



Aaron Gale

CHIEF FINANCIAL OFFICER

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Employment Summary:

HURRICANE CONSULTING
CHIEF FINANCIAL OFFICER / BUSINESS
CONSULTANT
2020 - PRESENT

SEEQUENT
CHIEF FINANCIAL OFFICER
2018-2020

ENATEL
CHIEF FINANCIAL OFFICER
2016-2018

HYDROWORKS
CHIEF FINANCIAL OFFICER
2015-2016

GENERAL CABLE
CHIEF FINANCIAL OFFICER
2011-2015
(OCEANIA)

GENERAL CABLE
FINANCIAL CONTROLLER
2008-2011
(OCEANIA)

GENERAL CABLE
RISK & COMPLIANCE
2006-2008
(OCEANIA)

Qualifications:

Institute of Chartered Accountants

Institute of Chartered Accountants (CA)

University of Otago

Bachelor of Commerce (Major in Accounting)

PRINCE 2

Project Management certification

APICS International

Certificate in Production and Inventory Management

(CPIM)

Profile

I am a Chief Financial Officer with extensive commercial, strategic and financial experience in global multinational companies both in New Zealand and the UK, spanning industries which include SAAS, manufacturing, finance and media. Skilled at motivating and building high performing teams that consistently deliver results. A high achiever who enjoys the rewards that come from a challenge met, and a passion for process improvement and technology.

Key Competencies

- **Leadership:** A strong leader who effectively drives innovation and change across the business. Builds strong, high performing teams that partner with the business to achieve results. Lead and integrate cross functional teams, bringing individuals together to achieve a common objective.
- **Influence:** Proven ability to influence decisions at senior levels, providing honest feedback and challenging assumptions. Strong negotiation skills.
- **Stakeholder Management:** Skilled at engaging and communicating with Boards, Executives, regulators and other key stakeholders. Builds strong working relationships based on credibility, integrity and trust.
- **Business and Financial Acumen:** Analyses strategic initiatives, manages commercial and legal risk and provides recommendations to the CEO and Board including Enterprise level risk management. Extensive experience with mergers, acquisitions and divestitures including due diligence and benchmarking. Effectively delivers financial results and forecasts. Focuses internal control and compliance resources based on risk/cost balance and materiality.
- **Technical:** Highly experienced in systems implementation including project managing new installations. Strong focus on driving continuous improvement. Works with management to develop Critical Success Factors (CSF), KRI's, "real" KPI's and metrics and develop monthly scorecard reporting to benchmark these.

Employment History

HURRICANE CONSULTING

Chief Financial Officer / Business Consultant 2020 - Present

- Creating cashflow forecast models and P&Ls to assist with bank funding proposals
- Reviewing business financial operations and processes to ensure they are lean and ready to rebound to support growth post the pandemic shock

SEEQUENT

Chief Financial Officer 2018 - 2020

High growth Geotech software development. The company is a global multi-national with turnover in excess of \$100M in 90 countries. 16 offices worldwide and employs more than 400 staff. Bolt-on company acquisition path.

Responsibilities:

- Leading a finance team of 15 through the impact of being acquired and acquiring two companies within 13 months. The number of subsidiaries doubled from 11 to 22.
- Financial evaluation of acquisition targets, leading financial due diligence and post-acquisition activities
- Integration of acquisitions into group reporting, budgets, forecasts and metrics
- Compilation of Board packs including the presentation of financial and metric information
- Aligning acquisition accounting policies and procedures with the Group and IFRS to achieve an unqualified audit report
- Streamline internal systems & processes to create space for more value-add activities

Achievements:

