

# Thomas Adam Gustafson, MBA, CMA, CFA Candidate

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## Director of Finance and Investment

Results-driven and seasoned professional with 15+ years of experience overseeing complex investment portfolios, developing corporate growth strategies, and leading high-value mergers/acquisitions while driving strategic transactions, such as acquisitions, divestitures, and JV, across domestic and international markets. Proven ability to develop financial models, evaluate market trends, cultivate strong relationships, and close significant deals for increasing revenue and competitive positioning. Adept at directing top-tier teams, conducting valuation analyses, performing due diligence, and implementing process improvements, with a record of divesting 65+ underperforming locations to enhance profitability.

## Areas of Expertise

- Cashflow Optimization
- Budgeting & Liquidity Monitoring
- Deal Structuring
- Market Research & Analysis
- Debt Structuring & Management
- Investment Management
- Wealth Preservation Strategies
- Capital Raising & Investor Relations
- Performance Optimization
- Financial Planning & Execution
- Private Equity Portfolio Management
- C-Suite Communication

## Career Experience

### Grand National Consulting, LLC. | Minneapolis, MN

#### Managing Director | April 2023 – Present

- Deliver business development consulting services, including financial valuation, due diligence, contract negotiation, and deal process execution, for private equity and corporate-owned portfolio companies
- Identify high-potential platform acquisition opportunities by evaluating market dynamics, trends, and competitive landscapes to maximize long-term investment value
- Oversee comprehensive acquisition processes by coordinating with sellers, third-party service providers, legal counsel, and company management, from financial valuation to deal closure, for minimal transaction risks
- Offer proactive assistance in operational integration efforts by designing efficient business processes, analyzing ERP deployment requirements, and devising actionable roadmaps to amplify overall efficiency

### Transitions Group, LLC., Private Equity sponsor Lorient Capital, LLC | Chicago, IL

#### Corporate Development Officer | January 2023 – March 2023

- Led growth initiatives for a \$50M revenue home hospice service provider through a regional acquisition strategy
- Drafted detailed reports, such as operational data books, valuations, and investment committee memorandums for 2 regional hospice acquisition targets, uncovering actionable insights to expand revenue and geographic coverage
- Provided expert advice for the C-suite on annual budgeting processes and liquidity monitoring by determining areas of concern and employing cash conservation measures to support critical financial management decisions
- Designed an office expansion strategy and joint venture models, identifying high-potential regions and partners

### Starkey Hearing Technologies, INC. | Minneapolis, MN

#### Director of Loans & Acquisitions | June 2019 – November 2022

- Executed a global roll-up strategy for a \$1B revenue privately held hearing aid manufacturer with ~5,000 independent retail clinics, ~750 owned clinics, and ~1,600 employees to secure competitive positioning
- Led acquisitions, divestitures, new loan originations, and distressed loan restructurings to enhance top-line revenue growth and retail subsidiary EBITDA through strategic portfolio management
- Carried out in-depth diligence and negotiated favorable agreements for 55 domestic and international acquisitions totaling \$65M and 170 clinics while divesting 65 underperforming locations worth \$4M+ to augment portfolio value
- Spearheaded a \$200M loan portfolio by underwriting and restructuring 140+ loans worth \$66M+ to Starkey customers
- Introduced advanced workflow processing software and refined reporting systems to optimize loan origination and acquisition processes while reducing errors

### Johnson Controls, INC., NYSE: JCI | Milwaukee, WI

#### Corporate Development Manager | November 2017 – May 2019

- Drove strategic initiatives for a \$30B global building products conglomerate with 100,000+ employees by implementing data-driven decision-making frameworks to reinforce operational synergies
- Analyzed 28 acquisition and divestiture projects ranging from \$600k to \$6.6B by partnering with a 10-member team managing all M&A and JV activity across JCI's business units to raise revenue streams
- Maintained a pipeline of 25+ active projects through rigorous reviews and strategic prioritization, successfully closing ten deals in FY18 and achieving corporate growth objectives
- Closed \$13M and \$32M acquisitions along with \$200M+ divestiture through deal structuring and integration efforts

## **Fiat Chrysler Automobiles US, LLC., NYSE: STLA | Detroit, MI**

### **Corporate Leadership Development Associate | May 2016 – October 2017**

- Conducted 8 operational audits across multiple business areas, involving the Quality Engineering Center and a Jeep Cherokee assembly plant with 6,000+ employees to evaluate process adherence and workflow discrepancies
- Prepared comprehensive audit reports for senior leadership, outlining gaps between documented and actual processes while collaborating with department managers to propose remediation plans
- Presented audit findings to senior leadership, detailing discrepancies found for transparency in operational governance

## **Fiat Chrysler Automobiles US, LLC., NYSE: STLA | Detroit, MI**

### **Summer International Pricing Manager | May 2015 – August 2015**

- Attained an 80% reduction in portfolio complexity by rationalizing the ASEAN market product portfolio
- Reviewed foreign currency markets, underlying causes of fluctuations, and impact on global trade
- Determined key metrics and critical success factors by interviewing cross-departmental stakeholders and analyzing input, resulting in the creation of a standardized currency management process
- Partnered with multi-disciplinary departments to create innovative business process flows and automated fluctuation currency analysis tools for real-time monitoring and strategic planning regarding currency shifts

