



October 2, 2017

Dear Sir or Madam:

Sovereign Investment Management Company, Inc. ("SIMCO") engaged Mr. Julian Willis for services from May 17, 2013, through January 6, 2016. In January 2016, Mr. Willis held the title of Director of Marketing and Technology.

Mr. Willis completed the following for SIMCO and its various affiliates, including Sovereign Capital Management Group:

- Originated branding and rebranding of entities, products, services, and office towers.
- Created and supervised corporate communications, requests-for-proposals (RFPs), television commercials, print advertising, and quarterly commercial real estate (CRE) performance reports, which included the hire and management of graphic design vendors.
- Created, developed, and managed websites and other digital media assets.
- Produced, wrote, and oversaw the distribution of press releases.
- Managed digital marketing/strategy, including efforts across the five major digital cross channels: (1) display advertising; (2) mobile; (3) search engine optimization (SEO) and search engine marketing (SEM); (4) social; and (5) video (including whiteboard).
- Managed information technology infrastructure, which at its height, involved more than 50 physical and virtual servers and numerous network application storage (NAS) devices.
- Supervised information technology vendors, including managed service providers (MSPs), wiring contractors, voice-over-internet-phone (VOIP) providers, cyber-security solutions, managed cloud computing and hosting providers, and Internet broadband/connectivity vendors across multiple affiliate offices and properties.
- Provisioned and managed the installation of IT equipment, including computers, printers, servers, NAS devices, routers, networking equipment, and other peripherals.
- Analyzed information technology costs and efforts, in order to drive down IT costs.
- Conducted and administered IT trouble-shooting, including help desk support, across multiple U.S. offices.
- Led the full migration and complete transition for all company and affiliate employees to Microsoft software-as-a-service (SaaS)—specifically to Microsoft Office 365 Enterprise E3.

Sovereign Investment Management Company, Inc.