

**Unconflicted.
Unorthodox.
Unrelenting.**

ArkMalibu is one of the only Mergers & Acquisitions advisory firms that focuses exclusively on sell-side transactions.

A PROMISE YOU CAN BANK ON:



**01.
LOYALTY TO YOU IS
OUR LIVELIHOOD.**

You need a team you can trust to deliver extraordinary value, not a conflicted bank that may not bring you the best offers. ArkMalibu represents sellers. Unlike traditional investment banks who have repeat business with buyers, we're not incentivized to encourage you to accept less than your company's true maximum value because of future opportunities to represent those same buyers. Would you sell your company for a price based on average industry multiples of revenues or EBITDA, utilizing an investment bank that doesn't push for the highest possible value because of its conflicts? We believe sellers shouldn't settle. We are in your corner—many banks stand in the middle and play both sides.



**02.
SENIOR-LEVEL SERVICE
IS OUR STANDARD.**

Would you trust a junior-level banker to execute the most significant financial and personal transaction of your lifetime? That's the kind of service you can expect from other banks. Instead, ArkMalibu's clients receive care and attention from our senior-level advisors and principals—a former CEO of two public companies, experienced Wall Street bankers, and former executives at Deloitte, GE, Nestle, Loewen, P&G, and SAB Miller. Moreover, we understand that even though you're selling your business, you still need to run it. Our time is your time. From analysts to principals, our team remains present and available throughout the process.



**03.
OUR UNRIVALED STRATEGY
SELLS YOUR STORY.**

Our approach to achieving higher multiples than traditional investment banks includes understanding, capturing and communicating your company's culture—the asset that can't be duplicated. Other banks will either bypass devoting time and effort to understanding your secret sauce, will minimize its importance to your value drivers, or will not even understand the concept in the first place. Combined with a rigorous evaluation of your company's current and future operational, customer, and financial strengths, our proprietary Four Boxes Analysis delivers prospective buyers a compelling investment story with undeniable upside. We work to identify buyers whose goals and values align with yours, negotiating tirelessly on your behalf in order to complete the deal with the best



**04.
WE ARE ANCHORED TO
INCREASING YOUR VALUE**

While others will leave you adrift, ArkMalibu is tied to your destiny; we are anchored to the goal of bringing you unparalleled value while balancing the interests and navigating the personalities of the people involved. With so many affected and so much at stake, selling a business requires almost as much EQ as IQ. With our depth of experience and intimate understanding of the human dynamics at play, we coach you through challenges and help you avoid emotional pitfalls so you can enjoy your well-deserved prosperity.



About Us

We're not like other banks—we don't have conflicted business relationships with buyers, leaving our senior advisors and principals unhindered and unyielding in their pursuit of your goals. From first meeting to dry ink, we are dedicated to exceeding your expectations and surpassing industry valuation benchmarks during one of life's most prodigious events. Selling a company requires both psychological intelligence and financial rigor, and that is ArkMalibu. We're a steady ship in stormy seas—here to guide you through uncharted territory with experience, integrity, and confidentiality at every turn.

LEADERSHIP

RENE ROBICHAUD

CHAIRMAN AND PARTNER
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Rene is Chairman and Partner at ArkMalibu. He has helped hundreds of companies think strategically and become more successful. Rene has been president and CEO of two public companies for a total of 10 years. Most recently, he served as the president and CEO of Layne Christensen (a NASDAQ company). Prior to that, he served as president and CEO of NS Group (NYSE), which he helped grow from a \$150 million enterprise to a \$1.5 billion company. As an investment banker for 15 years, he has worked on capital raising and strategic transactions involving many industrial and natural resource companies around the world.

As Managing Director of Salomon Smith Barney based in New York, Rene held various corporate finance roles including co-head of global metals & mining practice, head of steel practice and head of paper & forest products practice. He was also a Principal in Corporate Finance at Morgan Stanley based in New York.

He is a magna cum laude graduate of the University of Ottawa, where he received his bachelor's degree in business administration. He also received his MBA from Harvard Business School. Rene has been married to Karen since 1984 and they have two adult children. Rene enjoys reading, travel, hockey, golf and is a PCA driving instructor.

