

**Accelerate Growth.
Inspire Leadership.
Maximize Value.**



**GENERATIONAL
CONSULTING GROUP**

Grow smart. Sell smart.

THE GENERATIONAL ADVANTAGE

EXPERIENCE YOU CAN TRUST

DALLAS BASED, GLOBAL RESOURCES

16 North American offices,
33,000+ buyer network

BUYER NETWORK & MARKETING

Strong principal
relationships, targeted
marketing

EXPERIENCED TEAM

Award winning team of over
300 professionals

BUSINESS OWNER DNA

We understand the business
owner journey and know what
is at stake

CLIENT CENTRIC

Unique approach with a
dedicated client experience
team

CULTURE

Purpose-driven with a
strong set of core values

We serve our clients by helping them both define and discover the life they want for themselves and their loved ones. And, in every relationship we engage, we do so with our Core Values in mind.

This is the Generational way.

A handwritten signature in white ink that reads "Ryan L. Binkley". The signature is fluid and cursive, with the first name "Ryan" and last name "Binkley" clearly legible.

Ryan Binkley
President & CEO

GOLDEN RULE

We earn our clients' trust by showing genuine respect and attentiveness to their goals—offering the same level of commitment to their needs as we would our own.

UNITY

We recognize the value, benefits and positive results for our clients that can only come from working in harmony toward a single goal.

INTEGRITY

We firmly adhere to a strong, moral code of ethics that guides every decision we make on behalf of our associates and our clients.

DILIGENCE

We are an earnest and persistent team, dedicated to delivering the very best result for each and every client whom we serve.

EXCELLENCE

We believe in consistency, quality and in the extra effort to be outstanding in all our dealings both business and personal.

INDUSTRY EXPERIENCE

We have years of experience in helping business owners across a broad spectrum of industry sectors.



- Healthcare & Life Sciences
- Technology, Media & Telecom
- Industrials
- Business & Financial Services
- Automotive
- Energy & Resources
- Food & Beverage Services
- Transportation & Logistics
- Engineering & Architecture
- Contracting & Construction
- Manufacturing & Fabrication
- Retail
- Agriculture
- Consumer Goods
- Education

AWARDS &
RECOGNITION

1,700+
Closed Deals

Transactions up to \$25M

U.S. M&A FIRM RANKINGS

RANK	ADVISORY FIRM
1.	Generational Group
2.	Chartwell Financial Advisory
3.	Evans & Evans Inc
4.	Stifel/KBW
5.	Canaccord Genuity Grp Inc

2024

RANKED #1

in completed transactions up to:

\$25M

2024

RANKED #2

in completed transactions up to:

\$50M | \$100M | \$500M



LSEG

FORMERLY

REFINITIV



AWARDS & RECOGNITION

Generational is a top 5 nationally ranked, privately held investment bank.

* Source: 2024 LSEG Rankings (formerly Refinitiv)

- ▶ 2022 & 2024

**North America
Investment Banking Firm
of the Year**

- ▶ 2023

Valuation Firm of the Year

- ▶ 2022 & 2023

Consulting Firm of the Year

Awarded by



GENERATIONAL GROWTH CONSULTING

Our growth consultants are experts at developing and implementing strategic growth and value creation plans. They offer solutions that help you accelerate growth, increase value, and prepare you for a successful exit.

“Our in-depth process helps business owners identify, create, and prioritize strategies that accelerate growth.”



T.D. Decker
President,
Generational Consulting Group



2022 & 2023

Consulting Firm of the Year





2021 - 2025

NPS Score*

The Net Promoter Score measures client loyalty based on the question:
"On a scale of 0-10, how likely are you to recommend GCG to a friend?"

