



Unlocking Portfolio Value With NetSuite

October 10, 2024

ORACLE
NetSuite
Solution Provider Partner

forv/s
mazars

Global Presence

Top 10

Global Network*

\$5bn

Combined Revenue (2023)

100+

Combined Countries & Territories

400+

Combined Offices & Locations

1,800+

Combined Partners

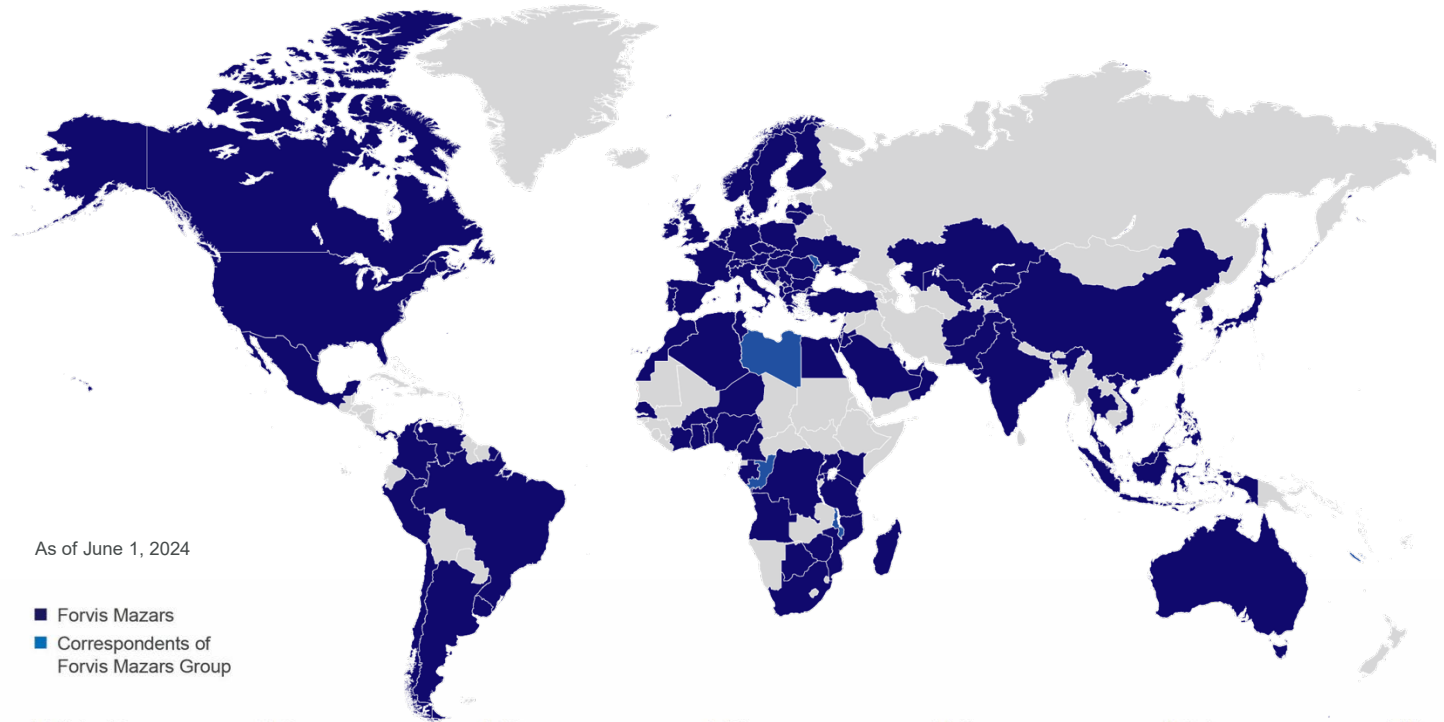
40,000+

Combined Employees

* Source: IAB World Network rankings, based on most recent rankings

2023 revenues: FORVIS \$1.7bn (€1.6bn), Mazars (expected) \$3bn (€2.8bn)

Forvis Mazars is the brand name for the Forvis Mazars Global network (Forvis Mazars Global Limited) and its two independent members: Forvis Mazars, LLP in the United States and Forvis Mazars Group SC, an internationally integrated partnership operating in over 100 countries and territories.



