

## PROFESSIONAL EXPERIENCE

### Acuity Brands, Inc. (1999 through 2016)

Acuity Brands, Inc. is a \$3+ billion lighting solutions company with approximately 12,000 employees that designs, produces, and distributes indoor and outdoor lighting fixtures and related products and services in various markets throughout North America and select international markets.

#### Key Contributions

- Provided financial support to the organization including activities such as preparing the annual budget and quarterly forecasts, analyzing financial results, evaluating investment and cost saving opportunities (e.g. make vs buy decisions, analysis related to facility consolidations, assessment of benefit plan design), and providing other financial analysis and support. These activities included financial support and analysis related to a material restructuring of the operations of the company as a result of the economic downturn primarily during 2009. Revenues during 2009 declined 18% to \$1.7 billion (2009) from \$2.0 billion (2008) resulting in the closure of several manufacturing facilities and multiple salaried workforce reductions. These restructuring activities resulted in an improved cost structure that favorability impacted the profitability of the company over time with adjusted operating profit margins (excluding restructuring charges) increasing to 14.8% (2016) from 10.9% (2009).
- Updated the Board of Directors and the Audit Committee on significant financial matters including, among others, the following: historical financial results, the annual plan, and compliance with the Sarbanes-Oxley Act.
- Led the geographically dispersed accounting, reporting, and trade compliance teams of a global organization during a period of substantial growth and change. From 1999 to 2016, the company realized considerable organic growth and completed many acquisitions with revenues increasing from \$1.2 billion (1999) to \$3.3 billion (2016) despite facing a substantial economic downturn primarily during 2009.
- Led financial due diligence procedures on acquisitions ranging in size from \$30 million to over \$200 million.
- Integrated the accounting and reporting functions of 14 acquisitions representing approximately \$500 million of combined annual revenue into the accounting and reporting processes of the company.
- Improved spending productivity in the finance and accounting functions by lowering departmental costs as a percentage of revenue from 0.44% to 0.30%.
- Developed and implemented new policies and procedures to address a substantial change in lighting technologies (from conventional to LED light sources) impacting the underlying operations of the company. These policies and procedures included more fully contemplating the impact of this change in technology in the pricing protocols of the company and ensuring the proper accounting and disclosure of the impact of this change.
- Managed the property portfolio of the company including executing the successful sale of five commercial properties using a variety of methods and structures and many lease renewals and modifications.
- Implemented the company's first duty-drawback program resulting in an initial claim for reimbursement of approximately \$1.5 million.
- Implemented all new accounting standards without issue.
- Completed a prospectus for the placement of \$200 million in public debt.

### Senior Vice President, Finance, Acuity Brands Lighting, Inc. (2008 – 2016)

*The Senior Vice President, Finance position at Acuity Brands, Lighting, Inc. reported directly to the Chief Financial Officer of Acuity Brands, Inc. In 2008, Acuity Brands, Inc. spun off the specialty chemicals operating entity into a separate public company leaving a single operating entity, Acuity Brands Lighting, Inc., solely focused on lighting products and solutions.*

#### Primary Responsibilities

- Led a team of approximately 100 professionals responsible for the following primary processes: financial analysis supporting the operations of the company, internal and external financial reporting including filings with the Securities and Exchange Commission, revenue realization, accounts receivable, accounts payable, cash disbursements, cost accounting, executive compensation, general accounting, fixed assets, employee accounting, and customs and trade compliance

- Provided financial support to the organization including items such as preparing the annual budget and forecast, analyzing financial results, evaluating investment opportunities, and providing other financial analysis
- Updated the Board of Directors and the Audit Committee on significant financial matters
- Conducted facility lease and sale negotiations, acquisition analysis and support including negotiations related to valuation and purchase accounting, and technical accounting research and compliance
- Directed the annual audit of the consolidated financial statements and employee benefit plans
- Oversaw processes and key internal controls necessary for compliance with the Sarbanes-Oxley Act
- Directed the NAFTA and IMMEX compliance processes of the company

#### **Vice President, Finance, Acuity Brands Lighting, Inc. (2004 – 2008)**

*Acuity Brands Lighting, Inc. was the lighting products and solutions operating entity of Acuity Brands, Inc. Responsibilities in this position related exclusively to providing financial support to the operations of the company including the supply chain and certain business units within Acuity Brands Lighting, Inc. The global supply chain of the company was comprised of approximately 20 manufacturing facilities located primarily in the US, Mexico, Canada, United Kingdom, and Spain in addition to substantial outsourced manufacturing activities located primarily in China.*

##### Primary Responsibilities

- Provided financial support to the supply chain and certain business units within the organization including items such as preparing the annual budget and forecast, analyzing financial results, evaluating investment opportunities, and providing other financial analysis and support
- Promoted to Senior Vice President, Finance

#### **Vice President, Controller, Acuity Brands, Inc. (2003 – 2004)**

##### **Assistant Controller, Acuity Brands, Inc. (2001 – 2003)**

##### **Director, Accounting & Reporting, National Service Industries, Inc. (2001)\***

*\* In 2001, National Service Industries, Inc. spun off its lighting products and solutions and specialty chemicals operating entities into a separate public company, Acuity Brands, Inc.*

*The Vice President, Controller position reported directly to the Chief Financial Officer and was a corporate function of Acuity Brands, Inc. In 2004, Acuity Brands, Inc. was a conglomerate operating in two industries – lighting products and solutions and specialty chemicals with combined revenues of \$2.1 billion (\$1.6 billion – lighting products and solutions; \$0.5 billion—specialty chemicals).*

##### Primary Responsibilities

- In addition to responsibilities associated with internal and external financial reporting, these positions were responsible for all accounting functions of the corporate entity including the preparation of the annual plan and quarterly forecasts, the periodic review of operating results, and the corporate tax function
- Provided financial support to business units within the organization
- Promoted to Vice President, Finance, Acuity Brands Lighting, Inc.

#### **Senior Manager, Accounting & Reporting, National Service Industries, Inc. (2000 – 2001)**

##### **Manager of Financial Reporting, National Service Industries, Inc. (1999 – 2000)**

##### Primary Responsibilities

- Prepared all internal and external consolidated financial statements including filings with the Securities and Exchange Commission and quarterly press releases
- Led the accounting and financial reporting activities related to the spin-off of Acuity Brands, Inc. from National Service Industries, Inc. including the following:
  - Prepared the stand-alone consolidated financial statements of Acuity Brands, Inc. representing the lighting products and solutions and specialty products businesses of National Service Industries, Inc.
  - Registered the securities of the new company with the Securities and Exchange Commission
  - Established the corporate accounting and reporting functions of two separate public companies and

simultaneously managed those functions at both of the individual companies through a transitional period

- Coordinated the selection and approval of the company's external auditors
- Promoted to Director, Accounting & Reporting

#### **Deloitte LLP (1993 – 1998)**

Deloitte LLP is an international professional service firm focused on four key business areas – audit, financial advisory, tax, and consulting.

#### **Senior Auditor**

#### **Primary Responsibilities**

- Managed teams that conducted financial statement audits primarily for publicly-traded manufacturing companies

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#### **EDUCATION**

University of Alabama

Bachelor of Science in Commerce and Business Administration - 1993

*Summa Cum Laude Graduate*