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# STATEMENT OF QUALIFICATIONS

## Global Standards Driving Customized Solutions

# I. Introduction – Farrell Advisory



**Farrell Advisory** provides highly customized **Corporate Finance** services to business owners, boards of private equity firms, corporations and banks with regards to promptly and efficiently helping companies **deliver shareholder value** through:

- (i) M&A/Refinancing Transactions** ((a) **Buy-Side**: formal buy-side due diligence, inhouse corporate development function and M&A disputes; (b) **Sell-Side**: pre-investment diagnostic, maximization of valuation by advanced preparation and implementation, carve-outs and M&A disputes; and (c) **Merger Integration and Growth Initiatives**); and
- (ii) Chief Financial Officer and Restructuring & Business Reengineering solutions offerings** for companies who are not operating optimally or in a stressed environment.

## Overview of Corporate Finance Services

Mergers & Acquisitions	Mergers & Acquisitions (continued)	Chief Financial Officer Function	Restructuring & Business Reengineering
<p><b>Buy-Side</b></p> <ul style="list-style-type: none"> <li>➤ Formal buy-side due diligence: <ul style="list-style-type: none"> <li>• Buy-side due diligence</li> <li>• Lender due diligence.</li> <li>• Tax due diligence</li> </ul> </li> <li>➤ Inhouse Corporate Development function: <ul style="list-style-type: none"> <li>• Project management.</li> <li>• Strategy</li> <li>• Negotiate.</li> </ul> </li> <li>➤ Legal Support and Disputes</li> </ul> <p><b>Sell-Side</b></p> <ul style="list-style-type: none"> <li>➤ Pre-Investment Diagnostic</li> <li>➤ Maximizing valuation by advanced preparation (“Staging for Sale”). <ul style="list-style-type: none"> <li>• Tactical, strategic and implementation advice.</li> <li>• Prepare key documents and teams</li> </ul> </li> </ul>	<p><b>Sell-Side (continued)</b></p> <ul style="list-style-type: none"> <li>➤ Inhouse Corporate Development function: <ul style="list-style-type: none"> <li>• Define strategy and structure deals</li> <li>• Project management</li> <li>• Find buyers</li> <li>• Negotiate</li> </ul> </li> <li>➤ Carve-Outs</li> <li>➤ Legal Support and Disputes</li> </ul> <p><b>Merger Integration and Growth Initiatives</b></p> <ul style="list-style-type: none"> <li>➤ Due Diligence</li> <li>➤ Strategy and Design</li> <li>➤ Planning</li> <li>➤ Project Management and Implementation</li> </ul>	<ul style="list-style-type: none"> <li>➤ Interim CFO</li> <li>➤ Develop strategy, budgets and business plans</li> <li>➤ Develop performance analytics</li> <li>➤ Optimize performance reporting</li> <li>➤ Transform financial operations</li> <li>➤ Align organization and define and implement cost reductions and RIF planning</li> <li>➤ Tax advisory services</li> <li>➤ Corporate governance and board roles</li> </ul>	<ul style="list-style-type: none"> <li>➤ Perform business diagnostic assessments for banks and other stakeholders on distressed businesses.</li> <li>➤ Turnaround and restructuring.</li> <li>➤ Define plans to improve performance, increase efficiency, reduce cost of production/delivery of service and aligned management’s remuneration with other stakeholders’ objectives.</li> <li>➤ Transform business operations.</li> <li>➤ Negotiate and evaluate new terms of lending.</li> <li>➤ Project manage and liaise with key stakeholders.</li> </ul>

David Farrell



#### Professional Involvement:

- The Institute of Chartered Accountants in England and Wales (Qualified as Chartered Accountant and in Corporate Finance).
- Member of Association of Insolvency & Restructuring ("AIRA").








#### Community Involvement:

- Board Member and prior Chairman and Treasurer, Capital for Children
- Board Member and Treasurer, National Capital Poison Center.
- Former Board Member and Treasurer, Higher Achievement.

David Farrell has over twenty years of experience in Transaction Advisory Services (buy-side and sell-side due diligence and carve-outs) and Restructuring & Business Reengineering either as a consultant (Partner and Managing Director) at Big 4 (KPMG), international consulting practices (FTI Consulting, Farrell Advisory) and national accounting firms (Cherry Bekaert, a Baker Tilly network firm) or as principal (CFO or Strategic roles) at listed and Management Buy-Out ("MBO") businesses, covering both the strategic as well as the transactional side of the business, with deep knowledge of the U.S., European and emerging markets. Among David's achievements are:

- Led over 170 transactions with revenue exceeding \$70 billion across multiple sectors and countries with companies ranging from small to very large, from family to private equity owned to publicly listed, from local to multinational corporations. Significant experience in government contracting and defense, technology and telecommunications, manufacturing (industrials), distribution, asset rental, health and energy, franchise and business service sectors.
- Performed over 44 significant (e.g., buy-side due diligence, litigation support (working capital and earn-outs), preparation for sale, business diagnostics and performance improvement) in the government contracting sector including multi-million dollar performance improvement engagement to multi-billion global government services provider in support of U.S. national security and foreign policy objectives. Clients included BAE Systems (United Defense), DynCorp/Cerberus, Arlington Capital, LBC (Vistrionix), The Gores Group, The Halifax Group, Bank of America, SunTrust and Regions.
- Led 28 creditor and debtor side restructuring and business diagnostic engagements (revenues in excess of \$17B) assisting SunTrust (LandAmerica), Bank of America, Lewis & Bockius, counterparties of Vitro, S.A.B. de C.V., Landis Rath & Cobb, and Kodak with their strategic options.
- Served in multiple CFO and strategic roles at corporate head offices with a focus on M&A (20 transactions), performance improvement, merger integration, carve outs and disposal of non-core businesses and alignment of management's remuneration with shareholders' objectives.
- Included within his significant experience in over 59 IT M&A transactions, David managed the disposal of a European listed company, with over \$500 million of revenue in technology and financial services businesses, the repurchase (and subsequent sale of several businesses) of the technology group of businesses via a Management Buy-Out vehicle and a reverse take-over of a AIM listed technical training business.
- Prepared and advised several companies for sale or investment where I proactively assessed all parts of the businesses and helped business or private equity owners prepare (plan and assist management with implementation) their business for growth and/or sale and maximize their potential sales valuation (and more importantly maximize net proceeds after tax) given the owners very individualized timescale and operational and investment objectives. These exercises included liaising with multiple advisors (e.g., investment bankers, attorneys, tax and wealth advisors), preparing data rooms and management, negotiating and liaising with third party investors.
- Led and performed three major sell-side and carve out consulting engagements for Sara Lee, BP and Delphi.

