



Letter of Recommendation

Please accept this letter as my personal and professional endorsement of Ms. Heather Marriott, VP Market Intelligence of Revenue Management Ltd. As the Executive Vice President of Client Solutions for the Argus Group, I am responsible for the Sales and Customer Service Operations within Bermuda and Global Marketing for the Argus Global Group and I have had the pleasure of working with Heather for approximately four years. She has consistently offered an innovative perspective and sound guidance on ways to strategically enhance our client experiences and create real measureable differentiators from our competitors in our market place.

Since 2013, in partnering with her we experienced several 'aha' moments which have led to shifts in how we think about certain aspects of our business. She has worked with us in one-week sprints to:

- assess our client research and operating metrics to demonstrate the opportunity for greater insight
- conduct broader client research to inform our strategy with new insights
- provide training for several of our key departments on the selection and use of metrics to assist our decision-making
- bring us new ideas and ways of looking at things that have jumpstarted or clarified initiatives.

I would recommend Heather if you want to bring fresh thinking to your team or your organization. Her focus is on integrating the client perspective with the company perspective for greater traction in the market. We learned that decisions made by the company influence the selection decision made by the client. I look forward to my on-going relationship with Heather as an important resource for developing core insight capabilities within our organization.

Sincerely

A handwritten signature in black ink that reads "Wanda Richardson".

Wanda Richardson
EVP Client Solutions
The Argus Group