



Michael Musso Managing Director

PROFESSIONAL SUMMARY

Mr. Musso is a Managing Director of the Arété Group based in Atlanta.

Mike is a seasoned financial and operational turnaround professional with over 30 years of C-suite, M&A, governance and restructuring leadership. His deep expertise as a successful change agent is built upon his C-suite experience as a serial and interim CEO, Chief Restructuring Officer and Chief Transformation Officer. Mike also possesses experience as a Director and Board Member for distressed and healthy companies under public, private and PE sponsored ownership structures.

Mike's experience base is diverse and unique. His wide base of knowledge includes over 30 years of C-suite leadership, private equity M&A, and in and out of court turnaround and restructuring leadership. He possesses a "blue-chip" corporate foundation with over a dozen years at P&G, Pepsi, and Frito-Lay and over a decade of Private Equity C-suite experience prior to building his reputation as a trusted turnaround and restructuring advisor.

Prior to joining Arété, Mike was a Managing Director and the Consumer and Retail Restructuring Practice Leader at KPMG. Within KPMG's Deal Advisory and Strategy team, he led a significant number of successful restructuring and performance improvement engagements with over \$25B in combined debt. Before joining KPMG, he built his T&R foundation at Conway MacKenzie/Riveron where he was a Senior Managing Director and Atlanta Office Leader. Prior to that he was a Managing Director, Atlanta Office Leader and Executive VP Business Development at Morris Anderson, in 2011, he was awarded the TMA Small Company Turnaround of the Year award for Cosmolab/Specialty Packaging Group!

While Mike has proven experience across many industry sectors, he is regarded as a subject matter expert in consumer and retail, in particular consumer packaged goods and grocery/mass merch/ecommerce. He has been a trusted advisor to dozens of consumer brands and retailers including Gibson Guitars, Philips Electronics, Epiphone, Mudpie, Hyperice, American Greetings, Papyrus, Barnes and Noble Education, Lexol, Leisure Bay Spas, Lidl Supermarkets, Burts Bees, Strack and Van Til Food Markets, Diamond Crystal Brands, Wallace Hardware, Blue Star Foods, Dicarina Panama, King Kutter and Virginia Candle Company. Additionally, Mike has built a niche in advising companies in the beauty care manufacturing sector companies and brands that have a significant concentration with Amazon.

Mike is a graduate of the University of Tennessee, Knoxville and has a deep passion for his VOLS, where he is a speaker at the Haslam School of Business and enjoys many fall trips to Neyland Stadium.! He and his wife Kim, have 5 children, 3 grandchildren and 4 Havanese puppies. While he loves running, fishing and traveling, his lifelong passion is in Photography!



PROFESSIONAL BIOGRAPHY

TURNAROUND & RESTRUCTURING CAREER EXPERIENCE

| | |
|--|-----------------------------------|
| ARETÉ HOLDINGS, LLC / THE ARETÉ GROUP <i>MANAGING DIRECTOR</i> | Atlanta, GA Current |
| KPMG DEAL ADVISORY AND STRATEGY – Restructuring <i>MANAGING DIRECTOR/C&R T&R PRACTICE LEADER</i> | Atlanta, GA 2020 - 2024 |
| COMWAY MACKENZIE/RIVERON <i>SENIOR MANAGING DIRECTOR/C&R PRACTICE LEADER</i> | Atlanta, GA 2015 - 2020 |
| MORRIS ANDERSON & ASSOCIATES– <i>MANAGING DIRECTOR/EXECUTIVE VP BUSINESS DEVELOPMENT</i> | Atlanta, GA 2008 - 2011 |

PRIVATE EQUITY C-SUITE/BOARD OF DIRECTOR EXPERIENCE

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|---|-------------|
| SUMMIT INDUSTRIES – CEO (Private) | 2013- 2015 |
| COSMETIC SPECIALTY INTERNATIONAL - CEO (Asparron Capital) | 2011 – 2013 |
| COSMETIC SPECIALTY INTERNATIONAL - DIRECTOR (Asparron Capital) | 2011 – 2018 |
| NINER WINE ESTATES – PRESIDENT/DIRECTOR (Windriver Associates) | 2006-2008 |
| DOPTICS MEDICAL PRODUCTS – DIRECTOR (Windriver Associates) | 2007-2009 |
| CHILDCARE EDUCATION INSTITUTE – CEO/CHAIRMAN (Windriver Assoc.) | 2005-2008 |
| DIRECTORY NET, LLC – CEO/CHAIRMAN (Windriver Associates) | 2003-2007 |
| SCHOOL SPECIALTY, INC – PRESIDENT/DIRECTOR/KEY ACCT./INTL (NYSE) | 2002-2003 |
| abc SCHOOL SUPPLY – CCO/PRESIDENT/DIRECTOR (Windrvier Assoc.) | 1998 -2002 |

