, and PC operation.
 - Product sales, features, and benefits.
 - Cause and symptom identification and strategy (hundreds of evaluations).
 - Fraud and litigation avoidance (hundreds of evaluations).
 - Hydrology, Geology, Reverse osmosis operation and development.
 - Water utility operation (Southwest, California, Mexico).
 - Waste to energy generation (Caribbean).

Personal Interest.

- Art & Culture: Visited forty museums in twenty countries.
- Resided in Baja Mexico, Puerto Rico, Dominican Republic, and US Virgin Islands over nine years.
- Sailed 2,000 miles in California, Baja MX, and the Caribbean.
- 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.stoprecidivism.net and www.airleasing.net.
- Personal philosophy: "There's always a way...never give up inventor mentality."
- Favorite saying: "A business problem is an OPPORTUNITY in disguise."

Work History.

General Manager, United Solutions Group, 2000-2025, Galveston, Tx.

- **Consulting practice focus:** Representing company/asset buyers, municipalities, and investment evaluations.
- Completed 300 investment evaluations in five countries.
- Completed nineteen transactions with no charge back or legal issues.
 - Extensive interaction with CEO's, founders, 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, P.R., Dominican Republic, CNMI, Baja Mexico, and the United States.
 - Transaction detail, please see page four.

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

- **Broker practice focus:** Selling food products 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 (Business Broker).

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

- **Job Focus:** Open new accounts and expand the market (Carnation vs Blue Bell ice cream).
 - 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:** Frozen ice cream container for American Airlines, 1985 (first class).
 - **Concept developer:** Chest harness case to sell frozen malt cups, Texas Rangers baseball games.
 - Left Carnation to start G. Jennings & Son Food Brokerage.

2000-2025: Transaction Summary.

Consulting practice focus: Representing company/asset buyers, municipalities, and investment evaluations.
Website: www.gjennings.com.

Scope of work: 300 investment evaluations, 19 completed transactions.

- (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 (I found the fraud during due diligence).
- (19) Completed transactions. Listed and sold nineteen companies (\$ 35.0 million valuation/asset sales).
 - (9) CPUC water utility systems serving 25,000 customers.
 - (3) E-commerce sites - retail (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 program, 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 utility's 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 companies calls, industrial CU concept).
- (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.
- (1) Developer: www.Cleanupamerica.net Restoration and environmental cleanup funding.
- (1) Developer: www.Airleasing.net Maximizing municipal asset income and public benefits.
- (1) Developer: www.Stoprecidivism.net Reduce recidivism and increasing economic development.
- (1) Developer: www.USTerritoryEb5.com Municipal debt payoff and economic development.

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.
* Note: Ask Dan about our project in Mexico, my work ethic and creativity.

Ms. Nicole Kamaleson, CEO of August Leadership.
(312) 877-0830 EST/USVI, Friend of four years and start-up advisor.
* Note: Ask Nicole about the USVI EB5 project, USVI Prison project, accounting, my work ethic, and creativity.

Mr. Steve Friedman, CEO of Friedman Family Office.
(203) 944-2545 EST/FL, Client and friend of four years, start-up advisor.
* Note: Ask Steve about my work ethic and creativity.

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| (1) Developer: www.Cleanupamerica.net | Environmental cleanup funding. |
| (1) Developer: www.Airleasing.net | Maximizing municipal asset income and public benefits. |
| (1) Developer: www.Stoprecidivism.net | Reduce recidivism and increasing economic development. |
| (1) Developer: www.USTerritoryEb5.com | Municipal debt payoff and economic development. |