## **BMO Capital Markets, INC., NYSE: BMO | Minneapolis, MN**

### **Investment Banking Associate | January 2014 – July 2014**

- Supervised 5 analysts/interns on deal evaluations by performing financial modeling, due diligence, and market analysis for informed investment insights during the early stages of transactions
- Conducted financial analysis and valuation modeling on transactions initiated as an analyst, contributing to successful deal closings during the Associate tenure
- Progressed from Analyst to Associate role as a result of consistency in performance and a strong work ethic

## **BMO Capital Markets, INC., NYSE: BMO | Minneapolis, MN**

### **Investment Banking Analyst / CIO | February 2012 – July 2014**

- Performed market research and crafted confidential information memorandums while facilitating the sales auction process and engaging prospective buyers, leading to the successful closure of 10 sell-side M&A deals
- Prepared 20+ sales pitch presentations by conducting in-depth financial analyses, such as DCF and LBO modeling, to showcase investment potential and attract prospective clients
- Independently managed IT operations for a 25-person investment bank, resolving technical issues to maintain system functionality and protect critical data
- Supervised 5 analysts/interns and trained the new CIO on role expectations before progressing to an Associate role

## **Accenture, PLC., NYSE: ACN | Minneapolis, MN**

### **Management Consulting Analyst | August 2009 – January 2012**

- Addressed gaps in vendor management practices at SunTrust Bank HQ by examining and defining a future-state framework to establish a new business unit of 8 FTEs in line with Federal Reserve compliance standards
- Pinpointed key bottlenecks and devised process refinement plans for UnitedHealth Group to save \$100M in costs, while achieving operational efficiencies equivalent to 90 FTEs through advanced software solutions deployment

### **Additional Experience: Accenture, PLC., NYSE: ACN | Summer Management Consulting Analyst**

## **Projects**

- Completed full-scale remodeling of three homes, encompassing carpentry, tiling, plumbing, electrical work, and painting to enhance functionality, aesthetics, and property value
- Coordinated logistics with out-of-state buyers/sellers to purchase, restore, and sell automobiles, attaining 65% avg ROI

## **Education & Credentials**

### **Master of Business Administration in Mergers & Acquisitions and General Management, Cornell University, S.C.**

Johnson Graduate School of Management, Ithaca, New York

Study Abroad: J-Term 2015 in Dubai; Spring 2016 at FGV EBAPE, Rio de Janeiro, Brazil.

### **Bachelor of Science in Business with Double Major in Finance & Entrepreneurial Management, University of Minnesota Twin Cities, Carlson School of Management, Minneapolis, Minnesota**

Study Abroad: Spring 2009 at Singapore Management University, Singapore

Chartered Financial Analyst Level I Candidate, CFA Institute, Exam Date: August 2026

Certified Management Accountant, Institute of Management Accountants

Private Markets & Alternative Investments Certification, CFA Institute

## **Technical Proficiencies**

**CRM System:** Salesforce, PegaSystems | **ERP System:** Oracle | **BI & Data Visualization:** Power BI

**Accounting Software:** QuickBooks | **Financial Analysis & Valuation Techniques:** DCF, LBO, Precedent Transactions, Comparable Public Comps, Three-Statement Analysis

