

**TODD E. BACKUS, CPA, MBA**  
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### CAREER SUMMARY

Finance Executive with over 30 years of experience and accomplishment in construction, manufacturing, and public accounting. Strong business acumen and leadership skills used to drive continuous improvement throughout organizations. Skilled in the following areas:

Acquisitions/Business Integration	Corporate Contracts	Investment Banking
Audits	Corporate Taxes	LEAN and Process Improvement
Banking Relationships	Cost / Manufacturing Accounting	Legal Relationships
Budgeting – Capital / Operating	Employee Benefits	Materials Management
Cash and Treasury Management	Family Estate Planning / Trusts	Percentage of Completion
Cash Flow Analysis	Forecasting	Risk Management
Coaching and Development	Information Technology	Strategic and Business Planning

### PROFESSIONAL PROFILE

**Backus Consulting, LLC, Cedarburg, WI (*Principal*)** **2020 – Present**  
Backus Consulting provides financial consulting services in the Fractional CFO/Interim CFO space as well as providing financial services typically performed by full-time CFO's in larger companies.

**The Spancrete Group, Inc., Waukesha, WI (*Wells Concrete – December 2020*)** **1995 – Jan., 2021**  
The Spancrete Group, Inc. is a leading provider of architectural and structural precast concrete products and a global Spancrete equipment manufacturer and service provider with approximately \$130M in annual sales, multiple U.S. manufacturing locations and licensees throughout the world.

***Chief Financial Officer*** **2004 – Jan. 2021**  
Reports directly to the President. Directs the financial, information technology, benefits administration, and contracts administration functions. Leads staff of approximately 15 and a member of the Board of Directors prior to sale of Company.

- Participation in the sale of the business on December 11, 2020. Seller coordination of due diligence, data room, and SPA disclosure schedules. Current involvement in integration of the businesses.
- Oversight of implementation of advanced OCR tool (brainware) for intelligent capture of scanned AP invoices resulting in improved efficiency and reduction of data entry.
- Responsible for banking, bonding, legal, audit, and benefit plan relationships. Member of health care team responsible for plan design, financial analysis, and partner relationships. 401(k) Plan Administrator and member of 401(k) Advisory Committee.
- Led change in insurance platform and broker change resulting in overall cost savings of over \$1.3M.
- Involved with multi-functional teams in all areas of business operations including risk analysis prior to bid and price setting on large projects.
- Financial leader in Company consolidation and reduction of associated operating expenses. Sale of non-profitable division resulting in net gain of \$8.8M and cash proceeds of \$14M. Led effort to divest real estate resulting in net gain of \$1.4M. Managed cash flow with operations team resulting in a 33% improvement in inventory turns, reduced DSO, and extended payment terms to vendors. Worked with operations team to reduce operating costs by \$26M in one year.
- Performed due diligence and led acquisition of Georgia precast company resulting in purchase discount of 85% from book value. Led acquisition of Florida precast company and completed successful integration of ERP system and financial business processes.

## **TODD E. BACKUS, CPA**

- Developed communication plan of financial metrics and Company performance. Conducts monthly communication and training to organization on financial terms and metrics resulting in improved business acumen, employee morale, and decision making.
- Involved in LEAN initiatives in plant and office environment resulting in improved financial close cycle by 30%.
- Member of strategic planning team. Responsible for assisting with development of long-term strategic plan, annual business plans, and coordination of annual capital and operating budgets.
- Experienced with working with multi-generational family members on succession planning and estate planning including trusts. Coordination of planning with estate attorney and owners.

### **The Spancrete Group, Inc., Waukesha, WI**

#### ***Director of Finance***

**1995 - 2004**

Reporting directly to the VP-Finance. Direct the financial functions of the Company. Lead staff of up to 12.

