

JOHN M. SMITH

Brings a passionate, inclusive leadership style that empowers teams to succeed.

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CHIEF FINANCIAL OFFICER

*From Start-ups to Multi-Billion Dollar Global Conglomerates.
Fortunate to have worked in more than 20 countries.*

- **Financial Executive.** History of leadership across various disciplines from start-ups to multi-billion-dollar conglomerates.
- **Trusted Confidante.** Fosters collaborative, collegial, trusting relationships up, down and across the organization.
- **Expert Communicator.** Synthesizes complex information and breaks it down into concepts easily understood by all.
- **Global Citizen.** Well-traveled. Leads by example and works well in highly diverse global and domestic corporate cultures.
- **Progressive Leader:** Ascended to CFO due to courage, commitment, a strategic mindset, and increasing job satisfaction.

COMMITMENT TO EXCELLENCE

*Operationalizing Corporate Strategy & Business Plans ▪ Managing Balance Sheets & Financial Controls
Launching & Growing P&Ls ▪ Streamlining Technology & Business Operations
Leading Diverse Domestic & Global Teams ▪ Board Management*

Business Transformation / Go-to-Market Business Design / Inclusive Leadership / Investor Relations / M & A Integrations
Operating Plans / Sales Incentive Compensation / Strategic Planning / Talent Selection & Development

DEPTH & BREADTH OF EXPERIENCE

ABC, New York, NY

2012 – Present

Chief Financial Officer, 2021 - Present

Promoted to this high-profile leadership position managing 300 across FP&A, corporate real estate, controllership, and communications in the US, UK, Poland and India. Deliver operating plans and financial recommendations to the Board.

Top Accomplishments:

- Renegotiated credit facility to provide **\$150M** of liquidity during turnaround.
- Partnered with Chief Accounting Officer. Developed a multi-faceted roadmap for enhancements to ICFR / SOX procedures.
- Planned and executed **\$150M** of cost take-out and issued zero-based budgets across the company.
- Mapped finance activities. Reconfigured on/offshore/outsourced back-office resources for accounting, tax and treasury.
- Achieved **all-time high** in department engagement scores measured by the company's GSat and PULSE survey results.
- **Advanced** due to excellence in cross-functional leadership in the finance, sales, marketing, technology and product arenas.
- Published the company's **first ever** Environmental, Social & Governance (**ESG**) report.

Senior Vice President, Finance 2019 - 2020

Directed a team of 50. Designed and led annual and long-range planning together with CEO and COO.

Top Accomplishments:

- Co-ran together with team, a business transformation office with external advisors. Assessed go-to-market approaches for supply (merchants) and marketing (customers).
- Pivoted during COVID-19. Updated merchant payment terms, preserved capital and shortened cash conversion cycles.
- Established P&Ls / KPIs for business line expansions that included a subscription-based membership program and advertising revenue streams.

CFO, International (London) 2018

Top Accomplishments:

- Completed diligence for M&A targets and carried through to post-merger financial integrations for order-to-cash, record-to-report, and procure-to-pay.
- Evaluated country footprint and portfolio which resulted in divestiture or exit of LATAM and APAC markets.

ABC continued ...

Senior Director, FP&A 2016 - 2017

Top Accomplishments:

- Transformed and rebuilt financial systems and processes to a real-time connected model, leveraging best-in-breed cloud-based tools for FP&A (Anaplan), HRIS (Workday), procurement (Coupa), SEC filings (Workiva), accounting ERP (NetSuite).
- Stood up, recruited and trained centers of excellence for Finance Analytics.

Earlier roles: Senior Manager, FP&A (Tokyo and Singapore) 2014 – 2015 | Finance Manager, 2012 – 2014

XYZ, New York, NY

2011 – 2012

Manager, Financial Services Advisory

Delivered strategy and operations consulting to the asset management industry (traditional Asset Manager, alternative and asset servicers). Identified target operating models, processed efficiencies and cost-reduction opportunities.

- Managed a team of 20 as part of a **\$100M+** engagement. Created and implemented work plans and budget. Oversaw implementation for key work streams analyzing business process controls and regulatory compliance.

Top Accomplishment:

- **Recognized by XYZ Chairman** for contribution to the **winning proposal** on a brand-defining engagement.

LMN, New York, NY

2007 – 2011

Promoted: Business Development Manager 2010 – 2011

Invited to join a 4-person corporate strategy team that reported to the Executive Vice President of Strategy and Corporate Development.

- Examined the telemedicine market to determine 3M Healthcare's course of entry.

Top Accomplishments:

- Major impetus in preparing the 5-year corporate strategic plan in partnership with Division EVPs and corporate FP&A.
- Received **Pyramid of Excellence Award** for assessment of technology landscape, value chain dynamics, and pricing models for **>\$1B** optical film business.
- Made an immediate impact and designed framework that prioritized the 3M business portfolio and maximized total shareholder return. Forecasted earnings growth / cash requirements that determined leverage targets and business rules for the corporate strategic plan.
- Evaluated new business venture proposal from division strategic plans. Corporation funded **the 20th best growth** programs balanced across R&D and geos.
- Envisioned and led the **first** division-wide competitive War Game simulation for new product platform to anticipate competition and market response for product launch.

EARLIER EXPERIENCE

LLL ASSOCIATES, New York, NY

Product Development Manager

Directed product development activities for the performance reporting group. This group supported institutional clients in formulating asset allocation strategies and monitoring investment returns.

Top Accomplishments:

- Analyzed application requirements, diagnosed roadblocks, met on-time and budget release schedules for a new proprietary reporting system. Bolstered productivity improvements **33%**.
- Initiated a strategy to develop business rules and software requirements for global fixed income and derivative analytics program. Provided comprehensive statistics on **300** portfolios that totaled **\$40B+** in assets.
- Directed and trained **32** analysts in charge of **480** client relationships.

EDUCATION

DARDEN SCHOOL OF BUSINESS – UNIVERSITY OF VIRGINIA

Master of Business Administration

Academic Excellence Award

WAKE FOREST UNIVERSITY

Bachelor of Science – Business Administration