

Jeff Marwil, Ocean Boulevard Strategic Advisors  
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Jeff Marwil is an AmLaw 50 alumnus with 40 years of experience leading companies and their fiduciaries on matters of creating and applying best practices in corporate governance and the development and implementation of strategies that maximize business and legal value. He has experience and insight in providing objective advice as an independent consultant or fiduciary to companies in distress.

Specifically, he provides independent and objective strategic balance sheet and high-level operational advice to companies facing short term debt maturities, liquidity concerns and challenging lender communications/negotiations. He advises private equity stakeholders, senior management and boards in establishing operational and governance protocols and setting up reporting and related infrastructure to identify and streamline short and long-term options and strategies, including communications and negotiations with constituent lenders, vendors, customers, regulators, employees and other parties. Jeff will also provide input and recommendations with respect to whether/when to engage properly experienced and cost effective outside advisors and professionals (including, lawyers, financial advisors and communication specialists) to assist in achieving strategic objectives. In addition, he provides independent governance support and objective decision making for company boards, adding to the boards' credibility with lenders and other parties in interest.

Jeff was identified and selected by the American Bankruptcy Institute to present a Restructuring MasterClass focused on Corporate Governance. His MasterClass presentation, while practical and straight forward, includes a detailed analysis of the protections offered by the business judgment rule and guidelines to avoid application of the more restrictive and intrusive entire fairness standard of review of governance decision making. His MasterClass presentation will be informative to C-Suite executives, financial advisors, lenders, investment bankers and other restructuring professionals.

Jeff published an article in the October 2025 Edition of the American Bankruptcy Institute Journal titled: Independent Directors for Private Credit Borrowers, a copy of which is available on his website [www.oceanbsa.com](http://www.oceanbsa.com). He also participated in the 2026 Distressed Investing Summit as a panelist, where he discussed Protecting Private Credit Deals; Pre-Transaction Safeguards and post Transaction Recovery Strategies.

Jeff' s recent independent fiduciary assignments include:

- Serving as an Executive Director of Encyclopedia Britannica, Inc., following a successful implementation of a corporate governance takeover of the Company and its iconic brand.

- Recently completed service as an independent director for an oil and gas services company, where he was charged with evaluating sale options for the Company and making a recommendation to the rest of the Board on the best option. The Company, a Delaware corporation, sold its operating subsidiaries and then filed a Certificate of Dissolution with the Delaware Secretary of State. He now serves as the “Dissolution Director” during the three year statutorily mandated waiting period before the Dissolution becomes final.
- Recently completed service as the sole (independent) Manager for a chain of restaurants in the Pacific Northwest where he oversaw operations and set in motion a turnaround of operations and a restructuring of the chain’s balance sheet.

In addition, he has represented and separately served as the independent fiduciary in several matters and cases over his career, including:

- Served as lead advisor and counsel to the operating subsidiary of Energy Future Holdings Corp, where he guided the independent directors in negotiating a complex settlement with conflicted and competing affiliate.
- Served as a Federal District Court appointed Receiver for a group of diverse businesses where he successfully sold assets and businesses with the consent and support of prior (initially antagonistic) management.
- Served as lead counsel to a myriad of boards and companies in workouts, restructurings and chapter 11 cases, where he developed, negotiated and implemented balance sheet and operational restructurings, providing best-practice corporate governance advice with a sophisticated and experienced understanding of the Business Judgment Rule.

Jeff also has experience working and collaborating with offshore liquidators and receivers in connection with cross-border liquidations, asset recovery, asset tracing and complex litigation. As an independent fiduciary and in related advisory roles, he has managed complex and intertwined international situations involving private credit and private equity investors, hedge funds and regulators.

Jeff was on the frontier of Physician Practice Management (PPM) restructurings going back to 1998, where he represented more than a dozen PPM’s and was one of the principal architects of the playbook developed to extract value for the benefit of the PPM lenders. He remains up to date on that market, and is seeking independent director opportunities on PPM boards, as well as other private credit borrower boards.

Mr. Marwil is an influential communicator who collaborates with and gains consensus among stakeholders. He has a deep capacity for managing complex businesses and transactions, as well as successfully navigating corporate governance issues and disputes. He has a passion for identifying and solving

complex business, financial and capital structure issues, laser focused on the best business solutions for the situation in an effort to maximize value. His business acumen, communications style and past accomplishments lend well to his acting as an independent advisor or director and to provide senior management and/or a board with the leadership and skill set necessary to build the business and create value for stakeholders.