

Operationally Focused Partners at Business Inflection Points

3BG Strategic Partners is a trusted operating partner and advisor that creates value through operating excellence and vision for businesses at critical inflection points. We partner with business owners, investors, and stakeholders to unlock value that is often overlooked, un nurtured, or suppressed—through hands-on execution, disciplined governance, and experienced leadership.

WHO WE ARE

3BG operates across advisory, operating, and investment relationships. Depending on the situation, we may engage as strategic advisors, interim operating leaders, or capital partners. In many instances, the nature of relationships will change or grow over time.

Regardless of structure, our role is consistent: **bring clarity, accountability, and execution capability** where complexity or transition has slowed progress.

OUR ORIENTATION

Patience

Avoiding forced timelines.

Stewardship

Prioritizing durable outcomes.

Optionality

Flexible solutions aligned to the situation.

Communication

Prompt, honest, and direct communication with all stakeholders, always.

WHERE WE FOCUS

We see opportunity in fragmented, stable to modest-growth markets where businesses have plateaued due to scale, complexity, or ownership transition—not lack of demand.

- ▶ Founder, family, or investor-owned businesses
- ▶ EBITDA between \$2–10MM
- ▶ Opportunities to professionalize operations, finance, systems, or go-to-market
- ▶ Strong underlying products or services constrained by tactics and execution

THE 3BG VALUE CREATION FRAMEWORK

Our approach is grounded in the 3BG Value Creation Framework, which serves as both a diagnostic lens and a value-creation system:

- 1. Operational Excellence** – building scalable, disciplined operations.
- 2. Client Intimacy** – deep understanding of customer value drivers.
- 3. Human Capital** – leadership depth, accountability, and incentives.
- 4. Data, Systems & Visibility** – decision-ready real-time information.
- 5. Addressable Market** – clarity on market size, benchmarks, structure, and future relevance.
- 6. Adaptation** – evolving to capture new opportunities and respond to challenges.

Financial performance and value creation are outcomes—not the starting point. They are the consequence of progress with these drivers.

HOW WE ENGAGE

3BG partners through multiple engagement models, tailored to the situation:

Strategic & Transactional Advisory

Exit or recapitalization readiness, governance and liquidity diagnostics, and support for PE sponsors managing underperforming, orphaned portfolio companies.

Operating & Interim Leadership

Hands-on CEO, CFO, COO, or functional leadership during periods of transition, scale, or distress.

Investment Partnerships

We are control agnostic. We bring the right form of capital to meet the need. We work alongside our partners and take an active role in execution.

In all cases, authority is aligned to outcomes—not titles or ownership percentages.

WHO WE PARTNER WITH

- ▶ Business owners and management teams
- ▶ Private equity firms and capital partners
- ▶ Lenders and financial institutions
- ▶ Brokers and M&A intermediaries
- ▶ Trusted participants across the M&A ecosystem:
 - CPAs, legal advisors, insurance brokers, specialty consultants

WHY 3BG

3BG brings experienced operators and financial leaders who have **been in the seat**—navigating growth plateaus, transition, business evolution, and success.

We roll up our sleeves to work **shoulder-to-shoulder** with management teams and stakeholders to improve outcomes, not just advise from the sidelines.

Our compensation aligns with our business partners.

Operator-First · Equity-Aligned · Built for the Inflection Point

We don't just advise from the sidelines — we take a seat at the table, align our compensation to outcomes, and execute.