

August 7th, 2026

CFO, M&A, Restructuring and Value Creation Executive for Private Equity Portfolios and Transformational Environments

I bring more than 25 years of interim CFO, M&A and restructuring leadership across the U.S. and Europe, with deep experience in private equity-backed, management-owned and complex corporate environments. I have repeatedly stepped into transformational situations where sponsors, boards, lenders and management teams needed clearer reporting, stronger cash discipline, faster decision support, acquisition integration, margin improvement and credible value-creation execution. My background spans **Big 4 advisory with KPMG U.K. and U.S., international consulting with FTI Consulting**, and multiple permanent and interim CFO, M&A, turnaround and restructuring roles in fast-moving businesses where decisive financial leadership was required.

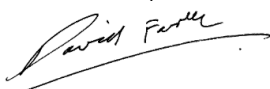
I have performed 12 Office of CFO roles, including two in the U.K. Two recent engagements included:

- **From 2020 through February 2026**, I led critical financial and operational initiatives at **OnPoint Group**, a Harvest Partners portfolio company with **\$800M of revenue (\$1.4B prior to carve-outs)** across **50+ sites delivering** affiliate and self-service blue-collar and external facility-related services. I initially served as a consultant through Farrell Advisory and was subsequently promoted to **SVP Finance and then CFO**, delivering substantial value creation through:
 - **Partnering directly with the PE sponsor, Harvest Partners**, to sharpen value-creation priorities, improve return on invested capital, strengthen cash governance and accelerate execution against board-level initiatives.
 - **Executing enterprise-wide value-creation programs**, including a \$500M COGS supply chain assessment, SG&A optimization, targeted pricing and margin expansion initiatives and more disciplined capital allocation.
 - **Driving a material improvement in liquidity**, reducing net working capital from 14% to 10% of revenue by tightening controls, accelerating cash conversion, improving invoicing discipline, reducing credit notes and institutionalizing stronger 13-week cash flow reporting.
 - **Strengthening the finance operating model** through better forecasting, business unit budget targets, KPI development, operational reporting and disciplined SG&A and capex resource allocation to improve profitability and decision-making across the enterprise.
 - **Supporting 24 acquisitions (\$300M revenue) and two major carve-outs (\$600M revenue)** with disciplined integration, financial governance, synergy tracking and post-carve-out restructuring of the corporate finance function.
 - **Upgrading corporate infrastructure**, including new auditors and tax advisors, systems, finance leadership and post-carve-out organizational redesign to create a more scalable, sponsor-ready finance platform.
- **From March to July 2026**, I served as **Interim CFO and Head of Contracts and Legal** for a **\$300M revenue PE-backed technology government contractor** owned by Arlington Capital. My mandate focused on accelerating board- and sponsor-ready reporting, strengthening governance, improving profitability, efficiency and working capital, scaling operations and infrastructure after three significant acquisitions, and supporting the ERP rollout.

I have executed more than 200 M&A and restructuring transactions representing more than **\$71B of revenue** across **14 international jurisdictions**. This includes 59 transactions involving companies with under \$10M of revenue, 129 transactions involving companies with \$10M to \$500M of revenue, and 18 transactions involving companies with more than \$500M of revenue. My experience spans buy-side and sell-side diligence, corporate negotiation, merger integration, carve-outs, restructurings, CFO advisory and performance improvement for PE-backed firms, multinationals, corporates and lenders. My leadership roles at Farrell Advisory, which I founded in 2015 to provide interim CFO and corporate finance advisory services, FTI Consulting, KPMG, Cherry Bekaert, and multiple CFO and interim CFO assignments have consistently centered on value creation.

I hold dual U.S. and U.K. citizenship and I am a Chartered Accountant with a Corporate Finance qualification. A representative list of engagements is available at farrelladvisory.com/transactions.