As of June 1, 2024

- Forvis Mazars
- Correspondents of Forvis Mazars Group

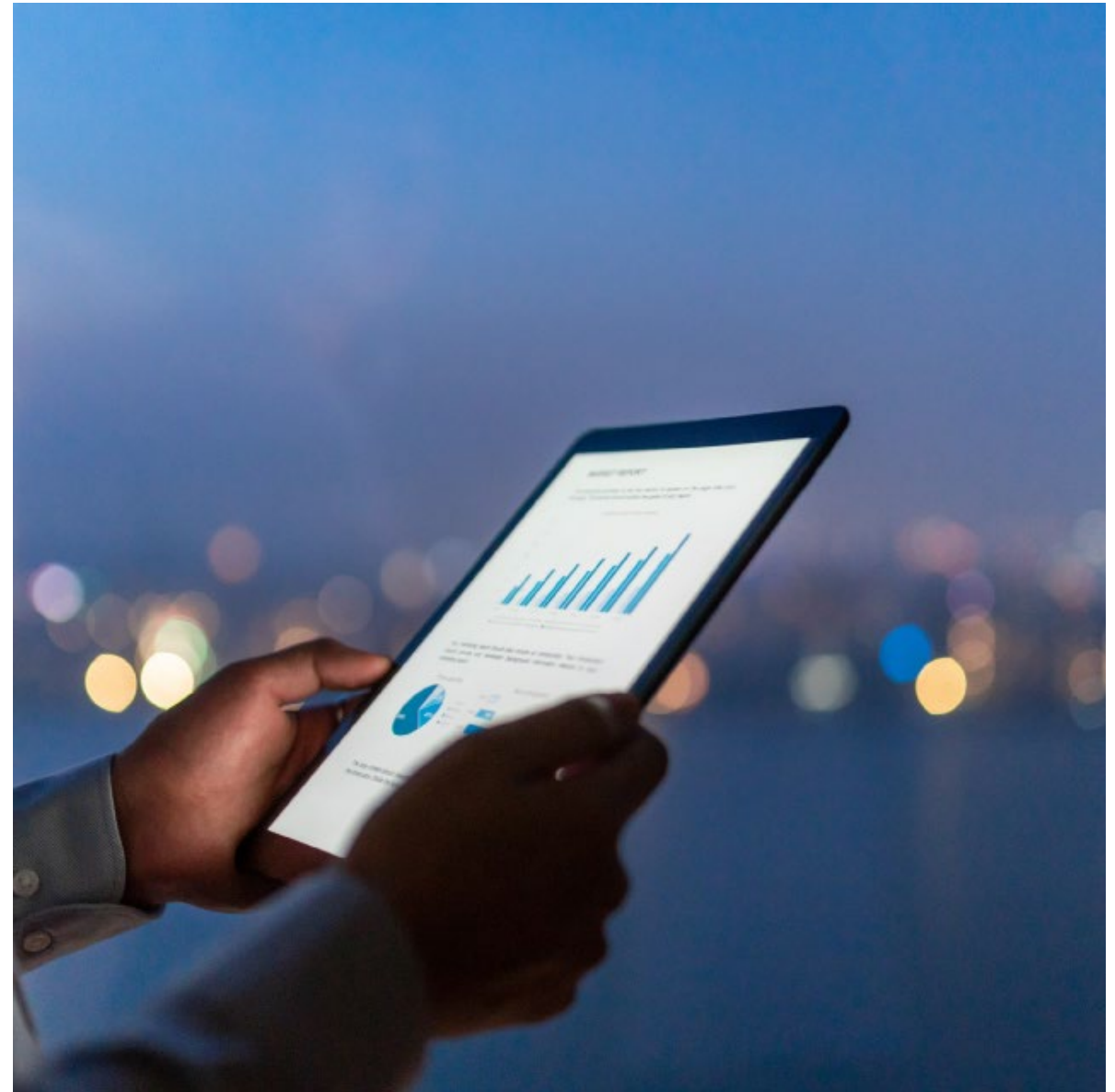
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|--------------------------|--|--------------|--------------|-------------------|----------------|------------------------|
| ■ Afghanistan | ■ Cameroon | ■ France | ■ Korea | ■ Morocco | ■ Qatar | ■ Togo |
| ■ Albania | ■ Canada | ■ Gabon | ■ Kosovo | ■ Mozambique | ■ Romania | ■ Tunisia |
| ■ Algeria | ■ Cayman Islands | ■ Germany | ■ Kuwait | ■ Netherlands | ■ Rwanda | ■ Türkiye |
| ■ Angola | ■ Chile | ■ Ghana | ■ Kyrgyzstan | ■ New Caledonia | ■ Saudi Arabia | ■ Uganda |
| ■ Argentina | ■ China | ■ Greece | ■ Latvia | ■ Niger | ■ Senegal | ■ Ukraine |
| ■ Australia | ■ Colombia | ■ Hong Kong | ■ Lebanon | ■ Nigeria | ■ Serbia | ■ United Arab Emirates |
| ■ Austria | ■ Congo | ■ Hungary | ■ Libya | ■ North Macedonia | ■ Singapore | ■ United Kingdom |
| ■ Bahrain | ■ Côte d'Ivoire | ■ India | ■ Lithuania | ■ Norway | ■ Slovakia | ■ United States |
| ■ Belgium | ■ Croatia | ■ Indonesia | ■ Luxembourg | ■ Oman | ■ Slovenia | ■ Uruguay |
| ■ Benin | ■ Cyprus | ■ Ireland | ■ Madagascar | ■ Pakistan | ■ South Africa | ■ Uzbekistan |
| ■ Bermuda | ■ Czech Republic | ■ Israel | ■ Malawi | ■ Palestine | ■ Spain | ■ Venezuela |
| ■ Bosnia and Herzegovina | ■ Democratic Republic of the Congo (DRC) | ■ Italy | ■ Malaysia | ■ Panama | ■ Sweden | ■ Vietnam |
| ■ Botswana | ■ Denmark | ■ Japan | ■ Malta | ■ Peru | ■ Switzerland | ■ Zimbabwe |
| ■ Brazil | ■ Egypt | ■ Jordan | ■ Mauritius | ■ Philippines | ■ Taiwan | |
| ■ Bulgaria | ■ Finland | ■ Kazakhstan | ■ Mexico | ■ Poland | ■ Tanzania | |
| ■ Burkina Faso | | ■ Kenya | ■ Moldova | ■ Portugal | ■ Thailand | |

