

EXIT READINESS

BUILT TO TRANSITION. BUILT TO LAST.

Exit readiness for owners planning against a 2 to 7 year transition horizon.

Most owners get the deal advice once the LOI is on the table. By then, most of the value is set. Only one in three family-owned businesses transitions cleanly to the next chapter; the hardest part isn't the financial math, it's the emotional math. Exit Readiness is the multi-year operating work that builds the multiple, fixes owner-dependency, and gets the business diligence-ready before the buyer ever asks. The readiness test is simple: if the owner can take a month off and the business runs cleanly, buyers price for that. If not, the business sells at the owner-dependent multiple.

The work before the deal is bigger than the work in the deal. Four parallel workstreams over 24 to 36 months: operations, financials, leadership bench, and internal equity. We run all four, alongside your existing CPA, banker, and attorney.

FOUR PARALLEL WORKSTREAMS.



Each workstream compounds the others. We drive all four under one operating cadence so the business reaches transition diligence-ready, with the multiple already built in.

01 OPERATIONS · REDUCE OWNER-DEPENDENCY

Right people in right seats. Documented systems, operating cadence, KPI dashboard, leadership team build. The business runs without the owner being the bottleneck. Owner-dependency is the single biggest driver of valuation discount in lower middle market deals. We reduce it on purpose, with measurable progress quarter by quarter.

02 FINANCIALS · DILIGENCE-READY

Investor-grade clarity. Monthly close, KPI dashboard, 13-week cash forecast, clean trailing financials, customer-level profitability, working-capital normalized. The gap between reported EBITDA and Quality-of-Earnings EBITDA is closed before a buyer ever opens the data room. Ryan brings 100+ Quality of Earnings engagements to bear on what diligence will look for.

03 LEADERSHIP BENCH · THE SECOND-IN-COMMAND

The bench that runs the business after the seller leaves. Buyers pay for a management team that survives the transition. We name the gaps, build the hiring plan, upgrade or coach the team, and document the seats so they can be filled. The post-transition org chart starts being built three years before the close.

04 INTERNAL EQUITY · RESOLVE IT FIRST

Resolve internal equity before the buyer asks. Phantom equity, family equity pathways, key-employee retention, cap table cleaned. Internal equity questions surface at the worst moment, mid-diligence, when answers are expensive. We resolve them in advance, in coordination with your attorney and tax counsel.

6 BUYER'S QUESTIONS.

We know what a buyer's diligence team is going to ask, because we've been on that side of the table. Exit Readiness answers these before they're asked.

CAN THE BUSINESS CLOSE IN 45 DAYS?

Books, contracts, customer files, employee records. Diligence-ready means a buyer can move from LOI to close on a normal timeline. Drag here kills deals or chips the price.

CUSTOMER CONCENTRATION OVER 20%?

A single customer over 20% of revenue is a discount lever for the buyer. We diversify the book, write contracts that bind, and document why concentration is or isn't a real risk.

CAN THE BUSINESS RUN WITHOUT THE OWNER?

If the answer is "not really," the multiple drops. We build the operating bench, document the systems, and prove out the answer with the owner stepping back over 12 to 24 months.

WHAT'S THE EBITDA-TO-QOE GAP?

The gap between what the business reports and what Quality of Earnings will conclude. Owner add-backs, related-party transactions, working-capital adjustments. We close the gap pre-LOI.

IS THE ORG CHART INTACT POST-CLOSE?

Buyers want a leadership team that doesn't walk out the door at close. Retention plans, equity pathways, and documented succession are part of the work, not an afterthought.

ARE THE INTERNAL EQUITY ISSUES CLEAN?

Family equity, phantom equity, side promises, undocumented arrangements. Surface these now, resolve them with counsel, and remove the risk that they explode in diligence.

STEPS · EACH EARNS THE NEXT

4 THE PATH IN.

01

FREE

FOUNDATION CHECK

Scored assessment yields your **Bedrock Score** across five dimensions. 24-hour reply.

02

FREE

CORNERSTONE SESSION

30 to 60 minutes with both partners. We name the binding constraint.

03

PAID

QUARRY-TO-CAPSTONE DIAGNOSTIC

Three to four weeks. You receive **The Capstone Report**. A document you keep whether you engage us or not.

04

ENGAGE

EXIT READINESS ENGAGEMENT

Driven by your **Value Creation Plan**. 24 to 36 month runway. Buyer-side coordination at the right time.

THE PEOPLE BEHIND THE WORK

MEET THE TEAM.



JARED LUEGERS, CFA

FOUNDER & OPERATING PARTNER



Builder by instinct, operator by track record, investor by training. Grew the CFA Society of Indianapolis forum from ~120 to 350+ members at the Speedway and served two terms as president. Has run operations through a \$200M strategic sale and separately helped acquire a small Indiana operating business. Founder of OWN Indiana (The Indiana Owner-Operator Network). From Jasper, Indiana.

RYAN ANOSKEY, CPA

CFO PARTNER



Finance-first operator. Builds the systems and runs them with you. 13+ years in transaction due diligence, valuation, audit, and corporate finance, including roles at Roche and Blue & Co. 100+ Quality of Earnings engagements and valuations delivered. From Evansville, Indiana.

NEXT STEP

START WITH YOUR BEDROCK SCORE.

Take the free, scored Foundation Check on our website. You get your Bedrock Score across five dimensions in under 10 minutes. We respond within 24 hours with the right next step for your transition horizon.

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BUILT IN

INDIANA

BEDFORD LIMESTONE COUNTRY

FROM QUARRY TO CAPSTONE · BUILT TO TRANSITION. BUILT TO LAST.

Indiana's embedded CFO and Operating Partner firm