CORPORATE EXPERIENCE

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|---|-------------|
| FRITO-LAY COMPANY | 1995 - 1998 |
| PEPSI COLA COMPANY | 1986 - 1995 |
| PROCTER & GAMBLE FOOD PRODUCTS | 1984- 1986 |



SELECT INTERIM MANAGEMENT / TURNAROUND ADVISORY EXPERIENCE

2008 - 2011

Drivesol (Sweden) – Financial Advisor

Wallace Hardware (Private) – Financial Advisor

Cosmolab (PEG) – *Interim CEO*

Cosmetic Specialties International (PEG) – *Interim CEO*

Virginia Candle Company/Wood Wick Candles (PEG) – *Interim CEO*

Hatchett Hospitality (Private)– Financial Advisor

BMW Wholesale (Private)– Financial Advisor

Leisure Bay Spas (Private)– Financial Advisor

Recreational Warehouse (Private)– Financial Advisor

King Kutter (Private)– Financial Advisor

Southern Steel (Private) – Financial Advisor to Senior Lenders

Harley Davidson /TN Franchise (Private) - Financial Advisor to Senior Lenders

2015 - 2020

Blue Star Foods (Private) – *Chief Restructuring Officer*

Southern Staircase (PEG) - Financial Advisor to Board of Directors/Interim CEO

Diamond Crystal Brands (PEG) – *Financial Advisor/Chief Restructuring Officer*

UMA Enterprises (PEG) – Financial Advisor

Sweet Harvest Foods (PEG) – Financial Advisor

Corsicana Mattress Company (PEG) – Financial Advisor

Ronile Rug Company – Financial Advisor

Mudpie (Private) – *Chief Restructuring Officer*

Cincinnati Christian College (Private)– Financial Advisor

Wynit Distribution (Private) – *Chief Restructuring Officer*

Angelica (PEG) – Financial Advisor

Product Quest (PEG/Lenders) – *Interim CEO*

Tax Defense Network (PEG) – *Interim CEO*

Zaxbys Franchisee (PEG) – Financial Advisor to Senior Lenders
America Greetings/Papyrus (PEG)– Financial Advisor to Board of Directors
First Source LLC (PEG) – Financial Advisor to Senior Lenders
Boulder Snacks (PEG) – Financial Advisor

2015 – 2020 Continued

Suntree LLC (PEG) – **Chief Restructuring Officer**
Strack and Van Til Supermarkets – *Financial Advisor/Chief Restructuring Officer*
Trademark Global (PEG) – Financial Advisor to Senior Lender
Coveris (PEG) – Financial Advisor
Gibson Guitar Company (Private/PEG) – *Interim CMO*
VSA Partners (PEG) – *Chief Restructuring Officer*
Doerfer (Private) – Financial Advisor
RSC Brands (Private) – Financial Advisor
Votaw Aerospace (PEG)– Financial Advisor M&A
Kids 2 (Private) – Financial Advisor to Senior Lenders

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2020 - 2024

Dicarina Food Distribution (Panama-Private) – Financial Advisor
Randall Foods (PEG) – Financial Advisor to Board of Directors
Hyperice (Private) – Financial Advisor to Board of Directors
Hyperice (Private) – *Chief Restructuring Officer*
Lidl Supermarkets US (Private/Corporate) – *Chief Transformation Officer*
Burt's Bees (Corporate) – Financial Advisor
Barnes and Nobles Education Group (Corporate) – Financial Advisor to Board of Directors

EDUCATION/CERTIFICATIONS

UNIVERSITY OF TENNESSEE KNOXVILLE – *Knoxville, Tennessee 1984*
Bachelor of Science, Communication with Honors – Advertising Major
Accounting Minor

TMA Atlanta Board Member 2018-2020

