EDIFI PARTNERS

An Introduction

Who are EDIFI Partners?

Our Mission

Your Strategic CFO Partner – On Demand

Our Vision

To be the partner of choice for fractional Strategic CFO advice and expertise for start-ups, SMEs and Family Offices, combining strategic finance leadership, operational efficiency and deep commercial experience, without the full-time cost

The challenge

- Start-ups, Small & Medium sized Enterprises (SME's) and Family Offices need strategic CFO level expertise and advice
- Hiring an experienced full-time CFO is expensive and maybe premature
- Founders, entrepreneurs and families lack trusted, independent financial leadership to bridge strategy, governance, and reporting

Our Solution

- **Fractional strategic CFO & Family Office advisory services**
- **For Businesses**: Investor-ready financials, fund raising support, cash flow analysis & burn management, strategic planning, transaction support, exit readiness, operationally effective finance function, growth options (local/international), technology delivery
- **For Families**: Independent governance, cash flow analysis, consolidated reporting, risk oversight, wealth stewardship, family orientated reporting systems
- Delivered flexibly, on-demand, and scaled to your needs

The Value We Bring

- **Flexibility**: CFO expertise without the fixed overhead/commitment
- **Clarity**: Financial storytelling through dashboards and clear reporting
- **Trust**: Independent advice and stewardship for families and boards
- **Expertise**: Access to decades of cross-border finance leadership and local/global growth experience, along with risk management
- **Scalability:** Scalable financial support that can grow with the business
- **Being informed**: Strong stakeholder communications
- **Leadership:** Experienced financial and organisational leadership

Why EDIFI Partners?

- EDIFI Partners is an **operator,** as well as an **advisor**. We can demonstrate having been at the “coal-face” of organisations, during both the good and the challenging times, dealing with strategic as well as operational issues
- We are a **seamless bridge** between yourselves and 3rd party advisors, well versed in the myriad of operational issues that any business can encounter
- Our team brings **local** combined with **global** expertise, having operated in multiple jurisdictions around the world, building businesses, global teams and dealing with multiple tax and legal jurisdictions

Our Values

- **Integrity:** Means doing the right thing even when no one is watching
- **Honesty:** Communicating truthfully and respectfully with all stakeholders
- **Passion & Purpose:** We have passion and purpose in all that we do
- **Innovative:** To be forward thinking and future proof our client solutions

EDIFI Partners - Core services

Fractional CFO Advisory

- Health Checks (Financial & Exit)
- Financial Modelling (Operational & Strategic)
- Risk Management
- Stakeholder Comms
- CFO Mentoring
- Transaction Support

Fractional CFO Services – Start-up's
(revenues : $0 - $10m)

- **Financial Modelling**
  - Initial budgeting and forecasting
  - Scenario planning
  - Client profit contribution analysis
  - Fundraising support (investor decks, financial models)
- **Cash Flow & Working Capital Management**
  - Cash flow control & Cash burn management
  - CAPEX planning
  - Initial Tax planning
  - Initial transfer pricing support
- **Performance Management**
  - KPI dashboards, margin analysis
  - Board & investor reporting
- **Transaction & Growth Support**
  - Expansion planning (new products/markets, subsidiaries)
  - Margin growth strategies
- **Systems & Controls**
  - Initial finance function setup (starter finance systems, expense/payment management, payroll)
  - Internal controls

Fractional CFO Services – SMEs
(revenues: $10m-$50m)

- **Financial Modelling**
  - Robust budgeting and forecasting
  - Scenario modelling, sensitivity analysis
  - Fundraising support (investor decks, financial models)
- **Health Checks**
  - Exit readiness assessment
- **Cash Flow & Working Capital Management**
  - Liquidity management & planning
  - Vendor/customer payment strategies
  - Tax planning/execution
  - Transfer pricing support
- **Performance Management**
  - KPI dashboards, business unit analysis, client/project margin analysis
  - Board & investor reporting
- **Transaction & Growth Support**
  - Expansion planning (new products/markets, subsidiaries).
  - Margin growth strategies
- **Systems & Controls**
  - Finance function development (ERP evolution, reporting tools)
  - Risk management, internal controls, compliance

Fractional CFO Services – Growth companies
(revenues: $50m+)

- **Financial Modelling**
  - Strategic planning, budgeting, and forecasting
  - Fundraising support (investor decks, financial models)
- **Health Checks**
  - Exit readiness assessment & action plan
  - Finance Function assessment
  - Quality of Earnings assessment
- **Cash Flow & Working Capital Management**
  - Liquidity management, treasury oversight
  - Group tax planning and execution
  - Multi-market transfer pricing support
- **Performance Management**
  - KPI dashboards, business unit analysis, client/project profit contribution analysis
  - Board & investor reporting
- **Transaction & Growth Support**
  - M&A readiness, due diligence support
  - Expansion planning (new products/markets, subsidiaries)
- **Systems & Controls**
  - Finance function evolution (leadership, FPA and cash management reporting tools).
  - Risk management, internal controls, compliance