David has dual U.S. and U.K. nationality and is a qualified Chartered Accountant and in Corporate Finance.

 <p>Strategic &amp; Interim CFO roles incl. carve out of 50% of business and negotiation of M&amp;A contracts, due diligence &amp; merger integration (\$100M of revenue)</p>	 <p>Sale of listed group to Skandia, MBO of technology businesses, reverse take-over of AIM listed company, several M&amp;A transactions and Interim CFO &amp; Strategic roles (\$500M of revenue)</p>	 <p>Due Diligence of 2 applied behavioral healthcare Medicaid multi-side businesses</p>	 <p>Due diligence on 3 community-based home respiratory products and healthcare services company</p>	 <p>Due Diligence of 8 IT services and hosting companies</p>
 <p>Assessment and implementation of improvements and structuring a government contractor for sale</p>	<p>Portfolio of PE Firm (confidential)</p> <p>Business diagnostic review and projections for multi-side Medicaid dentistry \$100M company in default of debt covenants</p>	 <p>Carve-out &amp; pro-forma cost base &amp; sell-side due diligence (\$1.3B revenue, Chapter 11)</p>	<p>Consumer apparel (confidential)</p> <p>Advisor (restructuring and refinancing) to CEO and board of distressed \$60M athlete wear retailer</p>	<p>Government Contractor (confidential)</p> <p>Reviewing acquisition strategy and identify potential acquisition targets</p>

### ➤ Led over 170 corporate finance transactions with revenue exceeding \$70 billion:

- **Across multiple sectors and countries** with companies ranging from small to very large, from family owned to publicly listed, from local to multinational corporations.
- **Cradle to Grave Corporate Finance Experience:** From strategy, preparing and maximizing valuation of business before sale/raising finance, project management and negotiation, due diligence, merger-integration/carve-outs, M&A to restructuring and reengineering a non-performing business.



## II. Corporate Finance & CFO Advisory Services From Cradle to Grave



## Mergers & Acquisitions Services

Cradle to Grave Support

**Farrell Advisory**  
leads clients through  
Corporate Transactions  
and Financing Initiatives.



### Farrell Advisory

- **Develops strategies, prepares and executes plans to buy and sell businesses** in an efficient and knowledgeable manner which improves returns and reduces risks; and
- **Designs the optimal infrastructure and capital structure post transaction** so that shareholder value is maximized.

## Mergers & Acquisitions Services

### Acquisitions & Divestitures: Strategy to Deal Execution to Value Capture

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#### Ensure the Deal is Correctly Priced

**Farrell Advisory** ensures there is robust **focus on valuation** early in the acquisition process so that potential biases or oversights are quickly identified and valuations are updated.

#### Effective Project Management of the Transaction

**Farrell Advisory** provides **Proactive Cross-Functional Project Management Leadership** to ensure the M&A transaction and/or financing initiatives are successful and completed in an efficient and timely manner.



# Mergers & Acquisitions Services

## Acquisition Services: Strategy to Deal Execution to Value Capture (1 of 2)

### Strategy

#### Strategy Assessment

- Evaluate growth challenges and opportunities facing the business and then:
  - Identify and quantify risks associated with business models and market entry strategies.
  - Develop an M&A strategy 'road-map'.
- Develop screening criteria to identify attractive acquisition targets.

#### Options Evaluation

- Conduct primary and secondary market research.
- Develop clear and actionable recommendations on priority targets.
- Develop a clearly articulated rationale for pursuing a specific target.
- Structure the acquisition.
- Develop a preliminary financial model.
- Understand variables impacting deal value so that the company does not over pay for the acquisition.
- Analysis of the social impact of investment.

### Deal Execution (1 of 2)

#### Deal Evaluation and Formal Buy-Side Due Diligence

- Analyze and evaluate:
  - The drivers, risk factors and significant patterns in the historical performance.
  - Quality and sustainability of earnings ("Quality of Earnings").
  - Projected financial performance and underlying sensitivities.
  - Deal's accretive/dilutive impact on acquirers' earnings.
  - Working capital including seasonality, closing and projected levels.
  - Net assets & off-balance sheet liabilities.
  - Debt & debt like items.
  - Tax compliance and structuring.
- Identify relevant integration or "stand alone" challenges.
- Evaluate interim performance between initial diligence and close.
- Project manage other due diligence teams (e.g., tax, HR, insurance, commercial, operations, IT/back-office, valuation, regulatory and compliance, contracts and legal).

## Mergers & Acquisitions Services

### Acquisition Services: Strategy to Deal Execution to Value Capture (2 of 2)

#### Deal Execution (2 of 2)

##### Negotiation

- Initial Negotiations:
  - Develop a clearly articulated presentation to sellers and management of target for benefits of offer.
  - Develop timetable for completion of transaction.
  - Liaise with other advisors.
  - Develop Letter of Intent.
- Final Negotiations:
  - Liaise with other advisors to ensure all relevant findings are incorporated into S&PA.
  - Ensure financial items (e.g., income and working capital targets and accounting policies) are clearly defined within S&PA so as to minimize risks to the buyer.
  - Develop Transitional Service Agreements.
- Evaluate post-closing purchase price adjustments.

##### Financing

- Prepare for capital raising.

##### Communication

- Develop post-close communication plan to convey management credibility, stability, continuity and transparency.

#### Value Capture

##### Synergy Analysis and Project Management

- Plan and setup Integration Management Office, governance structure and functional integration support (e.g., synergy development, execution and tracking).
- Develop detailed First 100 Days Action Plan:
  - Evaluate all the functions of both entities to determine best practices.
  - Design organization and integration plan for all business functions.
  - Determine correct staffing levels.
  - Define customer, channel and product strategies.
  - Develop operating improvements and cost reduction.
  - Assess the feasibility of integration project plans.

