

ROB KEEFRIDER

LEADERSHIP ROLES



**RAPID
GROWTH
FINANCE
LEADER**

* ENTHUSIASTIC *

* INQUISITIVE, ANALYTICAL, DECISIVE *

* RELIABLE, PERSISTENT *

PROFILE

Finance and corporate development executive with over 25 years of experience driving growth, raising capital and managing risks in time-sensitive, “roll-up your sleeves and get it done” environments, including an international NASDAQ clean-tech company, regional and national services companies, private equity funded national technology and health services companies, and a global accounting/CPA firm

FINANCIAL ACCOUNTING & ADVISORY SERVICES

INTERIM & OUTSOURCED FINANCIAL LEADERSHIP – CFO/FP&A/AUDIT

COMPLEX & TECHNICAL ACCOUNTING
FINANCIAL PROCESS IMPROVEMENT,
FINANCING & RESTRUCTURING, IPO &
EXIT READINESS

TRANSACTION ADVISORY

ACQUISITION, DUE DILIGENCE,
VALUATION, OPENING BALANCE SHEET,
INTEGRATION/POST-MERGER

EFFICIENCY, PROFITABILITY. GROWTH PLAN & EXECUTION

BUSINESS MODEL, STRATEGY &
TRIGGERS, CROSSING THE CHASM,
SALES ENABLEMENT & VALUE PROP

- CFO – CORPORATE CONTROLLER -
- DIRECTOR OF COMMERCIAL & CORPORATE DEVELOPMENT -
- DIRECTOR FINANCIAL PLANNING & ANALYSIS – VP FINANCE –
- ENABLING & ACCELERATING SALES –
- EXPERIENCED AUDIT MANAGER – TRUSTED BUSINESS ADVISOR -

VERTICALS

HEALTHCARE - pharmaceuticals, drug formulary & rebates, pharmacy benefit (Rx), medical benefit (specialty, injectables), biotechnology & life sciences, medical office management, skilled-nursing facilities, equipment & services

CLEAN TECH, RENEWABLE ENERGY, POWER GENERATION EQUIPMENT & INDEPENDENT POWER PRODUCERS – company and project financing, R&D, global technology licensing & commercialization, product development, manufacturing, project management, sales, service, power purchase agreements, IPP, strategic partnering for growth, milestones, triggers, business model, budgeting, forecasting, value proposition

AEROSPACE & DEFENSE, CONSTRUCTION, ENGINEERING – estimates-at/to-complete (EACs/ETCs), modeling, planning, reporting, % of completion, fixed-price, cost plus, overhead, bonding, letters of credit, program reviews, unbilled/billed revenue, insurance, collection, true-ups, change orders, disputes, valuation, customer & contractor relations, banking

MANUFACTURING, COMPONENTS & EQUIPMENT, INDUSTRIAL MACHINERY, TRADING COMPANIES & DISTRIBUTORS –OEMs, manufacturers, distributors, dealers, warranty & service contracts (LTSAs), value enhancing contracts & sales: recurring revenue, auto-renewal, e-billing & payments, price increases

ENERGY: OIL, GAS & CONSUMABLE FUELS - wholesale & retail distribution oil, gas, propane, transportation, contracting

MATERIALS, COMPOSITES, BATTERIES/ELECTRO-CHEMISTRY, METALS – R&D, manufacturing, production & service centers

TECHNOLOGY, SOFTWARE, COMMERCIAL & PROFESSIONAL SERVICES – B2B services, SaaS, direct & channel sales, incentive plans, purchase accounting, intangibles/IPR&D, bank & alt funding, government incentives, complex transactions

REAL ESTATE & ASSET MANAGEMENT – negotiation analyses, valuations, buy side & sell side purchase & sale agreements, rent/lease/sell opportunities for underutilized equipment



Robert J. Keefrider, Jr. | Collaborative Problem Solver
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EXPERIENCE

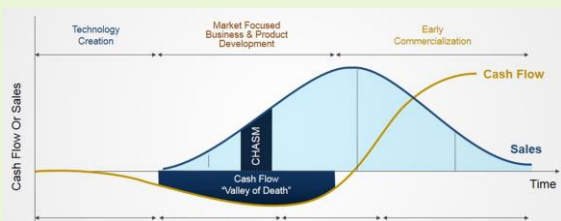


OPTIMAL GROUP
OUTCOMES, CAPITAL, RESULTS.

