



Kendall R. Hoyd, CFA

Kendall Hoyd has over 30 years of experience serving in finance, operations, and strategy leadership roles for organizations in manufacturing, building materials, construction, and homebuilding. He has 12 years of experience at large publicly traded firms, 11 years' experience as CEO of a small manufacturing company, and 11 years' experience as CFO/COO in private equity-owned manufacturing and subcontracting businesses. In those roles he has built the administrative and operations functions that enabled his last three businesses to scale to more than three times their original size in under five years. In his first private equity role he took over in a turnaround situation and rebuilt a malfunctioning finance department, creating a high performing organization that consistently exceeded the expectations of the PE owner. More recently, his progression from CFO to COO to division president at Residential Design Services (a division of Select Interior Concepts [SIC]) included 71 percent organic growth, five bolt-on acquisitions resulting in 118 percent inorganic growth, two 100 percent dividend recap (\$34 million) loans, a successful \$260 million 144(a) equity sale, an \$85 million ABL, and a direct public listing of SIC stock on the Nasdaq exchange. In each stop along the way, he provided analysis and insight that created better pricing structures and strategic use of capacity that drove significant improvements in EBITDA, improved administrative cost structures through use of lean/continuous improvement principles and workflow automation technology, and professionalized organizations in a way that lifted them to meet investor and publicly owned expectations.

Kendall holds a BBA in Finance from Boise State University, is a Chartered Financial Analyst (CFA), and is a CPA (inactive) in the state of Idaho.

Key Leadership Accomplishments

Kendall rebuilt and professionalized the finance, accounting, IT, and HR functions at three different companies. He also improved close times, reduced overhead costs, and provided a high level of analytical support for the business. Kendall has implemented technology to support multiple business strategies, including three ERP systems and multiple specialized supporting applications, and took the lead role in multiple acquisitions and subsequent integrations. Additionally, he has raised capital through sale and leaseback, equipment leasing, public infrastructure debt, bank loans and lines of credit and equity sales. Has also improved operations significantly, including a more than 50 percent improvement in safety incident rates, and achieved significant organic growth through product and channel expansion, including multiple product lines that grew from zero revenue to \$10 - \$20 million in profitable revenue in two years.

Summary

- COO, CFO, Executive VP, Board of Directors
- Debt and Equity Financing
- EBITDA improvements
- Acquisitions and integrations
- Public company readiness
- Scalable execution