Family Office Services

- **Financial Administration**
  - Cash Flow Management across Family Entities
  - Expense tracking, Budgeting
  - Finance automation/systems
  - Back-office professionalisation
- **Consolidated Reporting**
  - Holistic view of assets/asset classes (businesses, investments, real estate, collectables etc.)
  - Transparent performance reports across multiple entities
- **Governance & Oversight**
  - Setting up governance frameworks and decision processes
  - Family charters, board/advisory structures
- **Legacy & Succession Planning**
  - Structuring trusts, estate planning guidance. Succession planning
  - Education & involvement of next-generation
- **Investment Oversight**
  - Reviewing asset allocations & performance
  - Risk management & diversification insights

Cost and Operational Optimisation

- **Digital Dashboards & Automation**
  - Timely reporting (e.g. PowerBI for businesses, Masttro for Family offices).
  - Process automation tools for Accounts Payable/Receivable, Period End etc
- **Value enhancement/protection**
  - Cost benchmarking
- **Global Reach**
  - Cross-border structuring, tax-planning co-ordination, transfer pricing
  - Multi-currency Reporting & FX management
- **Independent stewardship**
  - Neutral, trusted partner sitting between founders/family members and advisors
  - Aligning decisions with long-term goals, not short-term operational objectives

Pricing Model(s)

- **Tiered Offering:** Start-up/Growth/Full service
- **Project Specific:** Execution/leadership of an agreed scope of work.
- **Modular Menu:** clients can pick CFO services only, Family Office services only, or a blend of both.
- **Retainer Model:** agree x days per period, with option to scale up/down as needed.

Pricing based on a standard pricing model, with flexibility on rates based on length of engagement/scope of work.

Strategic Partners

We coordinate seamlessly with our vetted partner network to ensure you receive an integrated service, with best-in-class support

- **Legal Services:** Stephenson Harwood, Taylor Wessing, Ruthbergs
- **Fiduciary Services/Private Office:** JTC, Cavenwell Group
- **Tax Advisory:** Sanctuary
- **Technology:** Third Horizon, Compass Point Consulting
- **Accounting Services:** Compass Consulting, Beyond Shore
- **Entity formation (UAE/International):** JTC, Cavenwell Group
- **Dubai Free zone set-up:** IFZA
- **Technology:** Masttro (for Family Offices), Xero, Zoho, Automation tools

Case Studies (examples)

GROWTH COMPANY (AS GROUP CFO)
(FROM £120M T/O TO £550M T/O)

- Built out the global finance function, including a group finance function, recruiting roles such as: Group Financial Controller, Director of FP&A, Director Tax & Treasury, Director of Internal Audit and regional finance directors, during a time of rapid growth in the business.
- Transformed group balance sheet into positive net worth within 2.5 years of joining HH Global, through a strong focus on AR management and investment into the supply chain, improving current ratio from 0.68x to >1x.
- Delivered improvements to the Net Revenue margin, increasing it from 19.2% to 24.5% over three years, partly through utilising surplus cash to invest in an Early Settlement Discount programme, across the supply chain.
- Developed a group IT strategy that focused on cost management and improved service delivery.
- Delivered a new SAAS based global budgeting, forecasting, and reporting platform for the group. Implemented a new global finance platform, which was integrated with an in-house developed procurement platform.
- Delivered minimum control framework environment across the business and global finance function. Delivered a number of significant process improvements in finance e.g. close-the-books down to working day 3 (from 18).

GROWTH EXPANSION (AS GROUP CFO)
(FROM £550M T/O TO > £2BN T/O)

- During 2019, co-led a successful 10-month project to secure private equity investment from a sponsor and refinance the business. The project completed in February 2020, securing a £100m investment from the Blackstone Tactical Opportunities fund and £125m of new debt facilities, £100m senior debt financing from BlackRock and a £25m SSRCF from HSBC. Managed all external advisors on the sell-side through-out the process.
- Part of the executive team that acquired and took private InnerWorkings Inc. a NASDAQ listed business in October 2020, with revenues of $1.2bn and EBITDA of $45m. Led the finance, legal and debt raising workstreams, successfully raising $250m of incremental term debt from existing and new debt providers and secured an additional £25m SSRCF facility from NatWest. All due diligence and confirmatory work undertaken remotely during first CV-19 lockdown. HH Global realised c$100m of synergies.
- Led wok on the tax restructuring of the Group post the innerworkings acquisition – goal was to be tax neutral as the group was split up. This then led into a global entity rationalisation project.
- Part of the executive team that acquired Adare international from Endless LLP. Adare had revenues of €275m, employing 750 people, with operations mostly in Europe and LATAM.

