

**Walnut Ridge is a private investment firm formed by the Kanfer family — the founders, owners, and operators of GOJO, maker of PURELL® brand solutions including America’s #1 hand sanitizer.** We partner with founders and management teams to drive sustainable long-term value, support profitable growth, and enhance legacy in pursuit of purpose. Our capital comes from leading our family business for over 75 years, so we understand that it takes getting people, strategy, and culture right to create lasting success. The capital we invest is ours, so we are patient, have no pressure for liquidity, and provide flexible solutions aligned with the best interests of the business — fundamentally different from the approach and restrictions of traditional private equity. We provide the partnership, capital, access, and resources so your team and business can grow and thrive.

**KEY PLATFORM INVESTMENT CRITERIA**

Control investments in profitable, middle market businesses  
Revenue of \$15-\$100MM, EBITDA of \$2-\$8MM, and target equity investment of \$10-\$50MM  
Management teams seeking a partner to help scale the organization and accelerate growth  
Recurring demand with sustainable competitive advantage and a path to market leadership

**SECTOR FOCUS****MANUFACTURING & DISTRIBUTION**

- Industrial technology
- Process automation
- Value-added distribution
- Niche manufacturing
- Specialty chemicals
- Engineered components

**HEALTHCARE PRODUCTS & SERVICES**

- Healthcare services
- Healthcare technology
- Noninvasive medical products
- Medical and dental supplies
- Practice management

**BUSINESS SERVICES**

- Training and certification
- Tech-enabled services
- Testing and inspection
- Commercial services
- Field and route-based services
- Business process outsourcing

**TRANSACTION DYNAMICS**

- Family and entrepreneur-owned businesses needing outside investment to scale/grow, often for the first time
- Companies looking to transition from private equity ownership to longer-term investors
- Management teams looking to acquire and continue running businesses or corporate carve-outs
- Business owners seeking financial diversification and valuing legacy preservation
- Companies at an inflection point needing patient capital, partnership, and resources to manage the transition
- Situations involving partner buyouts but where management intends to remain with the business

**CONTACT**

**MICHAEL J. MORAN**, Managing Partner — (216) 702-3565 [moranm@wrfo.com](mailto:moranm@wrfo.com)  
**MIKE BARNES**, Vice President — (440) 725-2506 [barnesm@wrfo.com](mailto:barnesm@wrfo.com)