Jonathan S. Gorman

# CFO / VP – Global Finance & Operations

**Cash-Focused, Hands-On Finance Leader**

## Technical Skills

+ Internal, External, SEC & Tax Financial Reporting + Turn-Around & Lean Business Transformation

+ Strategic Business Planning & Financial Analysis + Enterprise Risk Management & Internal Controls

+ $3B in Due Diligence & Strategic M&A + Start-up & Legacy Financial System Implementations

+ Collaborative Business Partner & Mentor + Global Financial Consolidations & Transfer Pricing

+ Benchmarking & Real Time Dashboards + Fosters Strong Banking & Investor Relationships

## Professional Experience & Selected Accomplishments

**FLALS LLC (Privately Held Start-up) 2011 – Present**

### Principal & Owner Orlando, Florida

FLALS, a premier Turn-Around, Interim CFO & Business Valuation consulting firm, partnered with its clients to deliver sustainable enterprise value growth. In 2023, FLALS LLC concluded a financial transaction to transfer certain IP, employees, client relationships and Goodwill to a confidential regional CPA firm.

#### Key Accountabilities

+ Signatory for all Interim CFO / CPA Engagements + Business Development, Project Plans & Client Management

+ Internal, External & Tax Financial Planning & Reporting + Recruit, Train & Mentor Staff & Contractors

+ Hands-On / On-Site Interim CFO & Turn-Around Consulting + Prepare Valuations & Negotiate Acquisitions & Divestitures

+ Consulting & Expert Testimony in Business Litigation + Most Trusted Advisor and Fiduciary for Clients

#### Selected Accomplishments

+ Redacted Engagements Available Upon Request + Articles & CPE Available Upon Request

+ Over 25 Interim CFO Engagements (Multiple Industries) + Over 15 CRM / ERP Implementations

+ Preparation (Sell Side) & Review (Buy Side) Due Diligence + Raised / Restructured Over $100M in Debt / Equity

+ Testifying Expert in Federal & State Court + Multiple Television Appearances

+ International Lecturer & Published Author + Elected to Multiple Boards of Directors

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| --- | --- | --- |
| Practice Specialties |  |  |
| + Turn Around & Start Up Consulting | + Interim CFO Services | + Business Valuation |
| + Lean Kaizen Implementation | + Complex Business Litigation | + ERP Implementation |
| + Expert Witness Testimony | + ASC 606 / 718 Implementation | + High Net Worth Divorce |
| + Attest CPA Services (Audit) | + Tax Planning & Preparation | + Bank Relationships |
| + Accredited Investor Presentations | + Due Diligence (Prep & Review) | + Fiduciary / Trust |

**Covendium LLC** (Private Equity Backed Start-up) **2010 – 2011**

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Description automatically generated Chief Financial Officer & Chief Operating Officer Orlando, Florida**

Founding CFO & COO of turn-around & commercial debt restructuring firm formed in response to the collapse of commercial real estate values and the accompanying global liquidity crisis.

#### Key Accountabilities

+ Dual Report to President & Board of Directors + Internal, External & Tax Financial Planning & Reporting

+ Ensure Sufficient Cash Flow & Working Capital + Recruit, Train & Manage Professional Staff

+ Prepare all Accredited Investor Presentations + Author Press Releases, Brochures & Web Site Content

+ Establish Accounting & Operating Systems + New Business Development & Client Acquisition

#### Selected Accomplishments

+ Restructured Over $1B Non-Performing Debt + Raised Over $100M in Accredited Investor Capital

+ Launched Innovative Marketing Campaigns + Redacted Client Accomplishments Available Upon Request

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Description automatically generated with medium confidence**Teledyne International: Oil & Gas Division** (NYSE: TDY) **2009 – 2010**

### Division Chief Financial Officer Multiple Global Sites

Consolidated multiple global acquisitions into an integrated $180M, multi-national technology business to provide deep- water & extreme pressure sensors to the Defense and Oil & Gas Industries.

#### Key Accountabilities

+ Dual Report to President & Office of CFO + Internal, External & Treasury Financial Planning & Reporting

+ Ensure Sufficient Cash Flow & Working Capital + Recruit, Train & Manage Cross-Functional Team of 20

+ Prepare all Board / Executive Financial Presentations + Integrate Recent Acquisitions into Common Systems

+ Internal Control, Regulatory & ITAR Compliance... + IFRS / GAAP for SEC & EU Reporting

#### Selected Accomplishments

+ Exceeded all Quarterly KPI Targets + Reduced Close Time by Over 50%

+ Implemented Global Best Practices in Lean Accounting + Identified / Mitigated Major Internal Control Failures

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Description automatically generated**Thermo Fisher Scientific: Weighing & Inspection** (NYSE: TMO) **2005 – 2009**

**Segment Chief Financial Officer Multiple Global Sites**

Turned-around, restructured and monetized a +$120M global food safety & weighing scientific instrument business using lean business tools, product-line streamlining, pricing strategies and strategic M&A.

