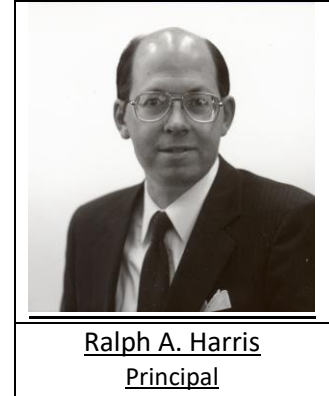




Ralph A. Harris, founder Equity Insights

With over 40 years of experience in conducting acquisitions, divestitures and evaluations, Ralph Harris has completed over \$5 billion in transactions in a wide variety of industries. He has been responsible for planning and executing over 100 acquisition and divestiture transactions in the Americas, Europe and Asia and Australia for industrial, consumer products, and technology and companies.

He started Equity Insights in 2001 to capitalize on over 25 years of experience in conducting evaluations, acquisitions, and divestitures for a wide variety of companies. He was convinced that the best format for M&A leadership for most companies would be a new outsourced, consultative service. This is because most companies do not conduct enough transactions to justify the cost of a full time M&A expert on staff. Equity Insights offers a high standard of conduct because it will not accept clients with competing strategic objectives. By leveraging its experience and business systems across several clients, Equity Insights offers a very cost-effective program for conducting acquisitions.



Ralph A. Harris
Principal

The Equity Insights service model has been particularly attractive to private equity portfolio companies seeking add-on acquisitions in fragmented industry sectors.

Areas of advice include: acquisition and divestiture strategy, identification and qualification of acquisition targets, organization and staff development in acquisition skills, acquisition team planning and coaching, business and financial analysis, valuation, planning for integration and due diligence, developing negotiation tactics, integrating purchase agreements and acquisition transactions, and managing relations with investment banks and other intermediaries or advisors.

Equity Insights has served diverse clients from a \$10 million specialty food company to a \$20 billion technology company, providing advice on setting up acquisition programs, assisting clients in finding and evaluating acquisition targets, training acquisition teams, conducting due diligence and advising on negotiations.

Prior to forming Equity Insights, Ralph led large scale acquisition and divestiture programs for two major public companies, successfully accomplishing key strategic acquisitions and reconfiguring business portfolios to achieve a stronger competitive position and higher returns. Earlier Ralph was an investment banker for 15 years where he served clients in a wide range of industries but specialized in technology-based clients.

Because of his unique experience in investment banking and corporate M&A, Ralph has been selected to speak at universities, industry conferences and professional organizations on mergers and acquisitions, particularly on how corporate buyers should plan and execute their M&A programs. His advice on M&A has been published in *The Real Deal* (American Bar Association) and the *Handbook of Mergers, Acquisitions and Buyouts* (Prentice-Hall). University education at Brown University (BA) and Harvard Business School (MBA). Principal recreations are ballroom dancing and sailing yachts.