

# G E M I I N I

July 2020

To Whom It May Concern:

*Re: Aeroe Investment Packaging Experience*

I am writing to give Steve Mortensen who leads the Aeroe Investment Packaging team my highest recommendation.

As you read, please know that it is not in my nature to give glowing recommendations, especially in finance. Steve earned every single accolade in this letter.

First, a bit about my background. I am serial entrepreneur and a CPA by training. I have experience in the audit and consulting departments of a Big 4 accounting firm; I have worked at a staff level in a boutique investment bank; I have a degree in economics. I say this only because when Steve's services were proposed to our company, my first reaction was: "Why do I need him? I can do this myself"


I was wrong. Steve delivered a product that was far better than anything I could have prepared.


We have a complex company with global sales and a valuation of over \$100 million. And yet Steve managed to distill our company into a tight, concise, and powerful deck complete with hyper-operational proforma financials. Sophisticated investors who saw the Investment Brief commented on how well it was done.


The work product he delivered was equal to any work product you could receive from a large national firm. The things that stood out to me most were:

**Ability to work with teams.** One of the hardest things for a financial professional to do is to bring a disparate group of owners into agreement. Very few professionals do this well, and fewer still can keep their own ideas out of the mix. This was Steve's greatest strength. On each call, Steve listened to every person and brought us all to a consensus.

**Strategic Clarity.** As someone who has worked in finance, I have seen a lot of show-offs. People who throw around business school jargon but always seem to talk in circles. Steve was the opposite. He had a plain, folksy style that kept a razor-sharp focus on the big picture. His clarity brought clarity to us. With his help, our team came to strategic insights that had eluded us in the past. It was Steve's disciplined approach to building proformas that brought us into alignment of vision as a company.

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**Financial Common Sense.** Over the years, I have seen spreadsheets that are so complex they seem like computer programs. While this is technically impressive, it makes adjustments and edits extraordinarily hard. The proformas he generated for our company were detailed and granular. We had 40 supporting schedules and worksheets that flowed up to our annual projections. We had several product lines to differentiate and projections of over 500 employees by Year 3. And yet with all of this detail, each supporting spreadsheet Steve prepared was rock solid and simple in its approach. As a CPA I can tell you that only the best financial minds can tame complexity and make it seem straightforward. Steve did that.

**Work Ethic.** Our job was not easy. Steve was driven and punctual and delivered every single project on time.

**Incredible Value.** When we started with Steve, we hired a senior executive from an elite Wall Street firm to run our operations. That executive participated in each session Steve ran with us and he saw Steve's work product. In a later conversation, the executive told me he assumed Steve was a partner at a high-powered Wall Street company and complimented us on hiring someone so high-level. He said the quality was obvious. I will say this again to you as a potential client of Steve's: you will not get a higher quality product from any company at any level. I have worked in the consulting side of a Big 4 accounting firm. I would know.


One last story to conclude: when we first thought of hiring Steve, he gave me a reference who was a senior partner at Price Waterhouse. That partner basically said to me on the phone exactly what I have written above. He ended by saying that he would hire Steve to help develop an investment deck for any company he started. Period.


Our entire senior management team seconds that opinion.


Sincerely,



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