TOP **NET PROMOTER SCORES** Out of range -100 to +100

1. Princeton Mortgage	98	6. GCG (743 Managers)	90
2. Tesla	97	7. Nimble	85
3. GCG (113 Owners)	96	8. Metro Bank PLC	82
4. Nutanix	92	9. T-Mobile	82
5. Loanbox	90		

* CustomerGauge

GCG NET PROMOTER SCORE 2021 to 2025

113 Clients & 9 Consultants

**“On a scale of 0 to 10 how likely are you to recommend
Generational Consulting Group to a friend or colleague?”**

	Scale	Owners	Owners NPS	Managers	Managers NPS
Promoters	9 & 10	110 (97.3%)	97.3	679 (91.4%)	91.4
Passives	7 & 8	2 (1.8%)		55 (7.4%)	
<u>Detractors</u>	<u>0 to 6</u>	<u>1 (.9%)</u>	<u>.9</u>	<u>9 (1.2%)</u>	<u>1.2</u>
NPS	0 to 10	113 (100%)	96	743 (100%)	90



500+ Clients in 48 States & Canada



“ We have worked with consulting firms in the past and never got off first base. Working with Generational Consulting Group we now have goals, targets with a timeline and we are going to execute. You led us so great! I’m excited about our team and our future!”

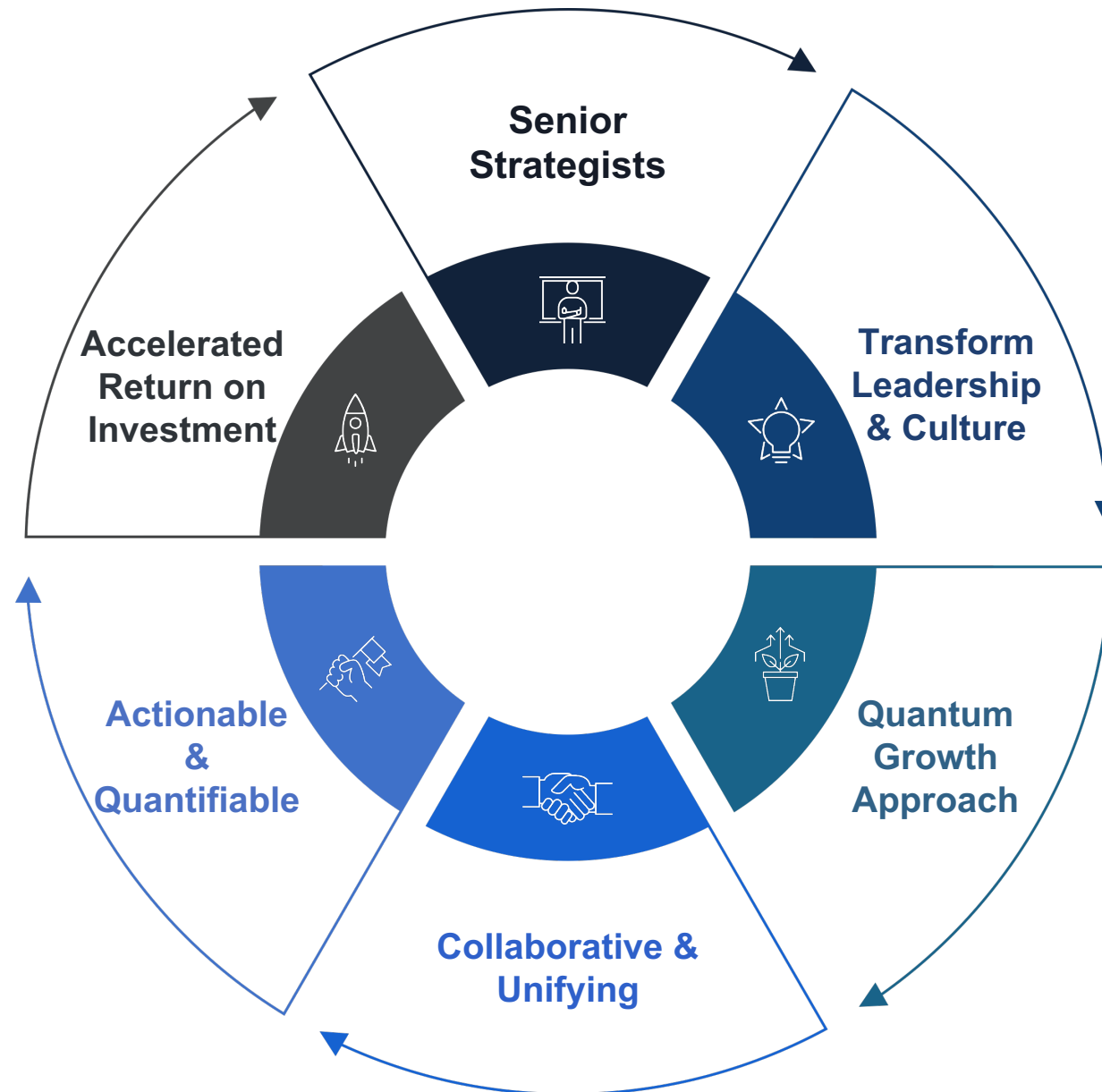
Jack Nicklaus II | Nicklaus Companies

