



Results-oriented CFO with 30+ years of experience accelerating financial performance and strategic growth for multinational mid-size manufacturing organizations. Expertise in leading finance transformations, optimizing operations, and delivering significant ROI, particularly within complex M&A environments. Global perspective honed through experience in multiple countries and fluency in four languages, enabling a deep understanding of diverse business and cultural nuances for enhanced, tangible results.

CFO strategic services	<ul style="list-style-type: none"> <li>-CFO interim services</li> <li>-Manage and optimize: P&amp;L, balance sheet, cash flow and covenants</li> <li>-EBITDA improvements: Analyzing and improving customer / product / geographic profitability and manufacturing / SG&amp;A cost optimization. Job costing experience</li> <li>- Financial scenario simulations: commercial and industrial projects, restructuring / turnaround, growth</li> <li>-Re-engineering processes for financial planning &amp; analysis, treasury, accounting, credit management and collections, accounts payables, risk management, trade credit or other insurance matters</li> </ul>
Mergers & Acquisition (M&A)	<ul style="list-style-type: none"> <li>-Contracts: Favorably negotiating financial and other commercial terms</li> <li>-Data room management: Highlight risks and opportunities for strategic fit</li> <li>-Project management: Steering governance through deal closing / integration planning</li> <li>-Integration: Spearhead integration phase, crucial to achieve the acquisition's strategic objectives</li> </ul>
Develop high performance teams	<ul style="list-style-type: none"> <li>-Align priorities: Facilitating the creation and transformation into high-performing domestic and international teams to achieve business objectives</li> <li>-Culture change: Evaluating and planning upgrades to company department and country cultures to align with priorities and strategy</li> <li>-Collaboration: Resourcefully focusing team energy on enterprise-wide process improvements and strengthening internal controls</li> </ul>

**Core Competencies and Achievements**

- **Turnaround / EBITDA improvements**
  - Transformed underperforming companies with negative earnings/EBITDA into profitable enterprises through strategic financial leadership and operational improvements.
  - Developed high performing finance teams to support transformation, including profitability improvements via customer and product segmentation and cost savings initiatives.
  - Customer segmentation
    - Provided the background to increase prices by up to 50% on select customers with losses on direct costs in a job-costing environment
  - Justified the exit from select unprofitable toll manufacturing business and closing of a plant.
- **Cash generation:**
  - Improved accounts receivable (AR) collections and reduced overdue balances (>60 days) from 25% to less than 2% within 15 months through process improvements and enhanced credit management.

- Increase of Asset Based Securitized (ABS) financing through improved AR collections, enhanced credit insurance management and focus on ABS program design, in order to maximize purchased AR.
  - Targeted inventory reductions in trade and non-trade inventory with category segmentation and historical / moving forward needs analysis.
- **Cost reductions / efficiencies**
    - Consolidation of Mexico finance team (32 employees) following global acquisition. Achieved headcount synergies of seven at lower cost base in Guadalajara.
    - Led successful integration of an acquisition in Europe (50+ employees) resulting in \$1M+ reduction of tolling fees and sourcing costs.
    - Achieved 30% finance headcount synergies combining Argentinean entities, after acquisition.
    - Multiple savings or income generating initiatives via:
      - Detailed maintenance spending review process
      - Stage gate process for product registration
      - Divestitures of pension plan, workers compensation self-insured plan, external services approval process, travel and entertainment policy
    - Bidding on unnegotiated procurement, rebates on corporate credit card programs and tax (property tax appeals, reverse merger tax benefits, tax loss carry back).
- **M&A**
    - Led buy-side acquisitions of manufacturing and commercial entities (35-370 employees) across the Americas and Europe, ensuring seamless integration and achieving strategic objectives.
    - Led M&A integration on acquisitions in Brazil, Austria, and the U.S. providing swift ROI. Provided integration support in other domestic and foreign countries for completed international acquisitions.
    - Directed sell side from confidential divestiture preparations to closing for a U.S. headquartered global manufacturing business and U.S. based Americas manufacturing business (~700 employees each).
- **Liquidity planning**
    - Developed high accuracy liquidity forecast models, optimizing company financing needs. Focus on expense build up and smart collection assumptions factoring customer / sector payment habits.
- **International**
    - Fluent in 4 languages: English, French, German and Spanish.
    - Facilitated collaboration globally, building trust to develop successful international teams in global organizations and acquisitions.
    - Local country experience in:
      - Americas: Canada (incl. Quebec), Mexico, Costa Rica, Colombia, Brazil and Argentina
      - Europe: France, Spain, Italy, Netherlands, Germany, Switzerland, Austria and Belgium
      - Asia and the Middle East: India, China (incl. Hong Kong), Philippines, Indonesia, Thailand and Israel
- **Manufacturing experience:** Agrichemicals, food ingredients, pharma excipients, specialty steel & cement
- **Shared Service Center (SSC)**
    - Realized 30% finance headcount synergies post-acquisition by consolidating Argentinean entities, streamlining operations, and eliminating redundancies.
    - Led setup of Philippines SSC for global T&E: increased audit rate from 4% to 100%, while reducing operating costs by 30% for larger U.S. operations.
- **CFO Advisory**
    - In depth experience in CFO activities: FP&A, accounting (GL, cost and third party), process improvement, internal controls, risk management, credit & collections, taxes, insurance, transfer pricing
    - Successful setup of manufacturing or commercial entities in Canada, Costa Rica, and the Philippines