- Finalised post-acquisition requirements and completion accounts for US PE firm majority investment in Seequent
- Negotiated loan facility documentation with global investment bank including reduced covenant and hedging requirements
- Hedging programme commenced including FX forward contracts and interest rate swaps with the related ISDA and Dodd Frank documentation
- Extensive KYC ("Know Your Customer") procedures completed for over a dozen banks in ten countries
- Revamped board reporting to isolate acquisitions versus organic company growth. Added key SAAS metrics including ARR, renewals & bookings, rule of 40, retention rates & churn
- Led the development of an Enterprise Risk Matrix and associated mitigation activities and heatmaps
- "Health checks" initiated on NetSuite & Adaptive Insights post 2018 implementation to identify variances to best practice and build in scalability. Key improvements implemented as part of acquisition migration to common system
- Initiated the investigation of the new BEPS transfer pricing requirements and presented the potential impact on the business to management
- Achieved US sales tax compliance for Seequent and Geosoft after preparing voluntary State disclosures
- Launched the implementation of an international trade and financial sanctions compliance programme
- Prepared business cases for six new building leases including benchmarking analysis and commercial review
- Group insurances consolidated across acquisitions and remarketed for efficiency and cost savings

Employment History

ENATEL

Chief Financial Officer 2016 - 2018

High tech power electronics manufacturer. Exports to 70 countries. Preparation of company for trade sale.

Responsibilities:

- Leading a high growth, closely held business through the preparation and execution of a trade sale
- Preparation of the investment memorandum and presenting to potential investors
- Co-ordination of purchaser due diligence requirements and data room
- Preparing and presenting financial results and forecasts to management and the Board

Achievements:

- Successful trade sale of business completed
- Introduced a monthly balanced scorecard measuring Key Result Indicators, cascading down to department metrics
- Set up new sales offices in the UAE and Kenya including sales and transfer pricing protocols, performance measures and incentives
- Created profitability reporting for divisions down to EBIT level to enhance visibility of divisional performance
- Straightened out patent management and corrected capitalisation and amortisation practices
- Prepared and calculated ESOP share option valuations for financial reporting
- Implemented a contract approval policy with authorised signatories

HYDROWORKS

Chief Financial Officer 2015 - 2016

Engineering and manufacture. Early stage merged company raising capital towards an IPO on ASX.

Responsibilities:

- Leading a high growth, recently merged business through capital raising and preparation towards listing on the ASX as well as implementing the necessary policies and processes required for a publicly listed company
- Preparing and presenting financial results and forecasts to the Board
- Pitching to high net worth and institutional investors in NZ and Australia
- IPO preparation and planning – IM and forecast preparation, selection of necessary advisors
- Performing company secretary role and maintenance of share register

Achievements:

- Implemented a short term cashflow tool to manage near term cash constraints
- Revamped P&L format for better management reporting for decision making
- Implemented financial forecasting with management ownership of numbers

Employment History

GENERAL CABLE

Chief Financial Officer Oceania 2011 - 2015

Manufacturing and distribution. Oceania head office with subsidiaries in Australia and Fiji. Turnover \$300m. Reporting through to General Cable Corporation (Fortune 500 company) in USA (USD\$6b turnover).

Responsibilities:

- Reporting to the Managing Director and a member of the Executive Leadership team. Three direct reports, Financial Controller Oceania, Oceania Procurement Manager and a shared EA. 15 indirect reports complete the team (manufacturing, management and financial accountants, payroll, internal control, treasury, purchasing, accounts receivable and payable)
- Provide financially based commercial and business value to the Managing Director and Oceania Executive and specialist strategic expertise to support managers in achievement of business objectives
- Director of five General Cable companies
- Overall responsibility for strategic and operational management of the finance function

Achievements:

- Carried out divestiture due diligence for proposed sale of the Asia Pacific and African regions of General Cable
- Compiled extensive portal of information with investment bankers; prepared and presented NZ and AU business to prospective purchasers
- Played a key role in proposing and modelling business transformation scenarios for both the New Zealand and Australian businesses while still meeting all reporting and compliance requirements. The objective was to improve ROCE and sustainability. Variables included product offering, organisation structures, manufacture vs. sourcing, distribution and supply chain, regional shared services, transfer pricing, commodity and currency scenarios. Led to recommended options within a project charter and risk register with DCF based financial support
- Project owner for successful implementation of new HRIS/payroll system, taking over both this and payroll function halfway through the project
- Led the steering committee for the implementation of:
 - Integrated business planning project including chairing monthly Commercial Review meeting
 - Cost to Serve project
 - Product sourcing project
- Led Finance team through a period of significant change in late 2011 where 50% of team were in new roles. Maintained compliance with all reporting and budget deadlines

Employment History

GENERAL CABLE

Financial Controller Oceania 2008 - 2011

Manufacturing and distribution. Oceania head office with subsidiaries in Australia and Fiji. Turnover \$300m. Reporting through to Phelps Dodge International (PDIC) as head of Rest of World region of General Cable Corporation in USA (USD\$6b turnover).