29 CLIENTS GREW 56% & 3X EBITDA IN 16 MONTHS POST SGP

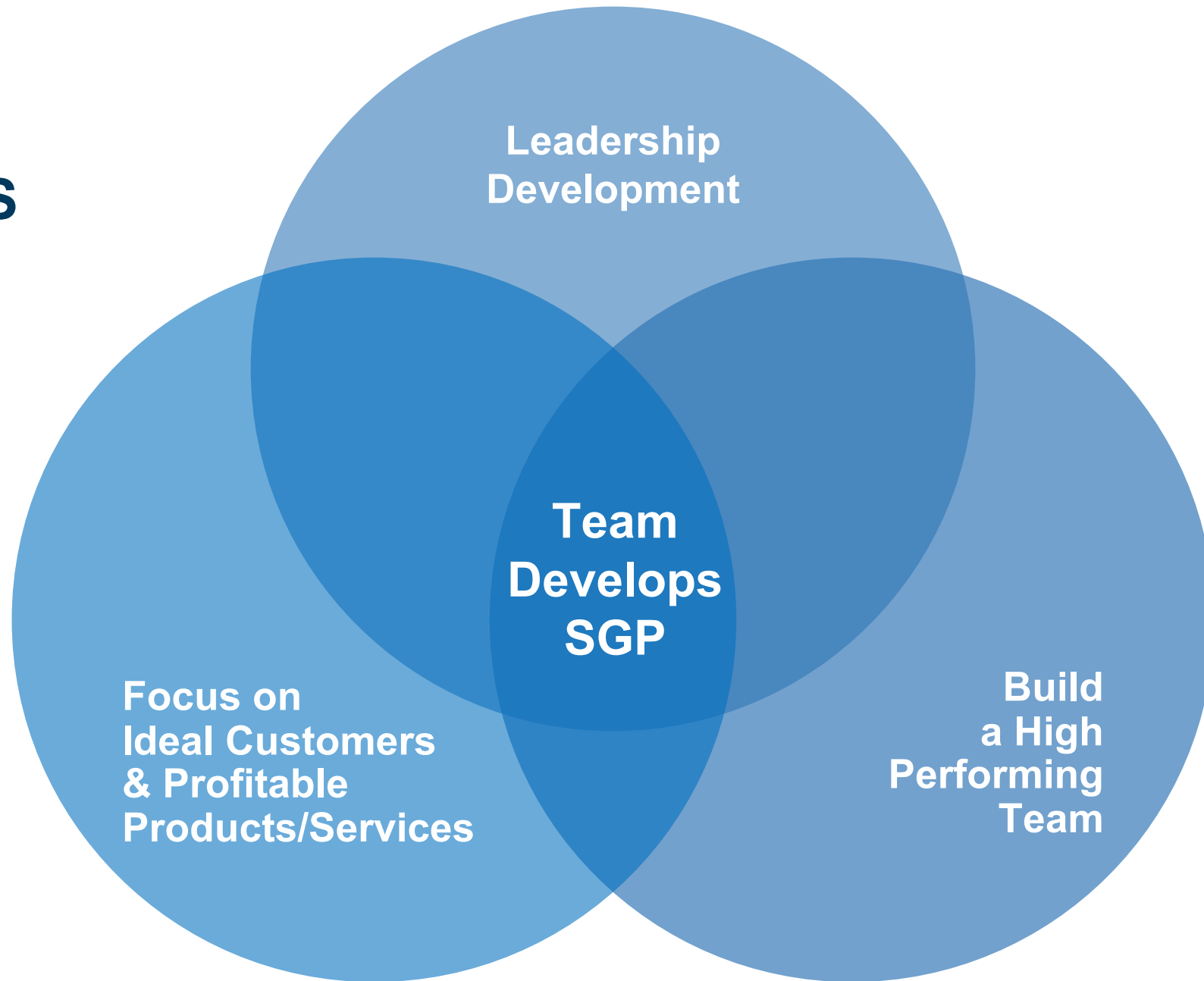
WORKSHOP CLIENTS RECOVERED \$30K FEE LESS THAN 3 WEEKS

29 GCG Clients	Post SGP	Revenue	EBITDA	\$30K ROI	Increase	\$ Increase
Wealth Management Firm	48 months	\$1M to \$2.8M = +\$1.8M	(\$135K) to \$618K = +\$753K	8 weeks		\$8M
Planetarium Equipment	8 months	\$1.0M to \$2.6M = +\$1.6M	(\$211K) to \$310K = +\$521K	2 weeks		\$2M
Architectural Documentations	12 months	\$1.2M to \$1.7M = +\$0.5M	\$36K to 200K = +\$164K	10 weeks	5X	\$740K
Natural Health Supplements	3 months	\$2 to \$2.8M = +\$0.8M	\$363K to \$723K = + 370K	1 weeks	2X	\$2M
Control Panel Manufacturer	24 months	\$2.0M to \$5.2M = +\$3.2M	\$0 to \$1M = +\$1M	3 weeks		\$5.5M
Test Equipment Manufacturer	18 months	\$2.1M to \$4.6M = +\$2.5M	\$0 to \$1.1M = +\$1.1M	2 weeks		\$5.5M
Electrical Contractor	12 months	\$2.2M to \$3M = +\$0.8M	\$41K to \$161K = +\$120K	13 weeks	4X	\$540K
Thermoforming Recyclable Plastics	5 months	\$2.8M to 3.3M = +\$0.5M	\$48K to \$322K = +\$274K	2 weeks	6X	\$1.1M
