MARCUS D. HALE

CPA, CA · MBA

Chief Financial Officer | Group CFO | Finance Transformation

Capital Allocation · M&A and Integration · Investor Relations · Take-Private · Cost and Margin

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PROVEN SCOPE
$240M P&L owned directly
380-person finance organisation
6 countries, 4 ledgers to 1
9 acquisitions integrated

ENVIRONMENT
Public reporting and sponsor reporting
Carve-outs and businesses in transition
Lender-facing, covenant-tested finance

CORE SKILLS
Capital Allocation
Investor and Lender Relations
M&A and Integration
FP&A and Forecasting
Treasury and Liquidity
Exit Readiness

VALUES
Owns the number, not the narrative
Protects cash before the quarter

Finance executive with eighteen years in the office of the CFO across public, private and sponsor-owned industrial and consumer businesses, the last six as CFO of a listed manufacturer taken private mid-tenure. Known for moving finance from scorekeeping to capital-allocation discipline, and for being the executive a board hands the decision nobody else wants to own. Expert in M&A and post-merger integration on both the buy and sell side, and in the lender and investor work that follows a change of ownership. Leads quietly, hires people stronger than the role, and has never missed a covenant.

CAREER HIGHLIGHTS

- **Took divisional EBITDA from $41M to $68M in 30 months by exiting two unprofitable lines and repricing the top 40 accounts**
- **Ran the $410M sale of a business unit to a strategic buyer at 7.2x, against a board floor of 6x**
- **Integrated 9 acquisitions across 4 years with zero post-close restatement and $22M in realised synergies**
- **Refinanced $300M of senior debt 90 bps inside prior terms, adding $11M a year in free cash**
- **Cut the monthly close from 11 days to 3 with no addition to headcount**

CAREER HISTORY

Industrial manufacturer, $1.9B revenue, TSX-listed until 2022, then acquired by a mid-market sponsor in a $2.1B take-private.

Chief Financial Officer 2019–Present

Reported to CEO and Board | **P&L** $240M | **Direct** 7 | **Indirect** 380 | **Scope** 6 countries

Brought in to build a finance function that could forecast rather than report, as the board opened the strategic review that led to the take-private.

- **Lifted divisional EBITDA from $41M to $68M in 30 months** by repricing the top 40 accounts and exiting two loss-making lines, holding revenue flat while margin did the work.
- **Rebuilt FP&A into a driver-based forecast within the first year,** the analysis that identified the two value-destroying lines and became the margin programme the sponsor later underwrote.
- **Ran the $410M carve-out sale end to end,** from data room to close, landing a 7.2x multiple against a board floor of 6x and a banker view of 6.5x.
- **Carried the take-private through diligence and close,** owning the quality-of-earnings process and the lender model, and retaining every member of the finance leadership team.
- **Refinanced $300M of senior debt 90 bps inside prior terms,** adding $11M of annual free cash through a lender process run in-house rather than through an advisor.
- **Cut the monthly close from 11 days to 3** by consolidating four ledgers onto one platform, releasing two analysts from reconciliation into forecasting.

EARLIER ROLES, BOARD AND ADVISORY WORK, AND EDUCATION FOLLOW ON PAGE TWO