Business Technology Services

Forvis Mazars provides enterprise resource planning (ERP) & customer relationship management (CRM) platform analysis, design, implementation, upgrade, training, & support services.

Our end-to-end solutions help clients achieve their digital transformation goals by:

- Creating effective processes & strategies for future operations
- Designing & implementing modern operational systems
- Reviewing new business-facing technologies
- Leveraging existing investments in legacy technologies
- Integrating data solutions



Business Technology Services

ERP

Microsoft Dynamics 365	
Finance	Supply Chain
Commerce	Project Operations
Business Central	Dynamics GP
NetSuite	
Sage & Sage Intacct	
Trimble Viewpoint Spectrum & Vista	

CRM

Microsoft Dynamics 365	
Sales	Customer Service
Customer Insights	Field Service
Salesforce	
Marketing Automation	

Advanced Technology

Insights
Microsoft Power BI
Solver Planning & Analysis
Automation
Microsoft Power Platform
Robotic Process Automation (RPA)
App Development

 **Managed Services** for business applications, IT, & cybersecurity support.

Microsoft Partner

ORACLE NETSUITE
Solution Provider

Sage Partner

salesforce PARTNER

solver

forvis
mazars

Today's Presenter

NetSuite Practice Leader

**“The NetSuite team
at Forvis Mazars
may be the deep
experience team
you never saw
coming.”**



Walter Hilderman

Director

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NetSuite

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Unlocking Portfolio Value With NetSuite