#### Key Accountabilities

+ Dual Report to GM & Office of CFO + Internal, External & Treasury Financial Planning & Reporting

+ Ensure Sufficient Cash Flow & Working Capital + Recruit, Train & Manage Cross Functional Team of 30

+ Prepare all Board / Executive Financial Presentations + Prepare Due Diligence & Business Valuation Targets

+ Improve Processes, People & KPIs for Business Divestiture + Business Partner / Consigliere to Executive Leadership

#### Selected Accomplishments

+ Over 20% Revenue Growth & 36% EBITDA Growth + Reduced Close Time by Over 50%

+ Over 50% Improvement in Margin per Employee + Implemented Global Best Practices in Lean Accounting

+ Restructured Sales & Service Compensation Plans + Monetized Enterprise Value Created During Tenure

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Description automatically generated**Honeywell International: Automation & Control Solutions** (NYSE: HON) **2002 – 2005**

**Director of Lean Six Sigma: Global Finance Multiple Global Sites**

Improved free cash-flow, working capital and finance productivity through lean process improvements, shared service centers and a global common ERP implementation at Honeywell’s 2nd largest division ($9B) following the unsuccessful merger of GE/HON in 2001.

#### Key Accountabilities

+ Dual Report to Finance & Operations + Implement Best Practices & Training in Lean Six Sigma

+ Partner across functions to Achieve Stretch Cash Targets + Recruit, Train & Manage Cross Functional Team of 15

+ Collaborate with CIO to Launch Common Global ERP + Consolidate, Automate & Off-Shore Accounting Functions

#### Selected Accomplishments

+ Reduced Accounting / Finance Costs by over 5% + Improved Working Capital by 150% to 20x Turns (WCT)

+ Multiple Global / Regional ‘Quest for Excellence’ Awards + Launched Common ERP & Offshore Accounting

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Description automatically generated**Intuit:** (NYSE: INTU) **2001 – 2002**

**Director Process Excellence: Global Finance & Sales Operations Mountain View, CA**

Senior Six Sigma executive for Global Finance & Sales Operations (Logistics). Implemented Intuit’s first integrated KPI dashboard system and reduced shipping / return for the World’s largest personal finance & accounting software company.

#### Key Accountabilities

+ Matrix Report to CFO, CEO & VP of Sales + Implement Best Practices & Training in Lean Six Sigma

+ Launch Integrated Hoshin / KPI System + Reduce Logistics Costs & Improve Satisfaction KPIs

#### Selected Accomplishments

+ Launched Hoshin / KPI System On-Time & Budget + Reduced Logistics Costs by $400,000 per year.

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Description automatically generated with medium confidence+ Certified as Six Sigma Master (Results, Exam & Experience) + Changed Culture without Causing Chaos

**Greenlight.com** (Kleiner Perkins Start-up) **2000 – 2001**

### Director of Marketing & Pricing Strategy Pleasanton, CA

Recruited by Kleiner Perkins Caufield & Byers (KPCB) to build saleable processes, develop a national pricing strategy and launch the first reliable cross-OEM automobile ordering configurator on the web. Prior to its sale to CarsDirect.com, Greenlight.com was a stand-alone website AND a featured 'tab' on the Amazon.com homepage.

#### Key Accountabilities

+ Partner with IT/Engineering to Launch Configurator App + Develop Scalable Systems & Manage Staff of 12

+ Develop National Strategy & Regional Pricing Algorithms + Transition from Marketing to Finance to Sell Business

#### Selected Accomplishments

+ Launched Configurator On-Time & Budget + Improved Margin per Vehicle from -$800 to +$150.

+ Awarded Forbes ‘Best of the Web’ Award + Oversaw Due Diligence for Successful Sale of Business

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**General Electric Capital: Automotive Financial Services** (NYSE: GE) **1998 – 2000**

### Director of Operations Analysis (FP&A) Chicago, IL

Prior to its demise in 2001, GE Capital Automotive Financial Services (AFS) was one of the largest segments in GE Capital and owned the largest automotive lease / loan portfolio in the World.