##### Integration and Transformation

- Develop financial and business model/plan of combined business.
- Define financial reporting requirements.
- Lead and assess integration and business transformation.
- Integrate business process and systems.
- Develop business performance analytics (e.g., operations, IT, financial and HR impact).

## Mergers & Acquisitions Services

### Merger Integration and Growth Initiatives

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**Farrell Advisory ensures the right activities take place at the right times.**

**Farrell Advisory** provides a **disciplined** and **fast-paced** approach to the **integration and growth initiatives** to improve shareholder returns by making use of **disciplined and prioritized** planning; delivering a **well-coordinated** launch; and keeping a relentless **focus** on the key **value drivers** behind the deal.

# Mergers & Acquisitions Services

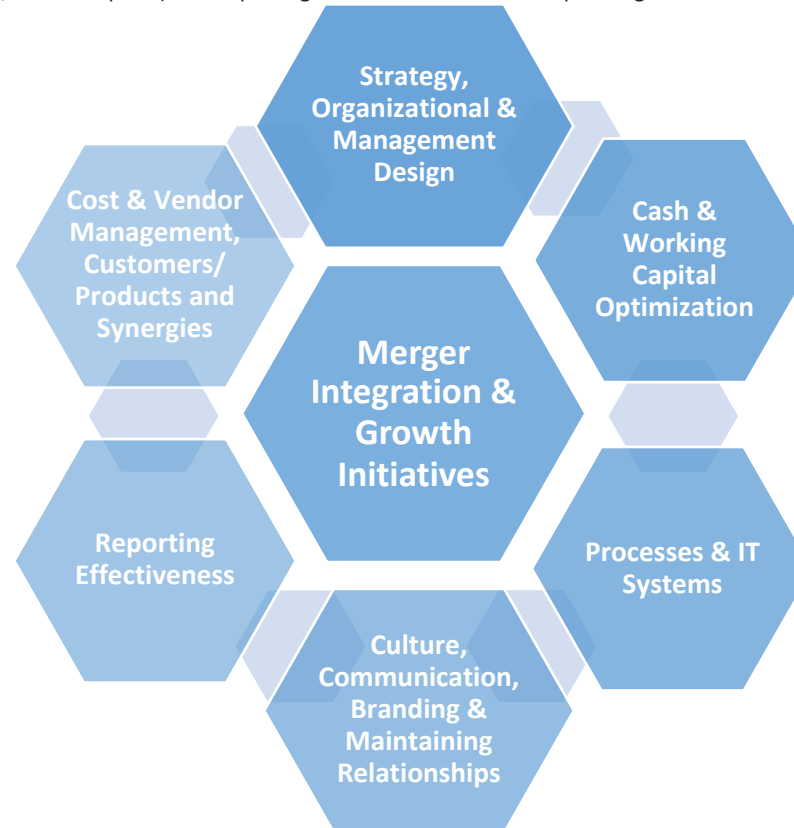
## Merger Integration and Growth Initiatives

**Farrell Advisory** provides a **disciplined** and **fast-paced project management** approach to the **integration process** to improve shareholder returns by making use of **disciplined and prioritized** planning; delivering a **well-coordinated** launch; and keeping a relentless **focus on results** and the key **value drivers** behind the deal.

Alignment of Strategies, Structure and Integration Plans. Design of Organization (structure of multiple business units, management structure and equity/debt structure and revised budget), Operating (integration teams, allocation of responsibilities, new leadership team and incentive/retention plans) and Reporting models with effective corporate governance and tax strategy.

To quickly boost profitability, streamline operations and maximize returns, evaluate all aspects of a business to determine the appropriateness of cost allotted to each area and the ROI of each expense decision for the company. We recommend a 'zero' based budgeting approach to costs, customers/ products, locations and procedures/ tasks.

Deep insights in the operational and financial reporting and forecasting process is fundamental to a successful integration and ongoing business. Accurate and cleaned up data, active and near real-time communication of key performance indicators via dashboards is necessary to make informed course-corrections to strengthen and enhance strategies and actions.



Cash management should become a core competency and managed by a specialist; this goes beyond the 13-week cash flow forecasting. Orderly ordering, spend and standardization of accounts payable; careful management of inventory; and improving accounts receivable for cash collection opportunities culture should be careful monitored by KPI's and incentivized by realignment of management incentives (e.g., salesmen for cash collections rather than on orders).

Integration should encompass an honest and intense appraisal of the best operating processes (e.g., Operations/Production, Business development, marketing, purchasing, HR (including employee welfare, remuneration, benefits, assessment and training), finance, IT, e-mail, intranets and accompany policies and producers) and value delivery culture. Improvements have to be institutionalized quickly, sometimes via executive coaching, while still maintaining uniqueness qualities.

Managing and regular communication with energy of "right first time" changes in vision, culture, structure and goals and then performance against goals are fundamental to success and trust which bonds employees to organizations. Changes and perceived uncertainties will be quickly judged and rebelled against via irrational actions if deemed poor leading to loss of employees and customers. Stakeholders expect change post acquisition and it is always best practice to make change quickly, efficiently and in a transparent manner while seeking constant feedback.

## Mergers & Acquisitions Services

### Divestitures: Maximizing Valuation and Minimizing Risk & Time



### Farrell Advisory Supports and Leads Preparation and Execution of Divestitures and New Capital Raising Initiatives.

**Farrell Advisory provides fully vetted and** compelling financial and operational **data to support the sale of an improved business or for raising new capital.** This approach **leads to higher price and certainty** (i.e., time to completion and terms) of **M&A success with increased competition from knowledgeable bidders.** In addition, the better the seller can improve on the buyers financing opportunities and the company's story, the smoother the sale should be.