Textile Company	6 months	\$2.9M to \$2M = -\$0.9M	(\$348K) to \$420K = +\$768K	1 weeks		\$2M
IT & Communications Integrator	16 months	\$3M to \$4M = +\$1M	(\$250K) to \$180K = +\$430K	5 weeks		\$1M
Production Services	18 months	\$4.1M to \$6.3M = +\$2.2M	\$170K to \$782K = +\$612K	4 weeks	4X	\$2.7M
Restaurants	14 months	\$4.5M to \$4.8M = +\$0.3M	(\$315K) to \$336K = +\$651K	3 weeks		\$1.5M
Sports Netting	8 months	\$4.9M to \$6.6M = +\$1.7M	\$970K to \$1.8M = +\$830K	1 weeks	2.5X	\$5M
Software Company	3 months	\$5.5M to \$5.5M	\$480K to \$1.2M = +\$730K	4 days	4X	\$6.6M
Fireproof Coating	9 months	\$5.8M to \$7.3M = +\$1.5M	\$1.4M to \$2.8M = +\$1.4M	6 days	2X	\$8.4M
Stormwater Eng & Construction	48 months	\$5.9M to \$9.3M = +\$3.4M	\$221K to \$2.7M = +\$2.5M	3 weeks	11X	\$10M
Commercial LED & Solar	24 months	\$7.2M to \$14M = +\$6.8M	\$654K to \$2M = +\$1.3M	2 weeks	4X	\$9M
Cleaning Service	3 months	\$7.5M to \$8M = +\$0.5M	\$1M to \$1.25M = +\$250K	2 weeks	25%	\$1.5M
Plumbing & Heating	6 months	\$7.9M to \$15.4M = \$7.5M	\$410K to \$1.7M = +\$1.3M	4 days	6X	\$8M