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Objectives

1. Describe how NetSuite can help streamline the onboarding process for new portfolio companies
2. Explain how to leverage NetSuite to consolidate financial data & help improve decision making
3. Identify best practices for enhancing portfolio performance through NetSuite ERP reporting & analytics tools



Private Equity Value Creation



Measurable growth in the value of your investments

Private equity firms seek measurable growth in the value of their investment, & every deal is unique. Firms are constantly challenged to generate significant returns in their current portfolios—while continuing to identify & execute future transactions. Our Forvis Mazars professionals can assist, allowing your portfolio company’s management to remain focused on running the core business. Forvis Mazars brings the skills, industry experience, & agility to help clients navigate complex opportunities & “pain points” related to the financial & operational levers that drive value in your investments.

Private Equity Value Creation

Services Offered



Merger Integration & Transformation

Forvis Mazars can help organizations focus on what they do best – serving customers & running businesses – while we assist with complex integration tasks. From merging sales operations to managing an IT platform transition, our team is set up to understand the transaction objectives early on, helping clients understand the value & paving the way for a smooth integration.



Finance & Accounting Transformation

We can help clients navigate the transition from founder-led operations to a sophisticated, professional platform – driving growth & scalability. Our services are focused on three critical areas designed to drive business forward: finance & accounting management, business strategy, & financial reporting & analysis.



ERP Implementation & Optimization

Scaling up means outgrowing existing operational systems. Forvis Mazars can help organizations regain focus on growth by helping transform your financial & ERP infrastructure to match their ambitions.

Private Equity Value Creation

Benefits & Opportunities

Focused on helping to drive your investment opportunities forward.

1 Strategy Opportunities

- Preparing for an acquisition
- Driving value from a newly acquired business
- Desire to understand what products, customers, geographies are profitable
- Scaling the business for growth
- Aligning sales teams around key drivers
- Supporting management with more meaningful KPIs & analysis

2 Finance Opportunities

- Month-end close
- Cash to accrual/GAAP conversion
- Interim CFO & Controller support
- Cash flow & liquidity management
- Financial planning, analysis, & reporting

3 Technology Opportunities

- Needing to upgrade ERP to enable growth
- Issues integrating multiple software platforms
- Sales enablement for effective use of CRM tools

Private Equity Value Creation

Why PE Value Creation From Forvis Mazars?



Commitment to You

- Drive value post-transaction to meet your goals
- Access to all Forvis Mazars' comprehensive services & expertise coordinated through your dedicated engagement executive
- Flexible approach to drive balance between cost & speed



Collaboration at Speed

- Allows portfolio company management to focus on running the core business
- Extensive M&A Playbook & accelerators that get deployed collaboratively to help drive quick time to value.
- Aggressive project milestones with a detailed project plan



Deep Experience

- 20+ years of average post-transaction private equity experience among leaders
- 1,000+ investment funds & 1,600+ portfolio companies served
- Significant market sector experience & focus on a variety of industries

Private Equity Value Creation

Value Creation for Enterprises

- Interim Treasury & Cash Management function for a \$100M gaming company
- FP&A leadership & platform development
- Re-engineered financial close process & ERP design for a growing technology company preparing for sale
- Interim CFO services for a PE-held Roofing Contractor



- Sales force transformation for a healthcare information solutions provider
- Pricing analysis for a SaaS client with expanded platform
- Operations diligence & synergy analysis for a U.S. tool manufacturer
- Merger Integration for a GovCon consulting firm

Private Equity Value Creation

Merger Integration & Transformation



Tailored Integration Strategy

- Streamlined strategy driven by the deal thesis
- Drives alignment around process priorities
- Develops best practices for the combined entity



Detailed Project Plan

- Specific tasks, timelines, & process breakdowns
- Effective execution – helping to reduce the risk of delays
- Enhanced decision making with regular status reports & risk mitigation strategies



Unmatched Client Experiences[®]

- Continuous support, issue resolution, & cross-functional coordination with our Integration Management Office
- Smooth transition to “business as usual”
- Diligent monitoring of KPIs, milestones, & synergy costs

Merger Integration & Transformation

Merger Integration Project Approach

- Detailed Integration Scoping & Planning
- Carve-Out/TSA Planning
- Aggressive 90-Day Execution
- Continued Integration Management
Office Support for Long-Term Transitions