# Mergers & Acquisitions Services

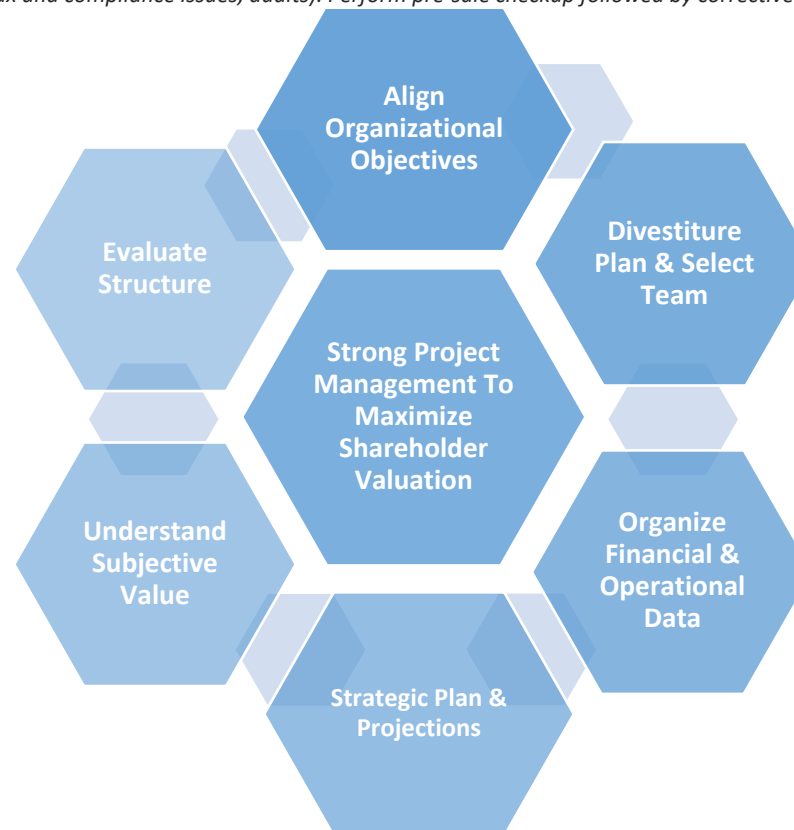
## Divestitures: Preparing a Business for Sale or Third-Party Investment – Pre-Sale Diagnostics

**Farrell Advisory** provides a **disciplined** and **fast-paced project management** approach to assessing and preparing a company for sale and keeping a relentless **focus** on **results** and the key **value drivers via a dynamic valuation model** behind a potential transaction while still allowing management to run their business. **A successful sale depends on maintaining Credibility and Control:**

*Get the house in order in terms of organization structure, growth strategy, new business development, operational performance, executive and staff development, solution/product development, contractual documentation, protecting IP, and back office (e.g., HR, IT, reporting, accounting and procedures manual, tax and compliance issues, audits). Perform pre-sale checkup followed by corrective actions. Keep the business running.*

Evaluate valuation, structuring alternatives and related trade-offs.  
Understand potential deal breakers and price adjustment issues.  
Implement staff retention and long-term incentive plans.  
Protect business value via performance improvement initiatives, succession planning, insurances coverage and company and personal tax and financial planning.  
Identify likely buyers.

Understand non-financial aspects (e.g., the business, management team and talent, compensation package, severances, long-term contract, change of ownership clauses, synergies, product/service offering, market and Platform vs. Add-on acquisition) from a buyer's perspective.  
Build strong concise knowledgeable messages around quality of earnings and buyer's skepticism and findings.



Identify owner objectives.  
Develop divestiture, contingency and communication plans.  
Address strategic and tactical priorities, resources and timing.  
Assemble, motivate and brief selective members of the management team.  
Assemble a team of trusted advisors and deal specialists.  
Appoint senior project manager.  
Ensure internal managers and external advisors communicate the same message.

Self-review enables seller to maintain credibility and control and better anticipate buyers needs.  
Perform quality of earnings and working capital analysis.  
Highlight key performance indicators and management tools and demonstrate their relevance.  
Collate scrutinized data in a well-thought out and structured centralized database; with some data being released in phases.  
Unpleasant surprises derails transactions and deflates value.

Develop sound financial projections.

Articulate market assessment, opportunities and value drivers to support future growth and profitability.

# Mergers & Acquisitions Services

## Divestitures: Pre-Sale Diagnostics and Sell-Side Due Diligence – Higher Valuation and Higher Certainty

Background	Key Benefits
<ul style="list-style-type: none"><li>➤ As strategic and financial buyers are under greater scrutiny to make the right investment, the rigors of due diligence by buyers and investors have increased tremendously.</li></ul> <p><b>Advance Preparation and Formulation of Sales Strategy</b></p> <ul style="list-style-type: none"><li>➤ Assess the company's readiness to maximize its potential sales value.</li><li>➤ Identify possible improvement areas that can help increase the potential sales value given various time horizons.</li><li>➤ Advise the company on its sales strategy and plan, including the selection of advisors.</li><li>➤ Stage the company for sale or investment.</li></ul> <p><b>Sell-Side Due Diligence</b></p> <ul style="list-style-type: none"><li>➤ Prepare an independent due diligence report on the business (scope is no different than buy-side due diligence). The report is provided to potential purchasers on a no-reliance basis.</li></ul> <p><b>Transaction</b></p> <ul style="list-style-type: none"><li>➤ Project Management including appointing &amp; assessing other professional advisors.</li><li>➤ Managing a secured online data room with validated data to help facilitate the flow of deal centric documents and communications with buyers and other advisors.</li><li>➤ Assist with the negotiation of provisions in the Letter of Intent and Purchase and Sale Agreement (e.g., warranties and indemnities, and working capital and earn-out targets).</li></ul>	<ul style="list-style-type: none"><li>➤ Understand the valuation of the business and what can be done to improve the valuation ("Dynamic Valuation").</li><li>➤ Provide advice with regards to the optimal transaction structure for financial planning and tax purposes.</li><li>➤ Present the company in the most favorable light.</li><li>➤ Address critical issues before they ever rise to the level of being an impediment to the transaction or a destruction to the value of the business.</li><li>➤ Anticipate buyers needs (and what they will need post-closing).</li><li>➤ Enhanced credibility and transparency of financial and business information to ensure buyer bases offer on key and reliable information.</li><li>➤ Increase the number of bidders and reduce re-trade opportunities (more certainty with initial offer).</li><li>➤ Better prepared Management team for presenting business.</li><li>➤ Seller better able to manage and guide and communicate the transaction at the appropriate time and speed.</li><li>➤ Minimizes disruption to the Business and its Management and reduces on-site work by multiple parties.</li><li>➤ Provides additional certainty over financing, particularly for private equity buyers.</li></ul> <p><b>➤ Maximize net proceeds, reduce the time to closing and reduce risk of loss in business value during the transaction process.</b></p>

## Office Of The Chief Financial Officer

Proactive and Strategic Leader for Operations and Finance

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**Farrell Advisory**  
provides Proactive Leadership  
and partners with CEO's, Boards  
and Shareholders in shaping  
the company's corporate  
governance, reporting,  
infrastructure and strategy.