- Managed Oracle ERP implementation resulting in automation of processes and integration of various internally developed custom applications. Managed cross-functional teams resulting in improved efficiency, reduction in inventory shrink by \$969k (70%), and a reduction in financial close process by 33%.
- Developed presentations for the Board of Directors, banks, and bonding companies.
- Developed corporate and business unit financial metrics and reporting system for monitoring and decision making.
- Involved in LEAN initiatives in plants.
- Led finance initiative for sale of concrete block business resulting in proceeds of \$1.7M and gain of \$1.1M.
- Led implementation of electronic processing of AP disbursements from paper checks resulting in payment processing efficiency and approximately a 65% utilization rate of electronic payment processing.
- Led electronic imaging and workflow implementation for AP invoices resulting in improved invoice processing efficiency, 100% elimination of vendor invoice paper files, and greatly improved visibility to status of unpaid and paid invoices and backup documentation.
- Implemented new Fixed Asset System utilizing FAS software.

### **MagneTek Electric, Inc.**

**1991 - 1995**

#### ***Accounting Supervisor***

- Overall responsibility for preparation of annual budgets for the Company through interaction with all department budget managers. Shared responsibility for overall approval of budgets. Operations plan preparation and review.
- Involved in five-year strategic planning process requiring interaction with marketing, engineering, shop planning, personnel, and manufacturing departments.
- Involved with quality programs throughout the Company.
- Member of PC Direction Committee helping to determine the Company's direction with information systems.
- Led project team in implementing local area network with conversion to PC-based accounting software interconnected with mainframe.
- Consolidation and financial reporting and analysis of monthly results of the Company and sector.
- Supervision of payroll, sales/accounts receivable/cash application, and general ledger functions. Overall responsibility for monthly closing and federal and state income tax reporting.
- Possess strong interpersonal skills developed through dealings with a variety of personalities throughout the organization including senior management.

## TODD E. BACKUS, CPA

Ernst & Young, Milwaukee, WI

1987 - 1991

### *Audit Senior*

- Obtained lead senior positions on significant accounts in the Milwaukee office after two years of staff experience. Responsible for financial audits of manufacturing, construction, retail, and wholesale companies including Harley Davidson, Kohl's Department Stores, and Manitowoc Company.
- Responsibilities included: understanding the client's business, developing an audit approach based on the client's business and risk, supervision of assistants in the audit process, and preparation of the financial statements and management letter.
- Technical skills including inventory/cost accounting applications for manufacturing and retail environments, complicated LIFO calculations and income tax provisions, percentage of completion accounting, SEC reporting experience including quarterly and year end filings and public offering involvement, and acquisition related financial experience.

### **EDUCATION AND ACHIEVEMENTS**

- MBA with Risk Management emphasis, Concordia University in May 2019
- Bachelor of Business Administration, in Accounting, Cum Laude University of Wisconsin - Whitewater, Graduated in May 1987. GPA - 3.5.
- CPA - November 1987 on first attempt.
- Risk Financing, Fraud Management, Cybersecurity, Business Ethics, Health, Life, and Social Insurance, Lean Enterprise Culture, Value Stream Mapping, Lean Office, Business Continuity, Oracle Applications, Estate Planning, Document Retention, Integrated Health and Wellness Programs, Bank Financing, Financial Modeling and Cash Flow Forecasting

### **AFFILIATIONS**

- Member - Wisconsin Institute of Certified Public Accountants
- Member - Executive Agenda 21
- Member - CFO Roundtable
- Accounting Oversight Committee Member - Wisconsin Evangelical Lutheran Synod
- Owner - Backus Consulting, LLC - Financial consulting
- Owner - Backus Properties, LLC and Backus Investments, LLC - Residential rental property
- Vice President - David's Star Lutheran Church
- Board of Directors - The Spancrete Group, Inc. (Prior to sale of Company)
- Past Member of Board of Directors - Kettle Moraine Lutheran High School Foundation
- Former Church Council Member, Former Board of Elders Member, Former Stewardship Chairman, Former Co-Chairman on Fundraising Appeal, Former girl's basketball coach - David's Star Lutheran Church and School