PETER KUBASEK

FOUNDER & MANAGING PARTNER
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Peter Kubasek is Founder and a Managing Partner of ArkMalibu. Peter has been closely involved in more than 500 merger and acquisition projects ranging from \$2 million to over \$1 billion in sales representing billions in transactional value.

Peter brings a vast background of knowledge and understanding to every engagement in which he is involved. His success stems from his ability to identify the core needs of his clients, developing creative solutions and applying sound analytical and negotiating skills to each engagement. He has advised clients on preparing for exit, valuations,

divestitures and financing options in a variety of areas including 3D printing, technology, services firms, communications, manufacturing, consumer package goods and distribution.

After earning an MBA from Pepperdine University, Peter began his career at Andersen Consulting in Los Angeles, moving quickly into Corporate Development roles at Nestlé USA and The Loewen Group. Peter obtained his undergraduate business degree Magna Cum Laude from John Brown University.

Peter is a member of the national Young Presidents' Organization, the Cincinnati Association for Corporate Growth and the Business Growth Alliance Affiliate Board. He is the former President of the Cincinnati ACG. He has also served with the boards of several local charitable organizations and has volunteered in a variety of service endeavors. Peter and his wife Maryam have been married more than 30 years and have two sons, Hudson and Luke. They live in Loveland, Ohio. Having grown up in Vancouver, British Columbia, Peter has a great love for the game of hockey and has coached his sons and other local youth.

ARKMALIBU TEAM BIOS**JIM ELLERHORST****SENIOR ADVISOR**

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Jim Ellerhorst is a professional services executive and board member skilled in achieving superior growth and talent development. For 37 years at Deloitte, he distinguished himself as a business leader and advisor to board members, CEOs, and senior executives.

As Managing Partner at Deloitte for 12 years, Jim simultaneously served as Regional Tax Managing Partner for eight cities and Office Managing Partner for the Cincinnati and Kentucky offices, delivering revenue of \$160 million. As Lead Client Services Partner for eight years, he was responsible for assembling and leading multi-functional teams, quality and risk management, financial performance, and client satisfaction.

Jim's industry experience includes the consumer products, retail, manufacturing, media, and healthcare industry sectors. He's well-versed in audit committees and implementation of Sarbanes-Oxley regulatory requirements, working with technical partners to deliver business strategy, technology adoption, innovation, and tax planning, and working with middle market companies to raise capital in equity/debt markets through IPOs and security placements, as well as completing M&A transactions.

In 2017, Jim joined Elizabeth Gamble Deaconess Home Association

(EGDHA) as part-time President and CEO. EGDHA owns and supports The Christ Hospital and manages an endowment fund. His current board positions include the Cincinnati Central City Development Corporation and Gilman Partners.

DOUG BRODMAN**SENIOR ADVISOR**

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Doug Brodman is a Senior Advisor at ArkMalibu. An executive with Miller Brewing Company and SABMiller for 17 years, Doug Brodman is known for growing businesses facing stalled growth or in mature markets, and for delivering company-leading profits, driving top-line growth, and implementing insight-based decision-making.

In his most recent position as Vice President, Strategy for Latin America, Doug led strategy development for SABMiller's largest and most profitable region, where he focused on portfolio development, redefining the commercial strategy, and developing insights and other tools to improve execution and management. Previously, Doug was Commercial Director, Europe, where he created a "Winning in Europe" strategy that centralized the commercial sales and marketing strategy across ten independent national business units facing limited growth.

Earlier, Doug served as Chief Executive, Managing Director, and Chairman

of the Board of Plzensky Prazdroj, the largest brewer in the Czech Republic. Doug strengthened the company's leadership position by creating a plan tied to investing in and building the core beer brands and accelerating premium brands. Doug moved the company from a direct distribution and selling model to channel selling, and outsourced distribution to optimize cost and improve return on investment.

Doug also served on the executive committee and board of Miller Brewing Company as Senior Vice President while leading the Sales & Distribution functions at Miller. He developed and led the strategic direction of Miller Brewing Company Sales and worked on the divestiture of Miller and further integration of the business after its acquisition by SABMiller.

Before joining Miller, Doug held sales, marketing, and P&L roles at both the Stroh Brewery Company in Detroit, and Heineken USA in New York. Currently, Doug is a Board Member of VitalVio, a healthcare solutions company based in Troy, NY and the Melanoma Research Foundation (non-profit) in Washington DC. Doug earned a Bachelor of Science in Management from St. John's University and has an MBA from Hofstra University. He lives in Bonita Springs, Florida, with his wife Terry.