**Farrell Advisory** provides **proactive leadership and partners** with CEO's, Boards and Shareholders/Business Owners **in shaping the company's corporate governance, reporting, infrastructure and strategy** and develops **effective leadership** to ensure a **disciplined operating model** and **profitable growth**.

## Restructuring & Business Reengineering Services

### Distressed Situations Can Be Managed

Restructuring & Business  
Reengineering Services

**Farrell Advisory**  
provides swift, decisive  
leadership and analytics  
to restore performance  
and value.

**Business trouble can arise quickly and for a variety of reasons.** Companies may suffer from missed market expectations, reduced operating profit or severe cash problems. Whether triggered internally or by marketplace dynamics, **distressed situations can be managed.**

# Restructuring & Business Reengineering Services

## Integrated Offering, One Point of Delivery

**Our dedicated Restructuring practice teams, as supported by a network of highly qualified Subject Matter Experts from a variety of disciplines, expand focus and results for our clients.**

Alignment of Strategies and Improvement Plans with stakeholders . Design of organization (including equity/debt structure), management structure/ operating/ budget plans and Improvement Plans (teams, allocation of responsibilities, new leadership team and incentive/retention plans) and Reporting models with effective corporate governance and tax strategy.

To quickly boost profitability and cash flow, streamline operations and maximize returns, evaluate all aspects of a business to determine the appropriateness of cost allotted to each area and the ROI of each expense decision for the company. We recommend a 'zero' based budgeting approach to costs, customers/ products, locations and procedures/ tasks.

Crisis cash management requires deep insights to the reporting and forecasting process that is fundamental to a successful turnaround. Accurate and cleaned up data, active and near real-time communication of key performance indicators via dashboards is necessary to make informed course-corrections to strengthen and enhance strategies and actions.



Cash management should become a core competency and managed by a specialist; this goes beyond the 13-week cash flow forecasting. Orderly ordering, spend and standardization of accounts payable; careful management of inventory; and improving accounts receivable for cash collection opportunities culture should be careful monitored by KPI's and incentivized by realignment of management incentives (e.g., salesmen for cash collections rather than on orders).

Financial restructuring should encompass the honest and intense appraisal of valuation and the debt/equity structure but also the operating processes and value delivery culture that leads to reduction in debt and cash flow.

Managing and regular communication with energy of "right first time" changes in vision, culture, structure and goals and then performance against goals are fundamental to success and trust which stakeholders to organizations. Changes and perceived uncertainties will be quickly judged and rebelled against via irrational actions if deemed poor leading to loss of employees and customers.



# III. Examples of Advisors, Clients and Engagements



**International Corporate Finance** experience gained from **over 20 years of professional services** in **Big 4** and **International Consulting Firms, Listed** and **Management Buyout** businesses.

John Shaw



### Professional Involvement:

- Pennsylvania and New Jersey Institutes of Certified Public Accountants,

### Community Involvement:

- Knights of Columbus
- Kellogg School of Management Alumni Admissions Organization.
- Drexel University Alumni Ambassador.

John Shaw has more than twenty-five years of business experience, including twenty years serving corporate and private equity clients on over 300 buy-side and sell-side transactions in Transaction Advisory Services (buy-side and sell-side diligence and carve-outs), Restructuring & Business Reengineering, or Integration. John has served as either a consultant (Managing Director) at Big 4 (KPMG), international accounting firm (BDO) and national consulting firm (CMF Associates, a CBIZ, Inc. company) or as (Director, Acquisitions and Divestitures, Integration) at private equity backed companies, Ascensus, Inc. and HKA and Fortune 50 Company, Johnson and Johnson. Private equity clients include: Frontier Capital, Trivest Partners, GTCR, Haverford Capital, RFE Partners, LLR Partners, The Wicks Group, and Eli Global.

- Led over 300 transactions with revenue ranging from start-up to \$50 billion across multiple sectors and countries with companies ranging from small to very large, from family to private equity owned to publicly listed, from local to multinational corporations. Significant experience in consumer and industrial products, textile, software, technology, health care, business services, pharmaceutical, life sciences, gaming, financial and retail sectors. International experience includes in-bound and out-bound investment to/from Canada, Mexico, Central and South America, Europe, Japan and Asia Pacific regions.
- Led the financial diligence team for the acquisition of 32 nursing care facilities by Blue Mountain and Capital Funding Group. Project included critiquing the financial model with synergies, conversion of modified GAAP accounting to GAAP, determining working capital for the purchase and sale agreement, and determining the projected cash flows with Affordable Care Act impact.
- Served as long-term strategic consultant for a U.S. manufacturing company with 7 plants. Key initiatives included: Leading the strategic assessment of business segment financial and operational viability, developing and tracking key performance metrics including executive-level dashboards, and leading financial management as the interim controller. Developed division level and consolidated financial statements, management reports, and cash flow forecasts, as well as specialized financial information for private equity investors.
- Served in a strategic corporate head office role at Ascensus which provides technology enabled solutions to the retirement, education and health care market segments. Primarily focused on M&A (18 transactions) and integration. Deal values ranging from \$3M to \$68M and assessed a \$600M public company transaction. Developed the M&A playbook, due diligence assessments included cash to accrual accounting, revenue recognition, performance improvement, quality of earnings, working capital, earnout calculations, and integration, synergy analysis tracking report for acquisitions aligned to management and shareholder's objectives.
- Led divestiture of global \$1.6B revenue diabetes unit, LifeScan Inc. to Platinum Equity Partners, closure of the diabetes research and development business, and sale of the diabetes pump business. Advised Johnson and Johnson senior executives on strategy and approach to selling and shutting down operations. Applied business acumen and knowledge in preparing financial analysis, due diligence, corporate development, transition services, and carve-out financial reporting.
- Integration two global businesses, including managing day-to-day integration of 7 workstream areas such as operations, information technology, finance, human resources, and legal. Developed and executed routine communications and reporting structure for the Steering Committee, Board of Directors, and private equity owners. Established and monitored the \$1.5 million integration budget without overages.

