

INTEGRATION & CARVE-OUTS

DAY 1 AFTER CLOSE. RUNS TO PLAN.

Embedded before close so Monday morning isn't improvised.

LIMESTONE embeds pre-close so Day 1 runs to plan, not to chaos. Financial systems, operating cadence, customer and vendor transitions, and the 100-day plan that turns an acquisition into a working business. For platforms, tuck-ins, and carve-outs across the lower middle market.

It's Monday after close. Now what? Payroll needs to run. Customers need invoices. Nobody knows which system to use. The team is anxious. We embed pre-close so Day 1 is documented work, not improvisation. Then we stay through the 100-day plan to turn the acquisition into a working business.

DAY 1 AFTER CLOSE IS WHEN THE REAL WORK STARTS

FROM CLOSE TO MONDAY.



We embed pre-close to build the Day 1 plan, then run it. Five core workstreams ready before the announcement, executed the day the deal closes.

01 FINANCIAL SYSTEMS, CHOSEN AND CONFIGURED

Before close. Accounting platform, chart of accounts, banking, payroll, and reporting systems decided, configured, and tested. Day 1 close is not the day to pick the tool.

02 DAY 1 CASH, AR, AP, PAYROLL WORKFLOWS

Documented and ready. Cash movement, customer invoicing, vendor payment, and payroll continuity. The first invoice goes out on schedule. The first check clears on schedule. The team doesn't wonder.

03 REPORTING CADENCE ALIGNED WITH NEW OWNERSHIP

Board, PE, family office, or independent sponsor. Whatever the cadence and format new ownership requires, we build the package and run the first month inside the close. Board-grade reporting from the start.

04 CUSTOMER AND VENDOR COMMUNICATIONS

Planned and executed. The script for the top 20 customers and the top 20 vendors. Who calls them, when, with what message. The relationship doesn't wobble through the transition.

05 TEAM STRUCTURE AND REPORTING LINES

Defined before the announcement. Who reports to whom. What changes. What stays. The leadership team and middle managers know their seats on Day 1, not in Week 3.

5 AFTER DAY 1.



Day 1 is a milestone, not the finish line. We stay through the 100-day plan and into the operating rhythm that turns the acquisition into a working business.

100-DAY PLAN, WEEKLY CADENCE

Weekly accountability cadence with the leadership team. Each milestone owned by a named person with a date.

KPI DASHBOARD FOR THE COMBINED ENTITY

Built for the new combined business, not bolted from the old one. 5 to 7 metrics per function tied to the value creation plan.

CULTURAL AND OPERATIONAL INTEGRATION

The work most integrations skip. Decision rights, meeting cadence, what gets escalated, what doesn't. We sit in the meetings and surface the friction early.

IT, HR, AND CONTRACT MIGRATION

Coordination across functional leads. Migration plan tracked alongside the financial integration. Nothing falls through the cracks.

QUICK WINS INSIDE 90 DAYS

Identified pre-close, executed inside 90 days. Operating wins build trust with the team before the harder work compounds.

VALUE CREATION PLAN HANDOFF

By Day 100, the management team owns the operating rhythm and the value creation plan. We move to coaching cadence or hand off entirely.

CARVE-OUTS. EXTRA COMPLEXITY.

Carve-outs add complexity. The standalone business has to function on Day 1 without the parent's systems, contracts, or shared services. We embed pre-close to build the standalone, then we run through TSA expiration and beyond.

Standalone financial model and reporting infrastructure.

Transition Services Agreement (TSA) review and execution.

IT and ERP standalone setup.

Customer and vendor contract novation.

Standalone cash management and banking setup.

Multi-site standalone where the carve-out spans locations.

THE PEOPLE BEHIND THE WORK

MEET THE TEAM.



JARED LUEGERS, CFA

FOUNDER & OPERATING PARTNER



Builder by instinct, operator by track record, investor by training. Grew the CFA Society of Indianapolis forum from ~120 to 350+ members at the Speedway and served two terms as president. Has run operations through a \$200M strategic sale and separately helped acquire a small Indiana operating business. Founder of OWN Indiana (The Indiana Owner-Operator Network). From Jasper, Indiana.

RYAN ANOSKEY, CPA

CFO PARTNER



Finance-first operator. Builds the systems and runs them with you. 13+ years in transaction due diligence, valuation, audit, and corporate finance, including roles at Roche and Blue & Co. 100+ Quality of Earnings engagements and valuations delivered. From Evansville, Indiana.

NEXT STEP

SEND US THE DEAL.

For sponsors, family offices, and operators inside a transaction: send the deal. A 30-minute call to walk through the integration or carve-out scope. We'll tell you within the call whether we're the right fit and what pre-close embed looks like for your timeline.

Start with the free Foundation Check on our website, or a Cornerstone Session with both partners. Either path is the right first step.

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INDIANA

BEDFORD LIMESTONE COUNTRY

FROM QUARRY TO CAPSTONE · DAY 1 RUNS TO PLAN

Indiana's embedded CFO and Operating Partner firm