Target	Short Description	Industry	Revenue (in millions)	Status / Buyer
<b>Transitions Hospice Transaction Summary Statistics</b>				
<b>Acquisitions/JVs</b>				
Acquisition 1	Acquisition of hospice provider with 5 locations overlapping existing Transitions operations	Hospice	\$17	IOI
Acquisition 2	Acquisition of hospice provider with 8 locations across three states/new metro locations	Hospice	\$25	Strategic Evaluation/NDA
Acquisition 3	Carve-out of the hospice operations of 10 location SNF operator in PA	Hospice	\$9	Strategic Evaluation/NDA
Joint Venture 1	Proposed 60/40 JV hospice companies for metro areas with overlap with over 300 SNFs	Hospice	\$6.3/loc	Strategic Evaluation/NDA
Joint Venture 2	Proposed 60/40 JV hospice companies for metro areas with overlap with over 120 ALFs	Hospice	\$6.3/loc	Strategic Evaluation/NDA
<b>Starkey Closed Transaction Summary Statistics</b>				
<b>Acquisitions</b>				
55 Hearing Health Companies	43 domestic, 7 Canadian and 5 Australian acquisitions adding over 170 corporate clinics	Hearing aid clinics	\$65	Closed
<b>Divestitures</b>				
65 corporate clinics	Sale of 29 Italian, 22 Romanian and 14 domestic corporate clinics	Hearing aid clinics	\$32	Closed
<b>Loans</b>				
140 new loan contracts	Underwrote, originated or restructured over 140 loan contracts ranging from \$20k-\$18M	Hearing aid clinics	\$66	Closed
<b>Johnson Controls Transaction Summary Statistics</b>				
<b>Divestitures</b>				
Hart & Cooley	Leading manufacturer of HVAC and air distribution products, including chimney and rooftop	Manufacturing	\$200	Closed - H.I.G Capital
Wolf	European Metal Framing and Supports manufacturing and distribution carve out	Construction	\$27	IOI
Marconi	Wi-Fi enabled fire detection and alarm products	Manufacturing	\$5	Strategic Evaluation
<b>Acquisitions</b>				
Joseph	Special purpose entity to acquire government license for energy infrastructure projects.	Construction	\$32	Closed
Lydia	Design, development and distribution of traditional and Wi-Fi connected thermostats	Manufacturing	\$13	Closed
Guard	AI & deep learning video analytics company for retail loss prevention	Software	\$3.5	LOI
Logan	Acquisition of advanced lithium ion battery development company	Manufacturing	NA	LOI
Maverick	Building controls software for multi-location corporations	Software	\$15	LOI
Arkansas	Security monitoring and installation company in the UK	Business Services	\$4	IOI
James	Venture stage company with proprietary software for targeted retail promotions	Software	\$2	IOI
Madison	HVAC sensor manufacturer	Manufacturing	\$31	IOI
Speed	Market leader in air handling units, ducting and pre-insulated pipes in India	Manufacturing	\$30	IOI
Draco	Independent home and commercial security monitoring company in Uruguay	Business Services	\$0.60	Financial Model
Eagle	AI & deep learning video analytics company for security and automotive	Software	\$4	Financial Model
Gandalf	Independent home and commercial security monitoring company in Uruguay	Business Services	\$1.3	Financial Model
Hamburg	Design and development company for emerging battery technologies	Business Services	\$2.8	Financial Model
Sweetwater	CCTV tagging and security monitoring software	Software	\$21	Financial Model
Anibus	Venture investment in advanced sodium ion battery startup.	Manufacturing	NA	Strategic Evaluation/NDA
Carillion	Looking to acquire certain assets through bankruptcy of UK construction company	Construction	\$6.8b	Strategic Evaluation/NDA
Citadel	Manufacturer of sensors and controls for security access and industrial processes	Manufacturing	\$6.6	Strategic Evaluation/NDA
Cool	Development stage carve out of a patented refrigeration technology in Europe	Manufacturing	NA	Strategic Evaluation/NDA
Espresso	Market leader in digital lighting controls	Manufacturing	\$14	Strategic Evaluation/NDA
Green Jacket	Compressor manufacturing company with worldwide sales	Manufacturing	\$154	Strategic Evaluation/NDA
Hyperion	Design and manufacturer of traditional and Wi-Fi enabled outdoor security lighting	Manufacturing	\$90	Strategic Evaluation/NDA
Prism	Retail monitoring camera and software company	Software	\$1	Strategic Evaluation/NDA
Sabre	Renewable energy utility management and auction services company	Business Services	\$6.5	Strategic Evaluation/NDA
Sentry	AI & deep learning video analytics company for retail loss prevention	Software	NA	Strategic Evaluation/NDA
Trinity	Retail analytics and software company helping CPGs and retailers improve efficiency	Software	\$18	Strategic Evaluation/NDA
Ultinous	Artificial intelligence company in Hungary	Software	NA	Strategic Evaluation/NDA
<b>BMO Capital Markets (f/n/a Greene Holcomb Fisher) Closed Transaction Summary Statistics</b>				
<b>Acquisitions</b>				
Learners Edge, Inc.	Provider of online and mail based continuing education training for teachers.	Education Services	\$9	Stone-Goff Partners
Klements Sausage Co.	Producer of fresh and frozen sausage and other meats	Packaged Foods	\$83	Altamont Capital Partners, LLC
Nekoosa Coated Products, LLC.	Manufacturer of carbon copy and other specialty types of paper	Manufacturing	\$54	Wingate Partners, LLP
Verisae, Inc.	SaaS provider of building efficiency software for retail grocery and other	Business Services/Software (SaaS)	\$17	Marlin Equity Partners, LLC
Market Day Corporation	Marketer of frozen foods for fundraising and general sales purposes	Packaged Foods	\$105	Gordon Food Service, Inc.
Aster Group, Inc.	SAP integration consultancy	Business Services/Consulting	\$15	NTT Data Corporation (TSE:9613)
206, Inc.	Marketing services company	Business Services	\$16	Advantage Sales & Marketing LLC
Humanetics Corporation	Research and development of supplements	Healthcare Products	\$13	Kainos Capital, LLC
Precision Electric Co., Inc.	Remanufacture and repair of electric motors and pumps	Industrial Services	\$10	Bolder Capital, LLC
Permalok Corporation	Manufacturer of pipes with patented locking technology	Manufacturing/Industrial	\$17	Northwest Pipe Co. (NWPX)
<b>Strategic Alternatives Assignments</b>				
Certain assets of Hooper Holmes	Provider of medical examination clinics and other healthcare services	Medical Services	\$100	Examination Management Services, Inc.
Repair Clinic	Largest online retailer of replacement appliance parts	Distribution	\$54	Burke America Inc.