Medical Equipment Supplier	12 months	\$11M to \$16M = +\$5M	\$2.2M to \$4M = +\$1.8M	6 days	2X	\$9.5M
General Contractor	24 months	\$13.7M to \$21.5M = +\$7.8M	\$1.2M to \$3M = +\$1.8M	12 days	2.5X	\$9M
Christmas Decorating Franchise	18 months	\$16M to \$23M = +\$7M	\$675K to \$3.8M = +\$3.1M	5 days	6X	\$10.5M
Food Equipment Manufacturer	24 months	\$18M to \$41M = +\$23M	\$720K to \$3.3M = +\$2.6M	8 days	7X	\$15M
Seafood Distributor	12 months	\$21M to \$21M	\$2M to \$3.7M = +\$1.7M	6 days	2X	\$9M
Luggage Distributor	24 months	\$26M to \$51M = +\$25M	(\$2.4M) to \$5M = +\$7.4M	3 days		\$32M
Training & Automation	12 months	\$27M to \$41M = +\$14M	\$6M to \$8M = +\$2M	5 days	30%	\$16M
Plastic Manufacturer	18 months	\$25M to \$50M = +\$25M	\$5M to \$8.5M = +\$3.5M	5 days	2X	\$19M
Material Handling Solutions	60 months	\$40M to \$80M = +\$40M	\$5.5M to \$8M = +\$2.5M	3 weeks	3X	\$31M
Meat Manufacturer	29 months	\$85M to \$102M = +\$17M	\$11M to \$21M = +\$10M	3 days	2X	\$70M
Average	16 months	+ 56%	+ 3 X	< 3 weeks	4X	+ \$300M