#### Key Accountabilities

+ Internal, External & Treasury Financial Planning & Reporting + Coordinate Session I / II Planning & Presentation

+ Ensure Sufficient Cash Flow & Working Capital + Train, Manage & Mentor Staff of 8

+ Develop Complex Valuation Simulation Models + Ensure Y2K Compliance of Financial Systems

#### Selected Accomplishments

+ Promoted from Manager to Director within 1st year + Acquired over $2B in Financial Portfolios

+ Awarded GE ‘Management Award’ + Provided Due Diligence in Sale / Roll-Down of Business

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Description automatically generated**Ford Motor Company: Various Divisions & World Headquarters** (NYSE: F) **1990 – 1998**

### Finance Staff / Multiple Roles Multiple Global Sites

Drove over $2B in EBITDA improvements, received 4 salary grad promotions and selected to Ford Motor Company’s elite ‘Finance Staff.’ Multi-billion-dollar controllership experience in manufacturing, supplier negotiations, international transfer pricing, mergers & acquisitions and implementation of TQM & value engineering initiatives.

#### Key Accountabilities

+ Plant Floor Hourly Supervisor + Emissions Compliance & Electric Vehicle R&D

+ JV / Outsourced Engine Manufacturing Procurement + Value Engineering & Benchmarking

+ Divestiture of Heavy Truck Division + Finance Staff Special Projects

+ Southeast Asia Region Controllership + International Transfer Pricing

#### Selected Accomplishments

+ Process Improvements of $2B in EBITDA + Due Diligence for Sale of Heavy Truck Division ($2B)

+ Awarded ‘Q1’ Quality Award + Controller of SE Asia

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| **Education** |  |
| A yellow letter on a blue background  Description automatically generated***University of Michigan, Graduate School of Business***  ***Master of Accounting & Corporate Finance – Graduated Cum Laude***  + Graduate Teaching Assistant – Accounting 271 & 272 (Member of Accounting Faculty)  + Beta Alpha Psi, Beta Gamma Sigma & Becker Scholar | ***1988 - 1990*** |
| A yellow letter on a blue background  Description automatically generated***University of Michigan, Undergraduate School of Business***  ***Bachelor of Business Administration – Graduated Cum Laude***  + Chancellor (President) – Tau Epsilon Phi Social Fraternity | ***1985 - 1988*** |

## Personal Characteristics

+ Collaborative Cross-Functional Leader + “No Surprise” Performance Orientation Exceptional + Quantitative & Technical Skills + Tireless Commitment to Build Shareholder Value + + Transformational Hands-On Team Builder + Personal Dedication to Continuous Improvement

## Industry Expertise

|  |  |  |  |
| --- | --- | --- | --- |
| + Manufacturing | + Construction | + Financial Services | + Start-up & Private Equity |
| + Entertainment | + Big Data / Block-Chain | + SAAS / Software | + Litigation Support |
| + Automotive | + Hospitality | + Food / Beverage | + Commercial Real Estate |
| + Health Care | + Medical Devices | + Scientific Instruments | + Alternative Medicine |
| + Defense / ITAR | + Professional Services | + Agriculture | + Online Sales & Publishing |

## Accredited Technical Skills (Credentials)

|  |  |  |
| --- | --- | --- |
| + Auditing & Tax (**CPA**) | + Business Valuation (**ABV**) | + Cost Accounting (**CGMA**) |
| + Financial Forensic (**CFF**) | + Fraud / Risk Management (**CFE**) | + Lean & Six Sigma Master (**6σ**) |
| + HR / Goal Deployment | + ASC 606 / ASC 718 Implementation | + SEC, EDGAR & IRS Reporting |

## ERP / System Expertise

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| --- | --- | --- |
| + Oracle / Aconex | + SAP / S4 HANA / Concur | + Microsoft Dynamics |
| + Intuit (Desktop / Online) | + Sage / Intacct | + Infor / Cloud Suite |
| + SalesForce.Com | + Multiple Legacy Systems | + Multiple Custom Solutions |

# PERSONAL (SELECTED)

**Florida Citrus Sports: Citrus & Camping World Bowls 2014 - Present**

NCAA Bowl Scout / Selection & Hospitality Committees

### Florida Institute of Public Accounting)

Board of Governors & Various Committees – Forensic/Valuation & Construction

### American Accounting Association

Instructional Resource Committee: Forensic & Management Accounting Sections

### Dual Citizenship – United States & Canada

No Visas or Time-Limited Residency to Work in Either Country

### Local Television News 'Expert'

WKMD 6 Recurring Expert on Accounting & Tax Issues

**2011 – Present**

**2017 – 2021**

**Birth – Present**

**2015 – Present**