ARKMALIBU TEAM BIOS**NATHAN ESTRUTH****SENIOR ADVISOR**

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Nathan Estruth is a Senior Advisor at ArkMalibu. He is an experienced Fortune 20 global executive and board member skilled in innovation, strategy, and culture & talent development. For 27 years at Procter & Gamble, Nathan distinguished himself as a global leader in driving business growth via technology, business model, and organizational innovation.

As a Vice-President and Officer at P&G for over 12 years, Nathan led P&G's corporate new business development and corporate innovation fund. He also served for 4+ years as President & CEO of a software and manufacturing start-up in injection molding and tooling for P&G. His industry experience includes consumer products, services, health care, food/beverage, plastics, laundry & dry cleaning, retail, franchising, manufacturing, pet/animal health, media, and beauty care.

Nathan has served on the Boards of Songbird (medical device), Agile Pursuits (Tide Dry Cleaners), Navigenics (genomics), and MDVIP (health care). In 2017, he joined the Board of KPS Global (Fort Worth, TX) and became Vice-Chairman of the Board in 2018. He also serves as an Executive Partner with D Cubed Group LLC, a Private Equity group (NY).

Sharing his keen insights and exper-

tise with others, Nathan has spoken at Wharton's Executive Leadership Program, Harvard Business School's Entrepreneurship conference, Tsinghua University (Beijing), the Online to Profit conference, the Center for Corporate Innovation CTO Innovation and CEO Forums, and was a keynote speaker at the 2010 World Health Care Congress and the 2017 Greater Cincinnati CEO/CIO Forum.

Nathan earned a bachelor's degree in Political Science International Relations from the University of California Los Angeles (UCLA) and spent an additional year of graduate study at the John F. Kennedy School of Government at Harvard University.

Nathan and his wife Madonna have been married for 26 years and have raised their four children in southwest Ohio. Their oldest son is 22 years old and has profound cerebral palsy. Their oldest daughter is a sophomore at Hillsdale College, and their twins are high school sophomores at a Classical, Christian School in Mason, OH.

JOSH CUNNINGHAM**VICE PRESIDENT**

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Josh Cunningham is a Vice President at ArkMalibu with a focus on managing sell side transactions. He has many years of M&A experience serving private clients across multiple industries, includ-

ing aerospace and defense, healthcare, industrials, energy, real estate, and technology. Josh has more than \$26 billion of transaction experience.

Prior to joining ArkMalibu, Josh worked at GE Aviation in the Corporate Development group leading acquisition, divestiture, and joint venture transactions for the business. Before working at GE, Josh worked for Citigroup Global Markets in the Mergers & Acquisitions group and Perella Weinberg Partners in New York.

Josh is a decorated U.S. Army Veteran with multiple deployments in support of the Global War on Terror. He also holds an MBA from The Johnson School at Cornell and a Bachelor of Science from the Kelley School of Business at Indiana University.

Josh enjoys spending time with his wife, Nicola, son, Callum, and their overly energetic Springer Spaniel. In addition, he enjoys reading, traveling, hockey,

COLIN JOHNSON**VICE PRESIDENT**

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Colin Johnson is a Vice President at ArkMalibu focusing on managing ArkMalibu clients' sell side transactions. Colin's ability to diagnose and address his clients' strategic challenges while leveraging his technical financial acumen and M&A experience, make him a valuable partner to lean on throughout the

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M&A transaction process.

Colin has over 10 years of experience serving middle and large market clients with finance and tax consulting advice. Prior to joining ArkMalibu, he began his career with a large public accounting firm in Atlanta and eventually co-founded his own firm in 2012. Colin has always served large and middle market clients by providing advisory services including business valuation, strategic planning, financial modeling and reporting, mergers and acquisitions, and tax strategy.

Colin holds an MBA with a focus on Corporate Finance and Corporate Strategy from the University of North Carolina in Chapel Hill. He also holds a BS in Economics and a BS in Finance from the University of Kentucky. Colin is also a licensed CPA.

When he is not focusing on his clients, he enjoys a competitive volleyball game, a beautiful day on the golf course, and long bike rides with his wife Ashley. Colin has a passion for helping entrepreneurs pursue and achieve their dreams. and spending time outdoors.

