

CHRISTOPHER COWLES

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SUMMARY

A financial leader with proven abilities in timely and relevant financial reporting, international manufacturing, business valuation, capital funding. Core competencies include:

- Reporting and Analysis
- Business Integration
- Systems Training
- Team Development
- Mergers and Acquisitions
- Organizational Management
- Public Accounting Experience
- Stakeholder Interface
- Negotiations/Contracts
- Information Technology
- Valuation and Modeling
- Treasury Cash Management
- Strategic Prioritization
- Cost Savings Driver
- Policy Development

PROFESSIONAL EXPERIENCE

REFLEXITE CORPORATION – Avon, CT

International Manufacturer of Reflective and Solar Products (business sold in 2011)

Director of Finance – Energy Solutions Division

2010 – February 2012

Report to Chief Operating Officer; manage strategic financial development and operations for newly formed solar division. Solidified corporate standing of existing three legal entities and established two new entities (China business and US Joint Venture). Work directly with lenders and investment partners to create financial and legal business structures. Partner with customers and vendors to ensure process flow and profitability.

- **Completed successful effort to market and sell entire global business:** Brought worldwide business to readiness for outside due diligence analysis. Negotiated with strategic buyer for mutually agreed price. Finalized purchase and sale contracts. Worked closely with bankers and venture capital lenders.
- **Set up separate entities to contain new standalone business group:** Generated organizational structure and established worldwide business group to meet customer logistics and cost savings expectations.

Corporate Controller

2007 – 2010

Reported to Vice President, Finance; oversaw the worldwide consolidation of 18 companies. Managed the worldwide finance team. Was responsible for the timeliness and integrity of internal and external reporting. Served on Audit Committee with other members of the Board of Directors. Maintained company's relationship with external auditors.

- **Successfully refinanced entire debt structure:** Prepared entire company for external due diligence scrutiny. Negotiated with banks to take \$3M out of interest expense over five year term.
- **Managed conversion to worldwide information system:** Significantly enhanced quality of data and reporting by installing a JD Edwards E-1, web-based (externally hosted) enterprise resource planning system.

AMPHENOL CORPORATION – Wallingford, CT

International Manufacturer of Electrical Connectors

Director of Finance

2006 – 2007

Reported to VP-Finance, oversaw the worldwide consolidation of over 100 companies. Managed the corporate headquarters accounting and finance group. Ensured proper adherence and documentation for Sarbanes Oxley compliance. Analyzed tax provisions and expenditures. Regularly interfaced with external auditors.

- **Led conversion to new consolidation systems:** Improved timelines and accuracy of company-wide reporting by successfully converting entire organization to new web-based consolidation software.
- **Reconfigured corporate tax reporting:** Removed two days from closing process by redesigning company-wide tax provision and expenditure analysis.

THE WATERBURY COMPANIES – Waterbury, CT

International Manufacturer of Plastics and Liquids

Controller/Director of Business Integration

1999 – 2006

Reported to Chief Financial Officer, communicated across all business segments, directed a team of six, and had responsibility for strategic planning, business integration, acquisition valuation, general accounting, financial reporting, treasury and cash management, IT, payroll, cost accounting, inventory valuation, capital investment analysis, and business metrics. Business was originally spun-off from Tally Industries and grew 250% in five years organically and through acquisitions. In 2005, business was successfully sold to new venture capital group.

- **Set up new business structure:** Once separated from corporate parent, headed task force to create standalone business infrastructure. Set up systems and controls following leveraged buyout via implementation of company-wide enterprise resource planning system.
- **Spun off profitable non-core business:** Raised cash and focused business on core competencies by successfully liquidating division.
- **Drove acquisition valuation and integration:** Negotiated stock purchase of UK business and acquired assets of Canadian company. Doubled annual revenue by providing access to key strategic geographic markets and by acquiring new products.
- **Reconfigured failing manufacturing plant:** Subcontracted portions of manufacturing facility and cut turnaround time in half. Negotiated and integrated sourcing from international suppliers. Reduced inventory investments by more than 50%. Consolidated two facilities into one and raised capital through sale of facility.

MACDERMID INCORPORATED – Waterbury, CT

International Manufacturer of Industrial Chemicals

Controller

1994 – 1999

Reported to VP-Finance and worked with Manufacturing, Sales, Purchasing and Information Technology within an international multi-plant business that supports printing, electronic and metal finishing markets. Directed a team responsible for acquisition valuation and integration, consolidated financial reporting, cash management, leasing and financing; expense analysis, cost accounting, inventory valuation; business profit analysis; financial management reporting; budgets; and capital investment analysis.

- **Valuation and due diligence:** Played lead role in valuing potential acquisitions and performing due diligence on those businesses. Participated in closing deals on five businesses, adding more than \$250M in annual revenue.
- **Business integration:** Following successful acquisitions, consolidated all accounting to integrated software system, shortened financial reporting to five days, eliminated duplicate positions and trained existing staff on new business practices. Improved financial closing and business analysis while removing over \$700K in expenses.
- **Manufacturing cost savings:** Quantified significant losses due to inefficient fuel consumption in main production facility. Established dual fuel (oil and gas) capability, linked steam systems, negotiated lower rates, reduced fuel costs by 20% and set up better maintenance program which resulted in saving millions of dollars.
- **Improved market share:** For a long term distributor who was losing market share, negotiated contract termination, re-established market presence and support systems; established logistics network to support future growth through in-house management and increased profitability while expanding market share.
- **Working capital utilization:** To improve cash position, sold selected assets and established a \$20M line available for asset sale leaseback with interest competitive with existing debt.

EDUCATION

UNIVERSITY OF CONNECTICUT, Hartford, CT, MBA

NORTHEASTERN UNIVERSITY, Boston, MA, BS, Accounting

OTHER INTERESTS

FIRST CONGREGATIONAL CHURCH OF CHESHIRE

Executive Board Member and Youth Ministry Leader

Former President, Chair of Trustees, Senior Deacon, Chair of Stewardship, Chair of Associate Minister Search Committee, Chair of Director of Youth Ministries Search Committee

EVERGREEN CEMETERY AND CREMATORY

Member Board of Directors, Finance Committee Member, Long Range Planning Committee Member

CENTRAL CONNECTICUT STATE UNIVERSITY

Adjunct Professor – Advanced Accounting

PHYSIQUE PLUS AND FITNESS EXPRESS FITNESS CENTERS

Certified Spinning Instructor