**RAPID
GROWTH
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LEADER**

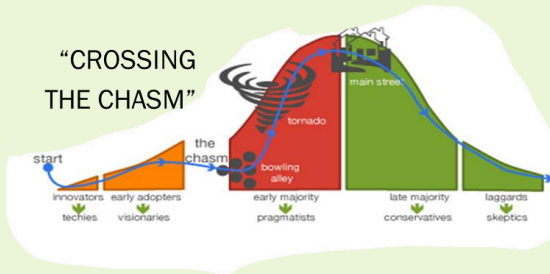
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STAGE OF GROWTH

SEED: PRE-REV	ACQUISITIONS
START-UP	LICENSE/PARTNER
GROWTH	RECAPITALIZATION
MATURATION	SPECIAL SITUATIONS



STRUCTURE & CAPITAL EXPERIENCE

- OTC, NASDAQ, NYSE, PE, VC, IPO -
- FOUNDER/OWNER - MBO - ESOP -
- BANK, MEZZANINE, CASH FLOW DEBT -
- C-CORP, S-CORP, LLC - PROJECT FINANCE
- TAX CREDITS - GRANTS & INCENTIVES -
- FUNDING NEW CO/TECH/1ST OF A KIND -

VALUE: EXPERIENCE ACROSS SECTORS, BUSINESS MODELS, MATURITY AND COMPLEXITY

Hands-on executive and player/coach as CFO, Corporate Controller, VP/Director leading:

- ✓ Financial Plan & Strategy: budget, forecast, business model, investor communication, board reporting
- ✓ Reporting & Treasury: financial and operational KPIs and reporting, loan covenants, wire transactions, investments, letters of credit, bonding, raising capital
- ✓ Revenue Cycle: contract management, billing, A/R. collection, driving and driving profitable sales
- ✓ Accounting, Audit and Tax
- ✓ Due Diligence, Acquisition, Integration
- ✓ HR & Payroll: onboarding, hiring, benefits, workers' comp, 401(k), Profit Sharing, owner strategies
- ✓ Risk management, legal and captive insurance
- ✓ Information Systems, ERP, Business Intelligence

Collaborate with business unit, sales, operations, R&D, engineering, IT, manufacturing, and service leaders to identify risk and bring financial experience & discipline to listen, deliver value, allocate resources, negotiate, profitably grow, and win.

REPRESENTATIVE 6 MONTH INTERIM CFO ENGAGEMENT REPORTING TO PRESIDENT/OWNER

MULTI-ENTITY, GLOBAL AEROSPACE MANUFACTURER WITH COMMERCIAL & GOVERNMENT CONTRACTS

- 1) Ensured business continuity by building, running and documenting processes & all finance operations.
- 2) Evaluated and delivered new comprehensive banking, export credit support and insurance for profitable growth.
- 3) Completed audit & tax deliverables on-budget, on-time,
- 4) Developed a comprehensive controller's manual and daily, weekly, monthly, quarterly, and annual tasks.
- 5) Evaluated and trained a permanent hire.

ORGANIZE WORK AROUND 4 PILLARS

- Acquisition:** due diligence and approval tasks of acquired entities & new organic proposals & sales
- Integration:** tasks and onboarding of acquired entities and contracts & organic sales to customers
- Operation:** communicate, prepare & execute deliverables, financials & KPIs to grow profitably
- Efficiency, EBITDA & Growth:** initiatives, plans and tasks that will move the needle