Case Studies (Examples cont.)

DUBAI BASED FAMILY

- AUM: $500m+
- Worked with the family to define asset allocation/investment strategy post private business liquidity event, which included selection of investment managers.
- Led family structuring project to implement flexible and tax efficient legal structure for the ownership of assets, and their protection, and facilitate succession, implementing a multi-jurisdictional structure based in the ME/Caribbean
- Selected and Implemented Masttro family report platform.
- Led definition of investment strategy for direct investment business, including establishing: Vision, Mission and Values.
- Evolved the existing finance function, re-implementing ERP solution, implementing invoice approval automation and payment processes.
- Assessment of investment opportunities.

UK BASED FAMILY

- AUM: $250m+
- Built a Family Office from scratch. Developed relationships with key external advisors and stakeholders
- Worked with the principal to define asset allocation/investment strategy post private business liquidity event, which included selection of investment manager(s)
- Implemented tax efficient ownership structures for the ownership and management of luxury assets
- Set-up and built out a private office function
- Led project to change usage of superyacht from personal use to charter ready
- Managing relationship with key advisors: legal, tax, private wealth management, structuring and private office
- Assessment of investment opportunities.

Who we are

EDWARD PARSONS
FOUNDER & MANAGING PARTNER

- 25 years in senior finance roles, as strategic CFO/Advisor to senior management and Founder/CEO's
- Worked in two family offices, with significant AUM
- Led PE deal at HH Global. Part of Exec team that undertook US 'Take Private' of Innerworkings Inc and acquisition of Adare International, and worked on integration/synergy realisation
- Grown and scaled small to large entrepreneur led businesses, and finance functions globally
- Deep experience across the back-office functions
- Lived and worked in multiple jurisdictions
- Chartered Management Accountant (Fellow). MBA.
- www.linkedin.com/in/edwardjparsons

MELANIE CROCKETT

- Strategic CFO/COO with 20+ years global experience across diverse sectors e.g. digital/creative, tech (cleantech, fintech, biotech), FMCG, ecommerce, Leisure, Private wealth and more
- Supporting start-ups (bootstrapped and funded), growth companies through funding rounds and exits, VC/PE backed and group companies such as WPP
- Supporting the founders, CEO's and Boards through growth and change, building out teams, installing and transforming finance and operational processes. M&A experience, including post acquisition consolidation
- Strong communication skills and an ongoing mentor for financial professionals globally
- Chartered Management Accountant (Fellow)
- https://www.linkedin.com/in/melanie-crockett-5b21978/

Recommendations

"Edward is one of those people with a long list of qualities that always deliver value to a person, a team and a business."
Colleague

"Edward recruited me to part of his team in 2014. In a short space of time, he taught me a lot. For over ten years, we have remained in touch, and he has always been generous with his time and advice, providing mentorship. Ed has a unique ability to take seemingly very complex matters and break them down into actionable steps which ultimately lead to good outcomes for all those involved."
Team Member

"I previously worked under Edward who was our CFO at HH Global. What stood out to me was Edward's combination of technical skills alongside an even stronger set of soft skills (which we don't often come across in our finance world!). Empathy allows Edward to put himself in other's shoes to understand the Why, and then the technical skills kick into gear in terms of being solution focused."
Team Member

"I've dealt with Ed in his capacity as CFO of a large, PE backed international business. I have always been super impressed not only by Ed's ability to be across multiple complex issues, but also his ability to form strong relationships while performing that role. Ed's approach is collaborative, commercial and practical."
External Advisor

"Congratulations on this new venture Edward. You bring wisdom, commercial acumen and a wealth of international family office experience not forgetting a healthy dose of common sense and a reasonable sense of humour." **External advisor**

"Edward isn't just a CFO. He is the person you bring in when the situation is complex, the future is uncertain, and the margin for error is razor-thin. I've known Edward both professionally and personally, and what stands out every time is not just his extraordinary financial skill, but his rare ability to lead with calm, clarity, and deep emotional intelligence."
Unconnected Family Office CEO

Next Steps

- If you would like to talk to EDIFI Partners, please contact Edward for a discovery call to discuss your challenges:
  - M: +971 52 404 2031
  - WA: +971 52 404 2031
  - Email: Edward@edifipartners.com
  - Web: www.edifipartners.com