Yours sincerely



David Farrell

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CFO, M&A, RESTRUCTURING AND VALUE CREATION SENIOR EXECUTIVE

- CFO and corporate finance executive with 25+ years of experience primarily across the U.S. and U.K., including Big 4 advisory with KPMG U.K. and U.S., global consulting with FTI, listed companies, private equity-backed and management-led businesses. Deep experience stepping into sponsor-backed and transformational environments requiring financial leadership, M&A, restructuring, turnaround execution, strategic planning, budgeting, liquidity management, performance improvement and value creation.
- 12+ Office of CFO roles, including two in the U.K.
- Led 200+ corporate finance transactions totaling \$71B+ of revenue and \$36B of valuation across **14 international jurisdictions**, with sector depth in **government contracting, technology, manufacturing and industrials, distribution, franchisees and business services**. Transaction experience within government contracting (45); technology (65) across software, telecom, services, SaaS and commercial markets; manufacturing and industrial (39); and approximately 50 transactions across asset rental, energy, consulting, healthcare, logistics support and blue-collar and external services.

CORE COMPETENCIES

- **CFO Leadership:** CFO, PE Portfolio, Board Reporting, FP&A, Controllershship
- **Strategic Planning:** Budgeting, Forecasting, Resource Allocation, KPI Development
- **M&A and Carve-Outs:** Strategy, Negotiation, Due Diligence, Sell-Side Preparation, Integration and Synergy Tracking
- **Finance Transformation:** Governance, Processes, Controls, Systems and ERP Readiness
- **Liquidity:** Forecasting, 13-Week Cash Flow, Net Working Capital
- **Reporting:** Sponsor, Board, Lender, Audit, Monthly Close, KPI Dashboards
- **Restructuring:** Turnaround, Liquidity Management, Value Creation, Cost Optimization
- **Value Creation:** Margin Expansion, Working Capital and Capital Allocation Optimization

PROFESSIONAL EXPERIENCE

Farrell Advisory Inc. (Interim CFO, Corporate Finance & PE Value Creation Advisory Services) | www.farrelladvisory.com | 2015 – Present | President and Founder

- Completed 58 interim CFO, corporate finance, transaction advisory and PE value-creation engagements with combined revenue of more than \$3B, primarily for private equity clients including Harvest Partners, The Halifax Group, Arlington Capital, IDPE Private Equity and Bilgola Capital.
 - **10 Office of CFO roles**, including interim, restructuring and strategic CFO assignments for a \$1.4B logistics support portfolio company, apparel designer and outsourced manufacturer/distributor, three government contractors, industrial services business and two multi-site dental practices.
 - **Led 48 corporate finance engagements**, including 35 buy-side due diligence assignments, 10 sell-side engagements, and working capital and earn-out disputes.

OnPoint Group | onpointgroup.com | PE Portfolio | Consultant: January 2020 to 2023 | CFO / SVP Finance: 2023 through February 2026

- Promoted from consultant to SVP Finance and then CFO for a highly leveraged Harvest Partners private equity portfolio company with more than \$800M of revenue, 1,800 employees and approximately 50 branches across a multi-site business services platform.
- Partnered on 24 acquisitions representing \$300M of revenue and two carve-outs representing \$600M of revenue, supporting integration, financial governance and value protection across cross-functional teams.
- Directed PE value-creation initiatives including a \$500M COGS review, SG&A optimization, cash flow and capex allocation improvements, margin-focused operating reviews and a reduction in net working capital from 14% to 10% of revenue.

Cherry Bekaert LLP | www.cbh.com | 2013 – 2015 | Principal (non-CPA Partner), Transaction Advisory Services

- Led 24 transaction advisory, due diligence and PE-backed corporate finance engagements totaling over \$1.2B in revenue for private equity sponsors, lenders and corporate clients including Black Orchid Equity, The Halifax Group, LBC Credit Partners, MSouth Equity Partners, Regions Bank and PNC.

FTI Consulting | www.fticonsulting.com | 2006 - 2013 | Managing Director, Transaction Advisory Services

- Led 65 buy-side, sell-side, restructuring, lender advisory and accounting advisory engagements for 30 clients with combined revenue of \$32B.