John is a CPA, who holds degrees from Drexel University, cum laude (B.S. Accountancy and Finance) and Northwestern University, Kellogg School of Management (MBA Finance and Marketing).

Bill Rossello



Bill Rossello is a former “Big Four” consulting partner and executive with over 30 years of management consulting experience. Bill was a partner of both KPMG Consulting and Deloitte Consulting, and led Management Consulting Solutions as a Senior Vice President at BearingPoint. Known for his expertise in business strategy, operations, and change management, Bill built a number of large consulting practices and has been involved in several corporate acquisitions over the last 15 years.

Bill’s industry experience includes engagements in the following sectors: financial services, manufacturing, retail, consumer products, electronics, high tech, professional services, scientific R&D, and all levels of government. In the chemicals sector, Bill has worked with BASF and Air Products. Most recently, Bill has worked with several small to mid-size companies on growth initiatives and preparation for transactions.

Bill holds degrees from Duke University and the College of William & Mary.

## Farrell Advisory

Examples of Clients from Prior Firms and Current Clients – Over 170 Transactions with Revenue Exceeding \$70B

### Private Equity Firms

THE  
HALIFAX  
GROUP

CERBERUS  
CAPITAL MANAGEMENT, L.P.

WC WYNNCHURCH | CAPITAL

M&F HEALTHCARE  
PARTNERS

LBC Credit Partners

BILGOLA CAPITAL

BOE  
Black Orchid Equity  
a Limited Liability Company

ACP  
ARLINGTON  
CAPITAL PARTNERS

H. I. G.  
CAPITAL

ARES

THE GORES GROUP

Goldman  
Sachs

FARRELL ADVISORY  
INC.

### Corporations

DynCorp  
INTERNATIONAL

DELPHI

BAE SYSTEMS

RICE  
INDUSTRIES, INC.

Sara Lee

Kodak

SUMMATION 360™  
a TWI innovation

bp

LYNX

Dawsongroup plc

### Banks

Bank of America



SUNTRUST

REGIONS

















M&T Bank

Global Standards Driving Customized Solutions











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# Farrell Advisory

## Examples of Engagements – Over 170 Transactions with Revenue Exceeding \$70B

 <p>Strategic &amp; Interim CFO roles incl. carve out of 50% of business and negotiation of M&amp;A contracts, due diligence &amp; merger integration (\$100M of revenue)</p>	 <p>Sale of listed group to Skandia, MBO of technology businesses, reverse take-over of AIM listed company, several M&amp;A transactions and Interim CFO &amp; Strategic roles (\$500M of revenue)</p>	 WYNNCHURCH   CAPITAL <p>Due diligence on merger of two window companies (\$200M of revenue)</p>	 WYNNCHURCH   CAPITAL <p>Due diligence on pipe manufacturer (\$375M of revenue)</p>	 LBC Credit Partners <p>Due diligence of media &amp; distribution company (\$150M of revenue)</p>
 <p>Due diligence of coal mine (\$370M revenue)</p>	<p>Lender (confidential)</p> <p>Due diligence of talent management IT company (\$130M of revenue)</p>	 <p>Due diligence on Stumptown, roaster, coffee bars and distributor of coffee</p>	<p>Portfolio of PE Firm (confidential)</p> <p>Integration &amp; business diagnostic review of energy cleaning service company (\$150M of revenue).</p>	 <p>Due diligence for buyer of U.S. home healthcare franchise</p>
<p>Portfolio of PE Firm (confidential)</p> <p>Performance improvement of government contractor (\$3.5B of revenue)</p>	<p>Portfolio of PE Firm (confidential)</p> <p>Due diligence of a carve-out of an international homeland security company (\$140M of revenue)</p>	 <p>Due diligence of United Defense (\$4B of revenue)</p>	 <p>Business diagnostic review of distressed government contractor (\$70M of revenue)</p>	 <p>Business diagnostic review of distressed government contractor (\$180M of revenue).</p>
 <p>Creditors advisor for unsecured creditors of housing parts manufacturer (\$530M of revenue)</p>	 <p>Creditors advisory for SunTrust on LandAmerica (\$2.7B in revenue)</p>	 <p>Debtors restructuring advice (\$6.5B of revenue)</p>	 <p>Creditors advisory for distressed international glass manufacturer (\$2.4B of revenue)</p>	 <p>Carve-out &amp; pro-forma new cost base and sell-side due diligence of automotive parts companies in Chapter 11 (\$1.3B of revenue)</p>



 <p>Due diligence of IT government contractor</p>	 <p>Due diligence of United Defense (\$4B of revenue)</p>	 <p>Due diligence on technology government contractor (\$61M of revenue)</p>	 <p>Lending due diligence twice on Vistrionix, government contractor</p>	<p>Private Company (confidential)</p> <p>Due diligence on two technology government contractors</p>
<p>Private Company (confidential)</p> <p>Due diligence on cyber security government contractor</p>	<p>Private Company (confidential)</p> <p>Due diligence on a space surveillance technology company</p>	 <p>Due diligence of a carve-out, distressed international homeland security company (\$140M of revenue)</p>	 <p>Due diligence on a provider of complex security solutions government contractor</p>	 <p>Due diligence on CompuDyne, a listed government contractor (\$150m of revenue)</p>
 <p>Due diligence on government contractor that provides expositions and conferences for the DoD, Civilian Agencies and prime contractors</p>	 <p>Due diligence on Government Contract Solutions, Inc.</p>	<p>Non-Profit (confidential)</p> <p>Due diligence on a distressed international government contractor (\$370m of revenue)</p>	<p>Private Company (confidential)</p> <p>Due diligence on a cyber, software, information assurance and engineering government contracting technology company</p>	 <p>Business diagnostic review of distressed human services case management licensing government contractor (\$70M of revenue)</p>

## Farrell Advisory

### Examples of Engagements – Due Diligence: Healthcare

**MBF** HEALTHCARE  
PARTNERS

Due Diligence of Autism  
Centers of Michigan, applied  
behavioral healthcare  
Medicaid multi-side businesses

**MBF** HEALTHCARE  
PARTNERS

Due Diligence of World Evolve.  
and WeTherapy, applied  
behavioral healthcare  
Medicaid multi-side businesses

