

How do you prepare for what's next?

ey.com/FEBS

EY

Building a better working world

The better the question. The better the answer. The better the world works.

Family Enterprise Business Services can support you to build and transition a business that incorporates yesterday's lessons into tomorrow's success.

Why we are different

We are passionate about the important purpose, role and value business-owning families bring to the economy and society. Our professionals understand the distinct pressures you face, as well as the macroeconomic and industry forces that could disrupt your business in the future.

An integrated approach

Supported by our proprietary tools and methodologies, we support clients achieve the growth, development and long-term ownership goals of a private business. Our services span the following four key areas:

Business growth
Developing and implementing successful business growth strategies requires robust and strategic perspectives that anticipate market trends, customer needs and competitor actions.

Results: Clients who have used our services have significantly improved revenue growth through a combination of revised organic and external growth strategies.

Company capitalization
Adequate capital availability and properly aligned capital providers are critical elements to supporting business growth strategies and maintaining control of your business.

Results: Our team has advised our clients in planning and implementing institutional and private debt equity capital financing to align with their growth and liquidity objectives.

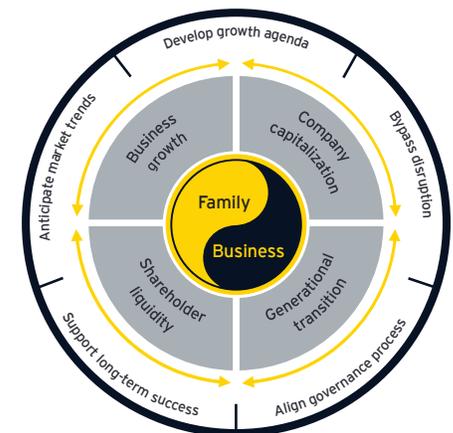
Generational transition
More than 65% of family business owners express a desire to transfer their companies to the next generation, but less than 25% succeed in doing so.

Results: Throughout our history, we have assisted family businesses in the successful transition from one generation to the next, many with second- or third-generational transitions, as they continued to grow larger, more valuable businesses.

Shareholder liquidity
Business-owning families periodically need liquidity. Most often, they don't have to sell the business. However, tension can develop between the business's capital requirements and shareholders' liquidity needs.

Results: We have worked closely with our clients through the process of planning, designing and implementing internal or external liquidity plans that have generated liquidity for shareholders while balancing business needs.

As a family business owner, you naturally want to take your organization to the next level. External investors don't drive your decisions. Instead, they're based on a desire to grow and preserve the business, and to leave a legacy for future generations.



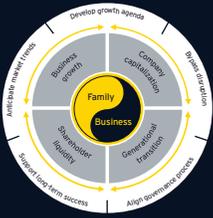
Who we serve

- ▶ Business-owning families and family offices
- ▶ Family enterprise businesses
- ▶ Family business holding companies

Our clients

- ▶ Range from 1st through 14th generation of ownership
- ▶ 85% of clients are second to seventh generations
- ▶ Majority of clients in upper-middle market, with \$100m to more than \$3b in revenue

Working with enterprising families to build and transition more valuable companies



Family Enterprise Business Services

Our services support clients **bypass disruption** to achieve long-term business growth and successful generational transition.



Are you on track to grow and transition your family business?

The Family Enterprise Business Services professionals support a better path.

- Business growth**
 - Is your business increasing shareholder value?
 - Has your business planned for upcoming megatrends?
- Company capitalization**
 - Is your business adequately capitalized relative to your competition?
 - Is your business ready and prepared to access the capital markets?
- Generational transition**
 - Do you have a plan and a process for generational transition?
 - Are your future leaders prepared?
- Shareholder liquidity**
 - Does your business have a formal liquidity plan for shareholders?
 - Are liquidity needs of the shareholders and the business aligned?

Ernst & Young LLP Contacts



Bobby A. Stover
Partner
bobby.stover@ey.com
+1 214 969 8321



James C. Bly, Jr.
Managing Director
james.bly@ey.com
+1 724 933 6600



Gene Peck
Managing Director
gene.peck@ey.com
+1 724 933 6605



Jim Wood
Managing Director
james.wood2@ey.com
+1 215 872 4905



Sean M. Aylward
Managing Director
sean.aylward@ey.com
+1 201 551 4377

EY | Assurance | Tax | Transactions | Advisory

About EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. Information about how EY collects and uses personal data and a description of the rights individuals have under data protection legislation are available via ey.com/privacy. For more information about our organization, please visit ey.com.

© 2020 Ernst & Young LLP.

All Rights Reserved.

2003-3459964

08771-201US

This material has been prepared for general informational purposes only and is not intended to be relied upon as accounting, tax or other professional advice. Please refer to your advisors for specific advice.

ey.com