Responsibilities:

- Budgeting and forecasting for the region
- Tax compliance and transfer pricing including US FAS109 and FIN48 reporting
- Debt and cashflow management, including bank facility negotiations
- Assess financial viability and risks of projects and development of business cases
- Company secretary function – ensuring all 10 GCO companies comply with Companies Act and FRA requirements

Achievements:

- Implemented new financial and management reporting requirements from PDIC
- Reduced monthly reporting timeframe from 5 to 2 days and forecasts from 9 to 5 days to meet PDIC timetable
- Met year end and tax reporting deadlines despite losing three CAs in a restructure
- Commended for leading the best controlled and efficient budget process in recent years
- Negotiated bank funding costs below market rates at renewal

GENERAL CABLE - ASIA PACIFIC

Manager – Finance, Risk and Compliance 2006 - 2008

Part of General Cable Corporation - Asia Pacific head office with subsidiaries in Australia, India, China and Fiji.

Responsibilities:

- Manage foreign currency and commodity hedge book, and NZIAS39 / FAS133 compliance and accounting, providing advice to GC US and Europe
- Manage Sarbanes Oxley compliance programme for region
- Review India, China and Fiji subsidiary monthly management and financial reporting
- Prepare Enterprise Risk Management document for region
- Co-ordinate compilation and presentation of consolidated annual business and strategic plans for region
- Transfer pricing and tax strategy planning
- Special project board for new ERP system selection
- Review significant contracts for legal and financial exposure and risk
- Assist with due diligence process on acquisitions and capex proposals

Employment History

Achievements:

- Implemented the CNS treasury system and gained full hedge accounting compliance under NZIAS39 and FAS 133
- Provided advice and help to implement CNS throughout GC US and Europe. Also presented on treasury system implementation at an IFRS Masterclass conference
- Project managed IFRS implementation with zero subsequent audit adjustments
- Managed the Sarbanes Oxley compliance programme to a result of zero deficiencies reported in 2007 and 2008
- Saved \$70k in insurance premiums in 2008 by going to market and challenging GCC head office allocation
- Reduced GCNZ and GCA inventory levels by a third in 2007 through setting KPIs and leading various teams to achieve these

Earlier Career Summary

Technicolor Network Services, London	Project Accountant	2005 - 2006
The Mill, London	Project Manager	2004 - 2005
	Project Accountant	2004
BMG Entertainment, London	Project Accountant	2003
Motability Finance, London	Project Accountant and Systems Implementation	2001 - 2003
Wickliffe Group	Group Management Accountant	1997 - 2001
Deloitte Touche Tohmatsu	Audit Manager	1991 - 1997

Ongoing Professional Development

Melbourne Business School (Mt Eliza)	Leadership Development Programme (5 days)	2009
Lane Neave	Commercial Contracts Masterclass	2010
David Forman	7 Habits of Highly Effective People (3 days)	2010
Oliver Wight	Integrated Business Planning (2 days)	2011
Conferenz	Lean Finance	2011
NZMEA	Developing Balanced Scorecards	2013
Conferenz	New Zealand CFO Summit	2013
CAANZ	Business Valuation Masterclass	2014
David Parmenter	How to make your KPIs work	2014
Aventage	Contract Law Fundamentals	2015
David Parmenter	Lean Finance Team Processes	2016
Deloitte	Tax Conference	2019
CAANZ	Finance BI Forum 2020	2020

(noting courses/ seminars of a day or more in length)

Personal Interests & Life Highlights

- Family, travel, running
- Member - New Zealand Cricket Team to India 1995
- Otago 1st class Provincial Cricket Team 1989 - 2000
- Professional league cricket UK 1994 & 1995 seasons
- Spirit of New Zealand sailing ship - Leadership
- Social golfer and a keen follower of rugby
- Cultivating the best-looking lawn in Christchurch!

Referees:

Details available on request.