**THE  
HALIFAX  
GROUP**

Due diligence of community-based  
home respiratory products and  
healthcare services company

**THE  
HALIFAX  
GROUP**

Due diligence on 2 community-  
based home respiratory products  
and healthcare services  
companies

**THE  
HALIFAX  
GROUP**

Due diligence for buyer of  
home-based healthcare  
franchise

**THE  
HALIFAX  
GROUP**

Due diligence on operator of  
opioid treatment clinics

**EDG  
PARTNERS**

Due diligence on non-  
emergency ambulance  
services

 <p>Due Diligence of 11 IT services and hosting companies</p>	 <p>Due diligence on payroll software and hosting company</p>	 <p>Due diligence on technical training in receivership</p>	 <p>Due diligence on a company providing fiber optic networks</p>	 <p>Due diligence on telecommunications-towers and fiber solutions company</p>
 <p>Due diligence of Business only ISP /xSP (Storage, Backup, Telephony, etc.)</p>	 <p>Due diligence of talent management IT company (\$130M of revenue)</p>	<p>Private Investor (confidential)</p> <p>Due diligence on software and services provider for mobile collaboration</p>	 <p>Due diligence on technology government contractor (\$61M of revenue)</p>	<p>Private Company (confidential)</p> <p>Due diligence on a structured cabling, fiber optic &amp; utility construction company</p>
<p>Private Company (confidential)</p> <p>Due diligence on cyber security government contractor</p>	<p>Private Company (confidential)</p> <p>Due diligence on a space surveillance technology company</p>	<p>Non-Profit (confidential)</p> <p>Due diligence on a distressed international government contractor (\$370M of revenue)</p>	<p>Private Company (confidential)</p> <p>Due diligence on a cyber, software, information assurance and engineering government contracting technology company</p>	 <p>Lending due diligence on software and services mobile collaboration</p>

 <p>Due diligence of coal mine (\$370M revenue)</p>	 <p>Due diligence on manufacturer of ready-made wiring assemblies (\$170M of revenue)</p>	 <p>Due diligence on Korean automotive parts manufacturer</p>	 <p>Due diligence on merger of two window companies with \$200M of revenue</p>	 <p>Due diligence on pipe manufacturer with \$375M of revenue</p>
 <p>Due diligence of a three residential construction companies with combined revenue of \$305M</p>	 <p>Business diagnostic review of distressed grounds systems government contractor manufacturer (\$275M of revenue)</p>	 <p>Due diligence of designer and manufacturer of UK playground equipment company</p>	<p>Private Investor (confidential)</p> <p>Due diligence on boiler manufacturer</p>	 <p>Due diligence on manufacturer of polymer-based building products in North America (\$1.7B of revenue)</p>
<p>Private Investor (confidential)</p> <p>Due diligence on designer and manufacturer of industrial wheels and casters (\$100M of revenue)</p>	<p>Financial Investor (confidential)</p> <p>Due diligence on developer and manufacture of health and beauty products (\$48M of revenue)</p>			

# Farrell Advisory

## Examples of Engagements – Due Diligence: Business Services

### Lex Transfleet

Due diligence on dustcart vehicle hire company

### Lex Transfleet

Due diligence of a logistics company



Due diligence on multi-site European cold store rental group



Due diligence on \$300M international logistics and international freight forwarding company



Due diligence for \$850M logistics company



Due diligence for \$150M media and distribution company



Due diligence for \$90M printing company



Due diligence Landis ICT Services Limited (in administration) technical IT training business



Due diligence of Power Education, IT technical training business

Private Investor (confidential)

Due diligence on employment agency



Due diligence of distributor of light vehicle maintenance parts and accessories



Due diligence of distribution company













Due diligence of author and publisher of school and college text books (\$100M of revenue)



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Examples of Clients from Prior Firms and Current Clients – Due Diligence: Consumer, Retail and Franchise

 <p>Due Diligence on full service sit-down and quick service restaurants, bars, lounges and gourmet markets in airports</p>	 <p>Due diligence on Stumptown (roaster, coffee bars and distributor of coffee)</p>	 <p>Due diligence on Intelligentsia (roaster, coffee bars and distributor of coffee)</p>	 <p>Due diligence for buyer of fast food restaurant franchisee</p>	<p>Private Investor (confidential)</p> <p>Due diligence and modelling for investor in martial-arts infused fitness franchise</p>
 <p>Due diligence on merchant of spices, herbs and seasoning</p>	 <p>Due diligence on developer and manufacturer of health and beauty products</p>	 <p>Due diligence on direct-to-consumer retailer which provides sub-prime.</p>	 <p>Lending due diligence on Church's Chicken (franchisor)</p>	 <p>Lending due diligence on RE/MAX (franchisor)</p>
 <p>Lending due diligence on a mobile device accessories business</p>				

# Farrell Advisory

## Examples of Clients from Prior Firms and Current Clients – Sell-Side



Sale of UK pension software business



Sale of Lynx group plc, listed on UK stock market, to Skandia (\$500M of revenue)



Sale of Lynx Automotive to US listed business



Sale of Lynx Ascent technology



Reverse take-over and raising of \$3m equity on UK AIM for a technical IT training business

Service Government Contractor (confidential)

Financial Advisor for sale of minority shareholding

Equipment Government Contractor (confidential)

Valuation and assessment of company and structuring for sale purposes



Assessment and implementation of improvements and structuring a government contractor for sale



Assessment, accounting and structuring of transaction for MBO

International Listed Health and Retail Company. (confidential)

Financial Advisor for \$50m fund raising



Carve-out & quality of earnings of Branded Apparel divisions (\$4.5B revenue)



Carve-out & pro-forma cost base & sell-side due diligence (\$1.3B revenue, Chapter 11)



Carve-out of Olefins, derivatives and refining group (\$25B revenue)

Sale of Tele-Works

Advisor to Board for sale of electronic billing, payment, and communication services company



Sale of Volvo Distributorship which represented 50% of group business

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## Examples of Clients from Prior Firms and Current Clients – Carve-Outs



Carve out of Volvo  
Distributorship representing 50%  
of business



Sale of listed group to Skandia  
(which retained financial services  
business) and repurchase of IT  
businesses via MBO

**DELPHI**

Carve-out & pro-forma cost  
base & sell-side due diligence  
(\$1.3B revenue, Chapter 11)