- **Led and performed** a performance improvement engagement for a multibillion-dollar global government services provider supporting U.S. national security and foreign policy objectives.
- **Led 18 creditor and debtor side restructuring and business diagnostic engagements** with revenues in excess of \$14B, assisting SunTrust, LandAmerica, Bank of America and Kodak with strategic options.
- Provided strategic advice and due diligence on 49 buy-side and lending due diligence engagements for private equity, banks and large corporate clients.
- Served as subject-matter expert for government contracting engagements for eight major clients.
- Led carve-out engagement for distressed Delphi on \$1.4B revenue businesses.

KPMG US | www.kpmg.com | 2004 – 2005 | **Manager, Transaction Advisory Services**

- Supported 10 transactions including two major sell-side and carve-out engagements for Sara Lee, normalized five years of stand-alone earnings for five divisions with \$2B+ revenue, and BP, including highly technical pro forma U.K. to U.S. GAAP reporting for a \$20B+ revenue division; accountancy advisory for EMD on issues arising from divestiture from GM; and buy-side due diligence for BAE Systems and America Online.

LYNX plc | 2000 – 2004 | **Group Commercial Manager/Head of M&A, Reported to Chairman and CEO**

- **Interim CFO** for distressed U.K./U.S. subsidiary where I refocused strategic and budget objectives and led performance improvement, including financial reporting, improved R&D ROI and cost structure resizing.
- Assessed financial, business and internal controls, risks and corporate governance for the Board to comply with Turnbull Guidelines. Improved Board reporting and monitoring and authored and implemented a new group business controls manual.
- Managed disposal of Lynx Group plc, a \$546M revenue technology and financial services business, to Skandia and the repurchase of the technology businesses via Lynx plc, a management buy-out vehicle.
- Led negotiation and due diligence of 15 technology-related transactions with combined revenue of more than \$300M, including:
 - Sales of leading U.K. pension software business, ERP and CRM software firm, Cisco networking products distribution business and automotive dealership software business.
 - Carved out a business from a division, merged the focused business with a new company, led a reverse takeover on AIM and assisted in raising additional funds for the combined group.
- Delivered combined reduction in MBO debt from \$108M to \$14M in 28 months, with potential shareholder profit of \$100M.

Dawsonsgroup plc | www.dawsonsgroup.co.uk | 1995 – 1999 | **Group Finance Manager/ Head of M&A, Reported to Group CFO**

- Led acquisition of European portable cold storage business and directed restructuring, merger and integration of the U.K. element; as **Interim CFO**, led finance and administration, resized the cost base and pricing strategies, resulting in net margins improving from 10% to 30%. Performed fair value accounting and set strategic and budget objectives for new U.K. and European businesses.
- Developed three-year group international strategic plan and metrics to evaluate business operating strategies, capital investment, performance and management quality. Identified new key performance indicators.
- Assessed, authored and implemented new group business controls and accounting policy manuals, and improved reporting and performance monitoring for the Board of Directors to meet Cadbury Guidelines.
- Carved out major business unit representing 50% of gross group revenues and led cost-saving initiatives for group services post-disposal.
- Primary negotiator and due diligence analyst for six potential transactions with combined revenue of more than \$100M.

KPMG • www.kpmg.co.uk • 1988 – 1995 • **Chartered Accountant (Auditor, Corporate Tax and Due Diligence)**

- Conducted statutory audits primarily for two major logistics clients with combined sales greater than \$1B.

PROFESSIONAL QUALIFICATIONS & EDUCATION

- Chartered Accountant (ICAEW, CPA equivalent, 1992)
- Corporate Finance (ICAEW, 2006)
- Economics & Accountancy, BSc Degree, Loughborough University (1988)

COMMUNITY BOARD LEADERSHIP

- Capital for Children, Board Member and Former Chair/Treasurer (PE philanthropic organization: \$2M+ to 14 nonprofits)
- New Futures, Board Member (postsecondary credentials and career pathways for underserved young people)
- Higher Achievement & Shout Mouse Press, Former Treasurer and Board Member
- National Capital Poison Center, Treasurer and Board Member (first all-digital, fully automated poison control center)