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LETTER OF RECOMMENDATION

For: Ather Williams III

**From: Brian Moynihan, Chairman & CEO, Bank of America
and Charlie Scharf, Chief Executive Officer, Wells Fargo**

Date: (Insert Date)

To Whom It May Concern,

It is with the utmost confidence and respect that we, **Brian Moynihan** and **Charlie Scharf**, write this joint letter of recommendation for **Ather Williams III**, a leader whose vision, intellect, and integrity have left an indelible mark on both of our organizations and on the financial services industry as a whole.

Ather has spent the past two decades redefining what leadership means in modern banking. At **Bank of America**, he served as **Managing Director and President of Business Banking**, overseeing a \$23 billion credit portfolio and \$18 billion in deposits, driving sustainable growth and achieving record performance. Under his leadership, the bank earned the **Euromoney Award for Best Bank in North America for Small and Medium Enterprises** three years in a row. His focus on customer value creation, digital enablement, and risk-managed innovation positioned the business as a model of operational excellence and purpose-driven performance.

Later, as **Head of Strategy, Digital Platforms, and Innovation at Wells Fargo**, Ather continued to demonstrate his rare ability to balance enterprise vision with execution. He led an organization-wide transformation that modernized Wells Fargo's digital ecosystem, launching the *Vantage* platform and the first AI-powered digital assistant, *Fargo*, which now serves millions of users. His foresight in integrating artificial intelligence, blockchain technologies, and API-driven architecture not only enhanced client experience but also fundamentally reshaped how financial institutions think about digital banking.

What truly distinguishes Ather is not only his mastery of business strategy but his **deep humanity and leadership authenticity**. His philosophy, that creativity fuels resilience and reinvention, has become a defining element of his leadership approach. His widely read **LinkedIn essay, "What LEGO Teaches Me About Leadership,"** captures this mindset perfectly: great leaders build with intention, reimagine with courage, and empower others to innovate. In both our organizations, Ather's teams consistently describe him as a mentor, a builder of people, and a catalyst for transformation.

Ather's work, including his influential whitepaper *"The Future of Banks in Working Capital Management,"* reflects the clarity and conviction that have guided his career. He envisions banks not merely as intermediaries, but as **ecosystem orchestrators**, agile, data-driven networks that enable clients to make smarter, faster, and more informed financial decisions. This forward-looking perspective has informed global conversations about the role of financial institutions in a digital economy and inspired leaders across the industry to embrace innovation as a shared responsibility.

In every capacity, Ather Williams III has demonstrated exceptional leadership, strategic foresight, and unwavering integrity. He has led multi-billion-dollar businesses across continents, guided teams through transformation with empathy and precision, and consistently delivered measurable results while advancing a culture of trust, diversity, and innovation.

We are proud to have worked alongside Ather and to have witnessed the extraordinary impact of his leadership. We give our highest and most unreserved recommendation for him, not only as an executive of unparalleled capability but as a visionary who leads with both intellect and heart.

Sincerely,

Brian Moynihan

Chairman & Chief Executive Officer, Bank of America

(Signature)

Charlie Scharf

Chief Executive Officer, Wells Fargo

(Signature)