## KEVIN BLACKWELL

## July 11, 2014

As the CEO of Kahala, I was the lead negotiator on Kahala's purchase of Cold Stone Creamery in 2007. In that transaction Doug Ducey and his partner sold their ownership in Cold Stone Creamery to Kahala. The recession arrived shortly after Kahala's purchase, adversely impacting the business and leading to a renegotiation of some of the terms of the deal. Such things sometimes occur in complex business transactions and I can happily say that our negotiations were resolved to the complete satisfaction of both parties. Cold Stone was, and is, a terrific company and I was, and am, proud to have been associated with the Cold Stone brand. While Doug and I had our differences during "the heat of the moment," Doug built Cold Stone into a great company and would make a great Governor for Arizona.

Kevin Blackwell

Former CEO, Kahala Corp.