A UNIQUE APPROACH TO **STRATEGIC GROWTH PLANNING**



SGP PROCESS





Chuck Thomas
Sr Business Strategist

Start-ups to \$14B
Launched & led 9 companies

1. Creative services
2. Advertising
3. Public Relations
4. Event production
5. Technology
6. Manufacturing

Composed & produced 2 Bud Light Super Bowl jingles

Brand experience: Alberto VO5, Awana, AT&T, 7 Up, Anheuser Busch, Blue Cross Blue Shield, Bud Light, ITW, Busch, Circle K, Clorox, Disney World, Frito-Lay, Hasbro, General Mills, Indianapolis Colts, Holland America, Kraft, Toyota, Kroger, Kibbles 'N Bits, MSG, Kleenex, Mattel, Kingsford Charcoal, Long John Silvers, M&M/Mars, McDonald's, Midas Muffler, Oldsmobile, Oscar Mayer, Ralston Purina, San Francisco Giants, SC Johnson, Turtle Wax, State Farm Insurance, SeaWorld, Wheaties, Tyndale House, United Airlines, US Marines, Wheaton College and Yoplait.



T.D. Decker
President

Start-ups to \$30B
President 10 companies:

1. \$25M manufacturer
2. \$15M manufacturer
3. \$4B hedge fund
4. \$60M distributor
5. \$200M distributor
6. \$65M gift card printer
7. Ammunition company
8. Outsourcing company
9. Late stage start-up
10. Consulting firm

Sold 7 companies
Investor Family Office
Principal LBO firm
The CEO Forum & YPO
Army Football Team
West Point - BS Engineering
Duke MBA



Steve Carter
Sr Business Strategist

Supply Chain & Logistics
VP Wal-Mart
VP Honeywell
Director Target
VP Pet Retail Brands (PE owned)
COO Transportation Company
Reebok
Case New Holland
Retired Army Colonel
Multiple non-profit boards
Army Football Team
West Point - BS Engineering
U Penn - MS Engineering
Wharton - MBA



Mark McKearn
Sr Business Strategist

Vistage Chair
Executive Coach
Retired Army Colonel
Combat Commander Iraq
Combat Commander Afghanistan
Peacekeeping Serbia
Humanitarian Relief Austria
Humanitarian Relief Pakistan
West Point Dean of Students
BD Inter-Coastal Electronics
BD World View Enterprises
Army Football Team
West Point - BS Engineering
Naval War College



Gary Polsen
Sr Business Strategist

15 years Consultant 50+ companies
McKinsey & Company
President 6 companies:
1. \$400M distributor
2. Food company
3. \$100M cement
4. \$30M chemicals
5. \$700M building products
6. \$15M telecommunications
Clarkson University
Harvard MBA



Bryce Gray
**Sr Business Strategist
& M&A Advisor**

Buy & sell side M&A
Purchased & sold many companies
Co-founded \$650M hedge fund
Bain Capital roll-up
Expert tax & structuring
CPA
Northwestern
Michigan MBA
Wayne State J.D.



Rob McClelland
**Sr Business Strategist
& M&A Advisor**

Buy & sell side M&A
President 2 companies
1. John Maxwell Foundation
2. Dean Nyack University
Owned 3 companies
1. HR firm
2. Production company
3. Leadership training firm
Exec Director, Equip
Leadership
MBA Professor
Ph.D. Org Leadership



Michael Querard
**Sr Business Strategist
& M&A Advisor**

Buy & sell side M&A
FINRA Investment Advisor
Vistage Speaker
Expert start-ups & turnarounds
International experience
Colorado School of Mines
- Computer Science
Georgetown J.D.



Eric Sandberg
Sr Business Strategist

Medical Technology
CEO Tangent Medical
CEO Visura Technologies
CCO Axogen (AXGN)
CBO Inomagen Therapeutics
SVP Sales CardioDx
Executive Search Russell Reynolds
Guidant Corporation
Boston Scientific
Eli Lilly and Company
Bradley Univ - Mechanical Engineer
Harvard MBA

GCG KEYS TO INCREASE VALUE

1

Leadership

When a Leader Gets Better, Everyone Wins!

2

Culture

Change the People or Change the People

3

Profitable Business Model

Focus on Ideal Customers and Profitable Products/Services

4

KPIs & Key Processes

What Gets Measured, Gets Improved

5

Build High Performing Teams

Team Committed, Confident & Motivated since they Developed the SGP

6

Disciplined Cadence of Meetings

Over Communicate, Make Better Decisions & Hold Each Other Accountable to Execute

PRE-WORK

- Financial Analysis
- Profitability Analysis
- Competitive Analysis
- Market Research
- Customer Feedback
- Employee Engagement
- Culture Analysis
- Leadership Assessments
- Team Role Analysis
- CIM
- Roadmap to Enhanced Value
- Evaluation Report

3 DAY WORKSHOP

- Leadership Development Plans
- Consultant & Management Team Develops SGP
- Set Objectives
- ID Key Performance Indicators
- Prioritize Tactics
- Establish Accountability
- One Page Strategy Map
- Cadence of Meetings

OUTCOMES

- More Profitable Business Model
- Focus on Ideal Customers and Profitable Products/Services
- Leaders Get Better
- Improved Culture
- Build High Performing Teams
- Over-Communication
- Better Decision-Making
- Hold Each Other Accountable
- Team Committed, Confident & Excited to Execute SGP
- Typical SGP targets 2x revenue, 2.5x EBITDA & 3x Enterprise Value in 3 years

