

To Whom It May Concern:

Jackson National Life, founded in 1961, offers financial products, nationwide, for both the retail and institutional investor. With over \$200 billion in assets and offices in Lansing, MI, Nashville, TN, and Chicago, IL, operational efficiency is key to our business success and competitiveness. Jackson is a large utility customer and internally we are always looking to reduce cost and exceed our sustainability goals. For over 25 years, we have counted on the Michigan Chamber of Commerce to help promote conditions favorable to business growth across the state. Therefore, when we were introduced to Tenurgy, we were open to a discovery conversation about a utility bill review.

After performing our due diligence, we engaged Tenurgy to review our utility bills. The entire process has been valuable and on point as described from our first conversation. Tenurgy's team is thorough with excellent attention to detail. The diligence and effectiveness in resolving some of our challenges has been impressive as well as insightful.

With Tenurgy's help, Jackson National Life realized a sizeable electric refund in addition to the monthly electric and natural gas savings. Tenurgy has delivered on their promise to work hard on our behalf to audit and analyze our utility accounts. I am very satisfied with their work to date and I am confident in Tenurgy's capabilities to assist into the future.

I would highly recommend Tenurgy to any business looking for a detailed utility bill review.

Thank you,



Tim Dooling
Director/CSS
Jackson National Life Insurance