Pre-Close: Prepare	Days 1-90: Plan & Perform	>90 Days: Sustain Focus
Integration strategy & vision Stakeholder communications Day 1 Assumptions & Requirements Synergies estimates Tools, templates, & reporting Integration working group definition Workstream identification & resources	Integrated blueprints & road map Initiatives determined Detailed project plans → execution Opportunity & risk management Issue escalation & resolution Functional, executive, & board reporting KPIs, dependencies, & milestones Constant communication via IMO lead	Project plan tracking Regular status reporting Track synergies & costs Risk mitigation Cross-functional coordination Monitor KPIs & milestones Transition support from Forvis Mazars Update Integration Playbook & maintain core team members

Pre-Close Accelerators	Post-Close Accelerators
AMO structure templates Integration team roles & responsibilities Strategic alignment questionnaires Day 1 documentation Communications plan	Integrated blueprints & road map Initiatives determined Detailed project plans → execution Opportunity & risk management Issue escalation & resolution Functional, executive, & board reporting KPIs, dependencies, & milestones Constant communication via IMO lead

Private Equity Value Creation

Finance & Accounting Transformation



Finance & Accounting Management

- Provide interim CFO & controller support
- Execute & enhance monthly close & reporting
- Help improve transaction cycle & accounting processes
- Convert cash to accrual accounting
- Management of 100-day post-transaction plan



Business Strategy

- Collaborate to improve business profitability & resource utilization
- Collaborate with executive team to deliver key financial & operational strategies
- Help manage cash flow & liquidity



Financial Reporting & Analysis

- Develop financial reporting package & other key metric deliverables
- Manage process for financial planning & analysis, forecasting, & budgeting
- Develop & prepare monthly board package

Finance & Accounting Transformation

Project & Engagement Framework

Assess & Align

- Assess current key processes & deliverables
- Identify areas for focus & improvement opportunities
- Align with stakeholders on primary objectives

Design

- Design future state accounting & reporting processes & procedures
- Conduct future state feasibility assessment, including potential automation for efficiencies
- Outline key deliverables, including financial reporting & other metrics

Implement & Automate

- Deploy newly developed critical accounting & reporting processes
- Modify, develop, & help implement key reporting & metric deliverables
- Automate processes & deliverable creation where efficient & effective
- Report improvement opportunities status

Transition & Support

- Train & transition processes & deliverable creation to internal finance & accounting team
- Refine reporting capabilities
- Track & resolve issues for long-term remediation
- Enable adoption of future state processes as necessary
- Provide status updates

Private Equity Value Creation

ERP Implementation & Optimization



ERP Infrastructure & Financial Analysis

- Meet investor & lender technology assessment needs
- Identify key processes, data flows, & gaps in current setup
- Provide a detailed discovery & infrastructure report



ERP Infrastructure Strategy & Road Map

- Develop detailed road map toward a future state that's primed for planned growth
- Identify opportunities to streamline data from multiple systems
- Provide relevant information to stakeholders across the organization



ERP Vendor Selection & Integration Services

- Assist in ERP vendor negotiation & select the most suitable ERP system for your needs
- Conduct evaluation of capabilities, cost, scalability, & compatibility with existing technology
- Transition smoothly with our dedicated change management & project management support

