

December 8, 2025

To Whom It May Concern,

I am pleased to recommend Eric Soelberg for inclusion in the MTI's consultant network. I had the opportunity to work closely with Eric from 2016-2025 as both a peer, and as his direct leader. Throughout that time, Eric was one of my closest partners, and someone that I highly respected for his leadership, collaboration, and expertise.

As a key leader in our marketing organization, Eric provided a unique perspective that was rooted in his deep financial background -- blended with his strong marketing mind. During this time, Eric led a number of key strategic efforts for the company, including:

- Overseeing the marketing optimization for the vast majority (90%+) of L.L.Bean's marketing spend. Including oversight of all of L.L.Bean's paid marketing programs.
- Leading the development of L.L.Bean's new Target Customer.
- Co-designing L.L.Bean's Commercial Planning (go-to-market) process.

I am confident Eric would be a great addition to MTI's consulting network and would be a great resource for any entrepreneur.

Sincerely,

Nick Wilkoff

Chief Marketing Officer

L.L.Bean, Inc.