EVAL + CONSULTING PROCESS

1 to 3 Weeks	Clients Experience / Welcome & Onboarding Gather 3-year financials & 41 Questions	
	Evaluation Associate	Consulting Analyst
0 to 45 Days	Gather Data Analyze Company Recast Financials Develop Pro Forma	Gather Data Analyze Company Profitability Analysis Schedule Workshop & Identify Participants Survey Management & Employee • <i>Employee Engagement Survey</i> • <i>Management Health Survey & Working Genuis</i> Leadership Assessments
46 to 90 Days	Confidential Information Memorandum Roadmap to Enhanced Value Evaluation Report	Finalize Workshop Logistics Leadership Development Plan (90-minute Zoom) Finalize Workshop Goals

POST EVALUATION

Strategic Growth Plan

(6 months to 3 years)

1. Quick wins for fee payback
2. Profitable business model targeting ideal customers and profitable products or services
3. High performing team focused on running the business



Enhance Value Plan

(6 to 18 months)

1. In-depth analysis to avoid due diligence surprises
2. Reduced owner dependency and free up for critical selling decisions
3. Give buyers SGP to ensure ROI

Strategic Growth Plan

(1 to 3 years)

1. Plan to enhance owner's leadership capabilities
2. Identify intangible assets
3. Create SGP for desired business valuation



T.D. Decker is the President of Generational Consulting Group, 2022 & 2023 Consulting Firm of the Year.

He leads the team that has coached over 500 business owners to transform their company to significantly increase their value while receiving a 97 NPS from the owners.

He leverages his experience as a veteran President/CEO, finance executive and investor with an extensive personal network.

He has served on over 30 boards and currently serves on the board of the Duke Feagin Leadership Program.

Member of The CEO Forum and YPO.

T.D. Decker

Early in his career, T.D. reported to the CEO of 13 different organizations, helping them develop and execute strategic growth plans. In 2008, he founded Decker Transformation Advisors, a consulting firm coaching companies how to dramatically improve. He has conducted over 200 Strategic Growth Plans for organizations ranging from start-up to \$30B. In 2020, Generational Group acquired Decker Transformation Advisors to form Generational Consulting Group.

T.D. has been the President/CEO of six other companies – Decker Transformation Advisors, Shaped Wire, a \$25M family-owned process manufacturer, Telemotive Industrial Controls, a \$15M PE-owned electronics manufacturer, Aquascape, a \$60M entrepreneur-owned distributor, Acell Industries, a late stage start-up with disruptive technology, and Ritchie Capital Management, a \$4B alternative investment fund in PE, VC, venture lending, hedge funds, distressed debt, real estate, energy, insurance, equities, bonds, futures and options trading.

He has turnaround experience as the interim President/CEO of four companies - a \$200M distributor of food, paper products and janitorial supplies, a \$100M PE-owned gift card printer, a PE-owned ammunition company, and an entrepreneur owned outsourcing telecommunication company.

T.D. has extensive M&A experience having participated in the sale of seven businesses. In addition, he was been an investor at a family office sourcing deals and overseeing a portfolio of service companies, a principal for an LBO firm formed to purchase and operate companies, an interim CFO for an \$80M manufacturer and acting CFO for a \$450M multi-national manufacturer. He was the Marketing Manager for UTC's fuel cell business commercializing the emerging technology and was a channel partner for Job Bank USA, a computerized resume database service commercializing an emerging technology.

He also helped plan the 1991 Desert Storm Homecoming Celebration in Washington, D.C., the 1988 Republican National Convention, the 1988 Presidential & VP Debates, and Pete Dawkins' run for U.S. Senate.

T.D. earned an MBA from Duke, a B.S. in engineering from the United States Military Academy at West Point and was quarterback on the Army football team. He served as a Captain in the U.S. Army, was a helicopter pilot in the 82nd Airborne Division during Operation Urgent Fury in Grenada and was an assistant football coach at West Point. He and his wife Rozzie live in Plano, Texas and have four children & six grandchildren.

CONTACT

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President

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