Case Studies



Private Equity Value Creation

Relevant Qualifications

Function	Forvis Mazars Value Creation Examples
Finance & Accounting Operations	<ul style="list-style-type: none">• Built out revenue models for a software company• Helped a franchisor of joint clinics understand profitability by unit• Developed monthly close process & external reporting capabilities for a SaaS client• Developed a comprehensive profit model for a sports league operator to align revenue & costs at the Sport & Geography level & developed recommendations to improve profitability• Assisted an insurance services client with onboarding the F&A operations of a Canadian acquisition• Provided interim CFO services to clients across industries as a “Bridge” solution for PE-held acquisitions• Developed & formalized accounting processes & managed F&A integration for new acquisitions for construction industry roll up
NetSuite/ERP	<ul style="list-style-type: none">• Implemented & hosted a NetSuite ERP for a software client including the ARR & Fixed Assets modules• Implemented ERP for a pre-revenue public energy company to support growth & scale• Managed the optimization process for a video gaming company using NetSuite to implement a perpetual inventory model
M&A Integration	<ul style="list-style-type: none">• Developed an overall M&A playbook from Sourcing to Integration for a pool equipment manufacturer & led an end-to-end transaction for the client• Managed both buy-side & sell-side integrations for a GovCon consulting & technology company• Led cross-functional integration teams for an electric utility construction contractor including Organization structure, IT, HR, Finance & support operations across 35 states & involving 9 roll-up entities• Coordinated additional services related to integration projects: Opening Balance Sheet, Valuation, Diligence
Supply Chain	<ul style="list-style-type: none">• Implemented a warehouse management program for a technology client including company-owned & third-party warehouse locations• Implemented a strategic sourcing process for a moving & storage client
Other	<ul style="list-style-type: none">• Developed a pipeline management program & optimized the CRM usage for a health information services client

Private Equity Value Creation

Relevant Qualification Examples

Medical Device Manufacturing Firm

1 Background

- PE-owned medical device manufacturing firm acquired another PE-owned firm
- Combined entity doubled the number of employees & annual revenue.
- Resulted in creation of a significant healthcare OEM supplier
- Company had no prior acquisition integration experience & lacked resources with skills in change management

2 Forvis Mazars Solution

Interim Integration Management Office Leadership Functional Workstream Coach Integration Planning & execution

- Planned & executed client joint planning kick-off meeting for over 100 leaders
- Established & led the Integration Management Office, the program governance, & the meeting cadence along with tools & templates to execute
- Recruited & hired Integration Management Office staff & served as coach & advisor to this team throughout the integration
- Developed repeatable methodology for integration for use with future acquisitions
- Orchestrated the development of integration plans for all combined workstreams in the combined entity
- Advised & executed many cross-functional initiatives that involved extensive communications & change management

3 Results

- Optimized value to shareholders with an over 40% increase in stock price two years post-deal
- Established best practice IMO methodology, tools, & templates, & transferred knowledge to client IMO team for reuse with future deals
- Implemented a change management framework for future corporate initiatives

Private Equity Value Creation

Relevant Qualification Examples

Pool Equipment Manufacturer & Distributor

1 Background

- Pool manufacturing company completed a significant acquisition to complement its footprint

2 Forvis Mazars Solution

Integration of a Carved-Out Entity Integration Management Office (IMO)

- Forvis Mazars assisted the company for the full life cycle of the acquisition from Due Diligence to Post Close Integration
- Stood up the Acquisition Management Office (AMO) which led the Finance, Human Resources, Engineering, Operations, Legal, & Information Technology workstreams
- After helping the workstreams develop integration charters, created the overall project plan & managed the execution of all deliverables keeping the overall project on track
- Developed the initial Pro Forma & updated it throughout the integration to track financial performance of the deal
- Published an acquisition playbook for the firm to use on subsequent deals

3 Results

- The carve-out integration was fully absorbed in six months & included ERP, HR, Manufacturing, & Financial Reporting
- The smoothest run acquisition by the company to date
- Improved communication & management accountability to executive management

Private Equity Value Creation

Relevant Qualification Examples

SaaS Cybersecurity Firm

1 Background

- Provider of cybersecurity software to commercial & government customers
- Acquired by PE firm in fall 2021
- Cash-based accounting support provided by local bookkeeper on proprietary GL database

2 Forvis Mazars Solution

[Interim Finance Leadership](#) [NetSuite Implementation](#)

