

MARK K. HARWICK

CHIEF OPERATIONS OFFICER

PRESIDED OVER 458% GROWTH

Proactive business revitalizer who renews, refocuses, and restructures \$5M to \$7B companies to drive next-level growth. Forward-thinking, hands-on leader and change agent who creates sustainable organizations that fuel profit and volume gains. Build and focus leadership teams on key improvement strategies with a high sense of urgency and a bias for action. Career overview:

- Revitalized troubled and evolving companies and expanded profits in senior executive roles with PepsiCo, Mead, Ryder Logistics, Smith Tobacco, and Pinnacle Partners.
- Generated >\$100M in cash from profit and volume growth and tightened management controls.
- Directed hundreds of due diligence teams for global acquisitions valued at >\$20B collectively. Led global financial, capital, and IT investments for PepsiCo (\$70B).

RECOGNIZED FOR INNOVATION MINDSET & LEAN FOCUS. CHAMPION SIMPLIFICATION WHILE ANTICIPATING MARKET SHIFTS.

BOARD LEADERSHIP: **Board Director** ▪ Coors Breweries Canada | **Audit Committee Member** ▪ Aetna Blue Cross Blue Shield
Board Director ▪ PepsiCo Capital Corporation

INDUSTRY EXPERIENCE: Consumer Products | Manufacturing | Transportation, Logistics & Warehousing | Construction

SIGNATURE STRENGTHS

OPERATIONAL & FINANCIAL MANAGEMENT ▪ P&L MAXIMIZATION ▪ RESTRUCTURING & POST-ACQUISITION INTEGRATION ▪ MERGER & ACQUISITION STRATEGIES ▪ DIVESTITURES ▪ STRATEGIC PLANNING ▪ DUE DILIGENCE ▪ CORPORATE CHANGE MANAGEMENT ▪ STAFF DEVELOPMENT & TRAINING ▪ SALES/MARKETING ▪ FINANCE ▪ IT ▪ TALENT DEVELOPMENT & COACHING

SENIOR LEADERSHIP ACHIEVEMENTS

PINNACLE PARTNERS [\$150M private equity firm with +200 employees]

2012 – PRESENT

OPERATING PARTNER – Recruited to preside over strategic direction for portfolio companies; proactively guide respective management teams for firms in the manufacturing equipment and commercial/residential construction industries with up to \$200M EBITDA.

- **Streamlined operations to carve out a 37% EBITDA gain across the board via end-to-end corporate transformations** with 3 new portfolio acquisitions starved for senior leadership.
 - Refocused business on customers, manufacturing, forecasting, budgeting, quality control, cost management, purchasing, and financial control fundamentals.
 - Drove realization of clear vision for prescribed people, product, and process changes and courted team buy-in.
 - Scaled business to match current market and cash flow.
 - Initialized market/bid monitoring, success analysis, and sales training to boost contract wins.
 - Translated quality into customer satisfaction, resolving shop safety issues.
- **Earned Management Team the Deal of the Year Award from the California Chapter of the Association for Corporate Growth** for the acquisition, restructure, and assimilation of Deppan; nation's oldest maker of custom-engineered metal stairs.
 - Facilitated the integration of a metal fabrication business into existing unit.

HARWICK PARTNERS

2008 – 2011

MANAGING PARTNER & FOUNDER – Delivered M&A advisory expertise to sub-middle market, privately held companies. Advised Pinnacle Partners on their \$15M acquisition of Deppan.

SMITH TOBACCO HOLDINGS [\$9.8B NYSE company |9K employees]

2002 – 2008

EXECUTIVE VP & CFO – Directed the \$150M reorganization and 8% US workforce reduction to repair cost structure misaligned with market conditions as the first outside executive hire in >30 years. Directed >1K staff members.

- **Set the stage for more than a decade of significant growth despite smoking decline.** Realigned US business operations to forestall market share losses and save \$300M.
- **Laid the groundwork for the \$2.6B acquisition of a competitor’s domestic tobacco business.**

RYDER LOGISTICS [\$700M private transportation/warehousing company | 1.9K employees] 2000 – 2002

PRESIDENT – Revamped executive team to enhance nimbleness and instill a bias for action. Reinvigorated commissioned sales agent channel, boosted sales force 20%, and increased capacity utilization 7% network-wide. Accountable for P&L.

- **Captured 5% gain in high-margin new business and broadened customer base** by redirecting sales focus. Result: Improved book of business \$32M.
- **Steered strategic implementation of i2 software and trimmed transportation services expenses 3% (\$4.3M).**

MEAD [\$9B North American wholesaler/distributor | 15K employees] 1997 – 1999

PRESIDENT & CFO – Spearheaded \$375M organizational restructuring that drove \$150M in annualized cost savings. Unwound a poorly designed outsourcing agreement spawning \$100M, 3-year savings, 20% facility consolidation, and a 15% workforce reduction.

- **Carved out \$200M in cash flow**, tightening balance sheet oversight. Renegotiated \$1B credit facility encompassing a syndicate of 25 international banks. Designed \$300M long-term, high yield debt strategy in tandem with Wall Street banks.
- **Established first-ever performance measurement discipline** through leadership of strategic planning and rollout for 16 North American market areas. Instituted monthly cash management forecasting, budgeting, and reporting discipline.
- **Presided over consolidation of >70 disparate IT platforms to 4** over a 15-month period.

EARLY CAREER OVERVIEW

PEPSICO [\$70B Fortune 10 global CPG manufacturer] +10 years

SENIOR VP & CFO – IRON CITY BREWING COMPANY [2 YEARS]

Strategized and guided company-wide restructuring that saved \$42M annually for this \$5.6B subsidiary. Lowered import product pricing \$4M and OPEX \$6M. Strategized global distributorship and brand acquisition that triggered \$12M in annual savings.

- Spearheaded a liaison with European brewery that culminated 5 years later in the sale of Iron City for 4X value.

VP INFORMATION SYSTEMS & FINANCIAL ANALYSIS [2 YEARS]

Consolidated 7 business plans valued at \$95B, directing financial analysis. Maximized \$950M in purchasing synergies and \$7.5B CAPEX.

VP CORPORATE AUDIT [4 YEARS]

Led hundreds of global teams strengthening internal control environments for hundreds of business functions. Tightened control of +\$4B in annual short-term debt and steered >10 major global, multi-industry acquisitions and divestitures.

EARLY CAREER: Promoted through a series of increasingly responsible senior leadership roles within PepsiCo.

EXECUTIVE PROFILE

EDUCATION:	MBA in Finance BBA in Accounting ▪ UNIVERSITY OF CALIFORNIA
CERTIFICATIONS:	Certified Public Accountant (CPA) (License #7392) ▪ CALIFORNIA STATE Certified Internal Auditor (CIA) (Certificate #76539) ▪ THE INSTITUTE OF INTERNAL AUDITORS Certificate in Management Accounting (CMA) (Certificate #2627) ▪ THE INSTITUTE OF MANAGEMENT ACCOUNTING/NATIONAL ASSOCIATION OF ACCOUNTANTS