

Portfolio Management Business Development Corporate Strategy Global Perspective

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Messrs. Scott Bessent, Howard Lutnick, Michael Grimes and Kevin Hassett

From what I understand, your Sovereign Wealth Fund or my Private Public Partnership would operate under the same basic, investment premise:

- Investing equity capital in organizations to earn a financial return on the investment (ROI) and provide better economic opportunities for everyone by strategically developing this great nation!

I've been developing a Private Public Partnership (PPP) for the US federal government since the end of the last Trump administration. I even presented my argument to the Biden administration, but it fell on deaf ears. Essentially, I've developed a PPP that could generate meaningful long-term revenue for the US federal government, promote significant economic growth and help address the deteriorating financial position of our nation! In addition, I even address the age-old question: how are you going to capitalize the Sovereign Wealth Fund or Private Public Partnership?

I know you're busy. But I implore you to ask a trusted advisor of yours to please read what I've written. It's a matter of public record on my website <https://www.capitalexecutive.net/strategy-privatepublicpartnership> - and (to a lesser degree) the investment research distribution platforms of Bloomberg, Refinitiv, FactSet and S&P Global. At the end of the day, I'll be surprised if you guys don't like much of my argument, especially given our backgrounds in asset management and investment banking.

One of the reasons behind my audacious claim is that my PPP leans heavily on the investment expertise that we have developed in this great nation (USA) over the last 250 years in financial organizations like Cantor Fitzgerald, Key Square Group, Morgan Stanley and even the Principal Financial Group. In other words, private market expertise!

The United States of America has built the strongest, deepest Capital Markets in the World. Unfortunately, we only use one side of the Capital Market equation to fund our nation: debt. We have totally overlooked the benefits of making strategic, equity bets to develop our nation economically!

I love the Sovereign Wealth Fund (PPP) concept. And I believe I can help our nation better utilize our developed competitive advantage (the Capital Markets) to build (finance) a Golden Age for America!

Respectfully,
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