- Forvis Mazars provided interim CFO/Controller role to maintain day-to-day accounting & finance function, develop new Chart-of-Accounts, financial close process, & monthly reporting process
- Developed new GAAP financial statements & migrated to Excel format to disengage former bookkeeper
- Led post-transaction activities (closing/opening Balance Sheet, valuation, etc.) & selected auditor
- Updated revenue recognition procedures & developed Annual Recurring Revenue (ARR) reporting requirements & monthly Board package for Private Equity owner
- Implemented NetSuite Financial, Advance Revenue Management module to support Close-the-Books & Record-to-Report processes, & Fixed Asset Management module to maintain asset depreciation schedules
- Implemented third-party connections with NetSuite for maximizing operating efficiencies (Expensify & FreedomPay for credit card processing)
- Provided IT hosting services to manage monthly close & reporting in NetSuite
- Transitioned to permanent accounting team

3 Results

- Audit-ready GAAP-based accounting close & reporting platform
- New accounting team operating on professional platform
- Improved ARR accuracy & performance

Private Equity Value Creation

Relevant Qualification Examples

Transportation & Logistics Software Firm

1 Background

- PE-owned firm providing solutions to the transportation & logistics industry
- Created a significant software & technology company
- Company had no prior acquisition integration experience

2 Forvis Mazars Solution

Interim Integration Management Office Leadership Post-Deal Discovery Integration Planning & Execution

- Established integration governance, led joint post-deal discovery for all functions, & facilitated Joint Integration Planning workshop
- Stood up the Integration Management Office (IMO) & led the value-driven integration planning efforts with all functional leads
- In the interim, until permanent hire was made, managed all the weekly functional cadence meetings & documented plan progress for Steering Committee review
- Recruited, trained, & advised the client IMO Lead throughout the integration program
- Developed repeatable methodology, tools, & templates for reuse with future acquisitions

3 Results

- Established best practice IMO methodology, tools, & templates for reuse with future deals
- Trained & transferred knowledge to client IMO team

NetSuite for Private Equity



NetSuite

A Suite of Applications to Help You Run Your Business

ACQUIRE & GROW CUSTOMERS



- CRM
- CPQ
- e-Commerce
- Point of Sale
- Connectors

- Inventory & Order Management
- Procurement
- Warehouse Management
- Supply Chain Management
- Project Management



CREATE & DELIVER PRODUCTS & SERVICES

HIRE & EMPOWER EMPLOYEES



- HR Services
- Performance Management
- Workforce Management
- Payroll

- Accounting
- Cash Management
- Analytics & Reporting
- Planning & Budgeting
- Billing & Revenue Management
- Multi-Sub, Currency, Tax, & Language



IMPROVE CASH & PROFITS

NetSuite

Improving Processes & Efficiency

NetSuite is a robust cloud system with a range of functionalities to support various business processes.



- **Cloud-Based**
 - Hosted in the cloud providing easy access from anywhere with an internet connection.
- **Business Management**
 - Financials, CRM, e-Commerce, Inventory Management, HR
- **Scalability**
- **Real-Time Visibility**
 - Dashboards, KPIs, Saved Searches, & Reporting
- **Improved Collaboration**



- **Automation**
 - Processing, Billing, Invoicing, Financial Consolidation
- **Global Business Management**
 - Multiple Languages, Currencies, Countries, Tax Regulations
- **Security & Compliance**
 - Data Encryption, Access Controls, Security Audits
- **Vendor Support & Community**
 - Third-Party Integrations, Extensive Resources, Users/Partners

NetSuite for the Private Equity/Venture Capital Market



Facts

- Founded in 1998, NetSuite was acquired by Oracle in 2016. The company operates a dedicated PE & VC practice
- 7,000+ PE- & VC-backed companies run on NetSuite ERP
- NetSuite customers make up two-thirds of tech company IPOs since 2011
- NetSuite maintains direct relationships with 100+ PE & VC firms, 30 of which run on NetSuite ERP

Benefits

Five Reasons PE Portfolio Companies Choose Cloud ERP:

1. Easier exits
2. Reduced risk
3. Capacity to expand
4. Faster financial close & audit preparation
5. Standardized processes for investors

Live Demonstration

NetSuite

1st

To the Cloud in 1998

<https://www.netsuite.com/portal/resource/articles/erp/erp-history.shtml>

40,000+

Customers of Every Size

<https://www.netsuite.com/portal/company/why-netsuite.shtml>

Scale

With Ease From Two Users
to Thousands

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Q&A



Business
Technology
Services

Questions?

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