MATT JENSEN

VICE PRESIDENT

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Matt Jensen is a Vice President at ArkMalibu with a focus on business development. Matt's relational approach and diverse M&A, finance, and operations

expertise help guide prospective clients through an understanding of their investment merits and the path to achieve maximum value for their company.

Matt first worked in investment banking as an analyst with ArkMalibu providing research and assistance towards the closing of multiple transactions throughout a variety of industries. Prior to this experience, his foundation of integrity and servant leadership coupled with his experience in negotiations and research was shaped during his time as an intelligence officer in the United States Air Force.

Matt's entrepreneurial spirit and professional pilot background led him to be directly involved in the start-up of a corporate and executive charter airline, eventually serving as Chief Operations Officer. Prior to rejoining ArkMalibu, he served as Program Manager at L3 Technologies, a Fortune 500 company, and was responsible for the turn-around and success of a \$510 million program.

Matt enjoys spending time with his wonderful wife, Francesca, and their three amazing kids, Matteo, Marco and Luciana. He's an avid hockey player, but enjoys anything athletic, having been a collegiate wide receiver. In addition, he loves aviation, motorcycles, music, jiu-jitsu, and time spent outdoors.

CHRIS ROBICHAUD

SENIOR ASSOCIATE

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Chris Robichaud is a Senior Associate at ArkMalibu who utilizes his mix of finance, entrepreneurship and consulting experience to aid clients in navigating the sell-side M&A transaction process. He is a trusted team member through the entire deal lifecycle, helping entrepreneurs to capture their company's true value by modeling future financial results, quantifying synergies, managing potential acquirers, and examining the impact of key transaction terms.

Prior to joining ArkMalibu, Chris was an Investment Associate for one of New York City's most active early-stage Venture Capital funds. He was the co-founder of a B2B SaaS software company in the digital media space and spent six years as a Technology Risk Consultant at Deloitte where he led strategy, operations, and digital transformation projects for Fortune 500 clients. He has experience across many industries, including enterprise software, financial services, and digital media, and has held the Certified Information Systems Security Professional (CISSP) cybersecurity credential since 2015.

Chris has earned an MBA from Columbia Business School and a Bachelor of Science from Boston College's Carrol School of Management, with concentrations in Finance and Information Systems Accounting.

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Away from ArkMalibu, Chris enjoys ice hockey, scuba diving, photography, and horseback-riding with his wife Shannon.

TYLER WEST**ASSOCIATE**

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Tyler West is an Associate at ArkMalibu where his unique blend of capital markets, financial modeling, and data science experience allow him to assist ArkMalibu's senior bankers and clients during all stages of the M&A transaction process. In addition to his day-to-day responsibilities, Tyler plays a pivotal role in creating financial models and business valuations and managing and assisting in the preparation of marketing materials and industry and company-specific intelligence.

He most recently held the position of Portfolio Analyst with Fort Washington Capital Partners where he performed quantitative analysis on the firm's portfolio of private equity and private debt investments. He began his career as a Business Analyst at Hewlett-Packard where he reviewed technology projects for financial and contractual feasibility before moving to Fort Washington Investment Advisors as a Senior Investment Associate.

Tyler has passed Level I and II of the CFA Exam and holds a BS in Finance from Wake Forest University. In his spare time, he enjoys building submersible drones, kayaking, and traveling with his wife.

KAYLEIGH NAURACY**ANALYST**

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Kayleigh Nauracy is an Analyst at ArkMalibu and is responsible for bringing organization and support to the everyday activities of the team.

Kayleigh ensures everyone is equipped with the necessary tools to move forward, and enjoys serving the team in a variety of diverse ways. She is passionate about building strong relationships as well as processes and strategies that leave lasting impact, and these focuses have allowed her to succeed in leadership and management roles in her career. Kayleigh always pursued opportunities to challenge the status quo and impact people and industries in engaging ways, consistently thinking outside the box to go above and beyond for clients.

After completing her Master of Business Administration program at Indiana University, she embraced her entrepreneurial spirit and co-founded a coworking space for local business professionals to network, increase productivity, and engage a thriving community.