Carve-out of Olefins,  
derivatives and refining  
group (\$25B revenue)



Carve-out & quality of earnings of  
Branded Apparel divisions (\$4.5B  
revenue)

A|C|P  
ARLINGTON  
CAPITAL PARTNERS

Due diligence of a carve-out,  
distressed international  
homeland security company  
(\$140 m revenue)

THE  
HALIFAX  
GROUP

Due diligence for buyer of a  
carve-out fast food  
restaurant franchisee



Merger integration of acquired European portable cold store rental business



Merger integration of distressed technical training business



Assessment of merger integration of an Australian financial software business

Portfolio of PE Firm  
(confidential)

Integration review of \$150m energy cleaning service company









Improvement of reporting of pipe manufacturer with \$375M of revenue

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## Examples of Clients from Prior Firms and Current Clients – Legal and Accounting Issues











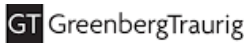
<p>Portfolio of PE Firm (confidential)</p> <p>Acting for PE firm re earn-out dispute following sale of government contractor</p>	<p>Portfolio of PE Firm (confidential)</p> <p>Acting for PE firm re working capital dispute following sale of a product government contractor</p>	<p>Portfolio of PE Firm (confidential)</p> <p>Working capital assessment for PE firm following purchase of healthcare business</p>	<p>Portfolio of PE Firm (confidential)</p> <p>Working capital assessment for PE firm following sale of international healthcare business</p>	<p>Portfolio of PE Firm (confidential)</p> <p>Working capital dispute for PE following acquisition</p>
 <p>Working capital assessment for Group after disposal of financial software business</p>	 <p>Working capital assessment for disposal of a hotel resort</p>	 <p>Working capital true up for a design and manufacturer of test and measurement equipment</p>	 <p>Accounting assistance (fresh start accounting/SEC)</p>	 <p>Accounting investigation and assistance following significant prior year adjustments in listed group</p>
 <p>Accounting assistance following sale by GM to Greenbriar Equity Group and Berkshire Partners</p>	 <p>Litigation support on a fraud case on \$100M author and distributor of education hardware and software products &amp; inventory revaluation of over 15,000 of SKUs over 4 period ends</p>	 <p>Litigation support on a fraud case on selling securities</p>		



 <p>Group strategic, M&amp;A targeting and Interim CFO roles including carve out of 50% of business and negotiation of M&amp;A contracts</p>	 <p>Group Interim CFO &amp; Strategic roles and M&amp;A targeting roles</p>	<p>Portfolio of PE Firm (confidential)</p> <p>Business diagnostic reviews and projections for multi-side Medicaid dentistry \$100m company in default of debt covenants</p>	<p>Logistic Support, Portfolio of PE Firm (confidential)</p> <p>Corporate CFO services for \$750m logistics support group and implementation of significant cost savings.</p>	<p>Government Contractor (confidential)</p> <p>Review acquisition strategy and identify potential acquisition targets</p>
<p>Portfolio of PE Firm (confidential)</p> <p>Performance improvement of \$3.5B government contractor</p>	 <p>Debtors restructuring advice for \$6.5B company</p>	 <p>The Glass Company</p> <p>Creditors advisory for \$2.4B distressed international glass manufacturer</p>	<p>Consumer Apparel (confidential)</p> <p>Advisor (restructuring and refinancing) to CEO and board of distressed \$60 million athlete wear retailer</p>	<p>Portfolio of PE Firm (confidential)</p> <p>Diagnostic review of \$150m energy cleaning service company</p>
 <p>Creditors advisor for unsecured creditors of \$530M housing parts manufacturer</p>	 <p>Creditors advisory for SunTrust on LandAmerica with \$2.7B of revenue</p>	<p>The Federal Cybersecurity Investment Group</p> <p>Board advisory role for start-up cybersecurity company</p>	<p>International Listed Health and Retail Company. (confidential)</p> <p>Financial Advisor for \$50m fund raising</p>	<p>Service Government Contractor (confidential)</p> <p>Assessment and implementation of improvements and structuring a company for sale</p>
<p>Equipment Government Contractor (confidential)</p> <p>Valuation and assessment of company and structuring for sale purposes</p>	<p>International Tunneling Co. (confidential)</p> <p>Identify potential acquisition targets</p>			

# Farrell Advisory

## Examples of Clients from Prior Firms and Current Clients – Restructuring, Business Diagnostics & Reengineering

 <p>Business diagnostic review of distressed human services case management licensing government contractor (\$70M of revenue)</p>	 <p>Business diagnostic review of distressed C4ISR government contractor (\$180M of revenue)</p>	 <p>Business diagnostic review of manufacturer of satellite systems, government contractor (\$240M of revenue)</p>	 <p>Business diagnostic review and projections of scientific, engineering and IT solutions government contractor (\$730M of revenue)</p>	<p>Property Investor (confidential)</p> <p>Restructuring Advisor to investors in a residential real estate investment</p>
 <p>Creditors advisor for unsecured creditors of \$530M housing parts manufacturer.</p>	 <p>Creditors advisory for SunTrust on LandAmerica with \$2.7B of revenue.</p>	 <p>Debtors restructuring advice for \$6.5B company.</p>	<p>Consumer apparel (confidential)</p> <p>Advisor (restructuring and refinancing) to CEO and board of distressed \$60M athlete wear retailer</p>	 <p>Carve-out &amp; pro-forma cost base &amp; sell-side due diligence (\$1.3B revenue, Chapter 11)</p>
 <p>Business diagnostic review of distressed grounds systems government contractor manufacturer (\$275M of revenue)</p>	 <p>Creditors advisory for \$2.4B distressed international glass manufacturer.</p>	 <p>Business diagnostic review of owner and operator of timeshare vacation properties (\$800M of revenue)</p>	<p>Portfolio of PE Firm (confidential)</p> <p>Performance improvement of \$3.5B government contractor</p>	<p>Private Company (confidential)</p> <p>Performance improvement of a distressed government contractor</p>
<p>Portfolio of PE Firm (confidential)</p> <p>Business diagnostic review and projections for multi-site Medicaid dentistry \$100M company in default of debt covenants</p>	 <p>Business diagnostic review of timeshare and hospitality company (\$800M of revenue)</p>			



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