

PROFESSIONAL EXPERIENCE:

Mr. Reder's background includes serving as a financial executive building and optimizing organizational processes, measurement systems and infrastructure to maximize day-to-day operating results. An accomplished and dedicated leader, he has over 35 years of national experience in strategic planning, business expansion, and financial management within various service and manufacturing industries.

EDUCATION, TRAINING, AND CERTIFICATIONS:

- MBA—Western Michigan University
- BS, Business Administration— Western Michigan University
- Certified Public Accountant

PAST EXPERIENCE:

WALSH SERVICE SOLUTIONS, LLC |
KALAMAZOO, MI

2017 - PRESENT

STAFFORD-SMITH, INC | KALAMAZOO, MI **2015 - PRESENT**
CHIEF FINANCIAL OFFICER. Lead finance person for all administrative and accounting aspects of the business. Renegotiated line of credit facility creating liquidity to fund 50% revenue growth. Developed daily cash metrics and monthly operating metrics. Managed the enhanced internal controls during a three year period in which sales increased 18% CAGR. Forced 40% turnover over a two year period to create an environment of operational improvement and empowerment, reducing admin labor costs as a % of sales by 15%.

TERRA CONTRACTING, LLC / GREAT LAKES DREDGE AND DOCK
KALAMAZOO, MI **2010 - 2015**

CHIEF FINANCIAL OFFICER. Successfully completed capital transaction, leading the financial efforts in preparing the offering memorandum and related presentations, lead the due diligence process and managed contractual requirements related to the Asset Purchase Agreement. Prior to the transaction, lead the Company financial team in a period of high growth, significant capital requirements and limited liquidity and helped position the Company to be purchased. Renegotiated term loans and line of credit facilities with a new bank, creating liquidity to fund 100% revenue growth over a 30 month period. Negotiated increased bonding line with new underwriter, focusing on larger, higher profile projects. Streamlined four legal entities into one and lowered administrative costs as a % of sales by 20%. Implemented basic metrics used for financial reporting and operational purposes (DSO, equipment utilization %, billable labor %, daily cash and debt position, turnover, admin cost as a % of sales). Subsequent to the transaction, lead the Divisional financial team through the transition and integration of working for a publicly traded company. Drove revenue growth by 50% over a two year period and maintained tight cost control measures.

SPX CORPORATION / MARATHON AUTOMOTIVE GROUP / CONTECH | KALAMAZOO, MI **1998 - 2010**

CHIEF FINANCIAL OFFICER (2004-2010). DIRECTOR OF FINANCE (2002-2004). MANAGER OF FINANCE (1998-2002). Worked directly with SPX's M & A Director, Contech Executives, and Investment Bankers to market this Business Unit, which was sold to Marathon Automotive

RESPONSIBILITIES

- Responsible for driving a safety culture
- Recommend strategic and operational optimization plans based upon financial data that include management and analysis of the income statement, balance sheet and cash flow, and help identify improvements and opportunities while mitigating risk
- Monitor financial performance by establishing key performance metrics and financial ratios and measuring and analyzing results
- Manage the functions of payroll, accounting, accounts receivable and payable, holding company finance, and credit
- Develop and monitor control systems designed to preserve company assets, and report accurate financial results
- Ensure the company complies with all legal and regulatory requirements as well as requirements of auditors and government agencies
- Manage relationships such as those of banking and accounting partners as well as the activities conducted by such partners
- Manage all tax reporting

Group in April 2007. After the transaction, responsibilities centered on the successful transition to a stand-alone company. These responsibilities include all matters relating to accounting, financial reporting, establishing a Treasury function, converting the payroll and benefits system, and negotiating new risk management contracts, while maintaining a focus on operational initiatives. Actively involved in the operational and financial management of Contech. Work with Vice-Presidents, General Managers and Plant Managers identifying and resolving operational issues and quantifying their financial impact.

SPX CORPORATION AFTERMARKET TOOL AND EQUIPMENT GROUP | KALAMAZOO, MI **1994 - 1998**

GROUP CONTROLLER. Involved in the matrix management system, working closely with Business Unit Leaders, Vice-President, Direct Sales and Vice President, Finance as a troubleshooter in all phases of the business, including sales, service, manufacturing, and international operations. Made numerous presentations to senior management regarding operational and financial results.

SPX CORPORATION | MUSKEGON, MI **1988 - 1994**

MANAGER OF FINANCIAL REPORTING. Managed the finance department at the corporate headquarters of this Fortune 500 company, working closely with executives on finance, treasury, investor relations, legal, human resource, and health care issues. Involved in the financial reporting and tax aspects of acquisitions and divestitures.

BDO SEIDMAN | GRAND RAPIDS, MI **1982 - 1988**

AUDIT MANAGER. Diversified background as Certified Public Accountant (CPA), including extensive SEC experience.