Prior to co-founding greenCOW, Kayleigh spent four years in retail banking. Her foundation of unlocking potential in others and motivating them to succeed, whether client or coworker, allowed her many opportunities at J.P Morgan Chase and Fifth Third Bank, holding positions of Project Manager, Licensed Financial Center Manager, and Licensed Banker.

In her free time Kayleigh loves to travel, experience new things, and explore all things outdoors. She enjoys listening to a variety of music and spending quality time with the people she loves, an avid adventurer in ways both large and small.



Our Services

As one of the most trusted Mergers & Acquisitions advisory firms, we serve our privately-owned clients based on our conflict-free market position, proprietary process, experience and creativity. We focus our energy and talent to creatively deliver value beyond our clients' expectations.

WHAT WE DO

SALE OF COMPANIES

ArkMalibu understands that the sale of our clients' company is likely the biggest transaction our clients will ever make. ArkMalibu leverages its conflict-free market position and proprietary process to creatively deliver value beyond our clients' expectations. Our philosophy is simple. We partner with sellers to maximize value by effectively conveying the company's investment merits and minimizing the buyers' perceived investment risks.

OUR APPROACH WORKS TO ALLEVIATE THESE RISKS, AS WE:

- Believe that finding the right answers requires proactively asking the right questions
- Solve complex problems through intense intellectual curiosity
- Discover and communicate both the company's realized and unrealized value
- Offer a unique, client needs-based approach to deals

ADVISORY SERVICES

BUSINESS PLANNING

ArkMalibu not only guides businesses through the process of marketing, nego-

tiating, and selling, we also offer business planning services for owners and leaders seeking improved documentation of processes, policies, finances, and culture. Putting our decades of experience both on Wall Street and within Fortune 100 companies to use, we help business owners develop the most effective tools for fundraising and business development.

STRATEGIC DIRECTION

Perhaps acquisition or exit isn't your ultimate goal, but you don't feel your business has a well-defined strategy for growth. A business without a strategy is like a ship without a compass. ArkMalibu's expert team of senior advisors lead businesses through the process of defining and refining your goals and objectives, the tactics and activities that will get you there, and the metrics by which you'll measure your success.

CAPTURING CULTURE

ArkMalibu's strategic point of difference as far as taking a company to market is our ability to discover and articulate a company's unique culture in such a way that it adds significant value to its sale price. But there might be other reasons to define culture, like capital campaigns, talent acquisition, or strategic planning. With ArkMalibu's process of deep inves-

tigative research into the people and processes that make your business unique, culture stands as the singular unmistakably unique attribute that makes your business successful and highly valued.

ART OF THE POSSIBLE

Other banks only look at the surface. We dig deep to find exactly what makes your business truly unique and highly valuable.

Typical investment banks crunch numbers, make projections, seek offers, repeat. Some banks spend time studying your business to determine strategic points of differentiation. We are never satisfied until we've uncovered not only your financial upside but the value-defining aspects that make your business unlike any other. Our process helps us push beyond average multiples and mediocre deals. We believe in the Art of the Possible.



Our Proprietary Approach

Unlike other firms, ArkMalibu approaches valuation and deal-making with rigor as well as creativity. We not only illuminate your company's financial potential, we tell your story.

WHAT WE DO

GO-TO-MARKET

Prepare the Company for Market: Your team of senior advisors and analysts develops a comprehensive strategy that assesses your defining corporate culture, evaluates growth potential, appraises the company's value and recommends approaches to enhancing market value.

Take the Company to Market: Our team creates a comprehensive landscape of potential buyers or acquirers for the company. We unlock value for the company and the acquirer by matching strategies and cultures. We connect the principals of sellers and buyers and shepherd the negotiation and due diligence processes.

Secure the Optimum Deal: For most of our clients, achieving "maximum value" typically requires a balancing act across multiple complex goals including peak transaction value, outcome to stakeholders, deal terms, deal timing, philanthropy, upfront cash, tax efficiency, and estate planning. ArkMalibu helps to navigate the deal process to negotiate and close a transaction that creates maximum value as defined by you.

THE FOUR BOXES:

ArkMalibu guides the formulation of your unique value story through our proprietary four boxes approach with a specific focus on your company's corporate culture, operations, clients and financial results and expectations. We perform a thorough analysis to assess how each box impacts your company's value and how that value can be best communicated to prospective investors or partners.

