


ROBERT FRIEDMAN

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EDUCATION & CERTIFICATIONS

Certified Public Accountant (CPA)
Certified Financial Planner (CFP)
Certificate ESOP Governance Essentials

University of Miami
Bachelor of Business Administration

CORE EXPERTISE

- Business Strategy
- Business Transition
- Financial Management
- Scaling Operations
- ESOP Formation & Operations

AWARDS & HONORS

- *CFO of the Year, Finalist, New Jersey Biz Magazine*
- *CFO of the Year, Finalist, Category of Operations*
- *CFO Innovation Award, Success in Operations, CFO Studio*
- *Panelist at Rutgers University Annual Employee Conference, Feasibility and Process For Closing an ESOP Transaction*

CFO, Board Director and internal consultant with a broad background combining strategy with operational and financial management to drive significant growth and enhance corporate performance in construction and manufacturing. Expertise in modernizing infrastructures and systems to align sales, operations and accounting functions to reduce cost, create accountability and elevate performance to industry benchmark financial best-in-class.


Business architect and collaborative leader who goes beyond traditional accounting and finance lanes, digging into to every aspect of the business, to identify strengths, weaknesses and risks to create a more profitable functional organization.

Strong public accounting background in construction, manufacturing, wholesale distribution, professional services and real estate with a unique ability to analyze data to improve operational effectiveness. Proven track record uncovering and removing obstacles to achieve significant growth in revenue and EBITDA margins.

Trusted advisor to CEO and Board on strategy, business transformation, board development, ESOP formation, governance, growing business and increasing shareholder value.

A skilled executive and former outside CFO to closely held and family-owned businesses, advising on financial strategies, establishing disciplined processes, leading M&A efforts and implementing sophisticated financial, tax and estate planning techniques to increase wealth.

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BOARD & RELATED EXPERIENCE

- **BAMCO, Inc. (Middlesex, NJ)** Board of Directors, Vice-Chair, ESOP Committee Chair and Board Secretary (2018 to May 2023) Installed and elevated ESOP, formed governance, recruited independent members and advise on strategy and risk management for green-material, commercial construction and manufacturing company.
- **Construction Financial Management Association, Princeton, NJ** Industry Peer Benchmarking Committee Member (2020 to present) Served on financial benchmarking and survey committee providing a highly regarded, deep data annual survey report to the construction industry.
- **The Alternative Board, Princeton, NJ** Board of Advisors (2005 to 2013) Guided entrepreneurial, closely held and family-owned businesses through developing business plans and longer-range strategies, building scalable infrastructure, improving business models, establishing discipline to support growth and profitability and implementing tax strategies to optimize cash flow.
- **Temple Religious Organization, NJ** Committee Member (2013 to 2014) Advised on financial position and special funding and provided budget oversight for non-profit.

PROFESSIONAL HISTORY

BAMCO, Inc. | Middlesex, NJ
CFO, Shareholder and Advisor (2002-2022)

- Transformed privately held green-material construction and manufacturing company into an industry leader in three years, aligning departments, modernizing systems and building scalable infrastructure resulting in increased revenue and profits 5 to 10x.
- Coordinated corporate M&A processes. Led company in the sale of 100% of the equity to an ESOP Trust in a tax-advantaged transaction, which preserved the legacy of the company, retaining all employees while providing an attractive valuable retirement benefit to dedicated and loyal, longer term employees.
- Increased gross margin profits from 17% to 30%, significantly outperforming industry standard of 15% after modernizing manufacturing operations, analyzing data and implementing state-of-the-art job costing system.
- Led strategic planning process, focusing on competitive assets to leverage differentiators, increasing average EBITDA Margins from 2.5% to >15.0% and raising ROE to 50% consistently in under 5 years.
- Identified risk control vehicle with an opportunity to save 30% -50% on insurance costs over the next 10 years.
- Led modernization initiatives in fabrication operation implementing automation, lean manufacturing techniques, shop floor data collection together with computerized production tracking systems
- Doubled production in less than six months for near zero cost by solving an unknown production constraint.
- Implemented KPIs and metrics systems across departments to manage and elevate performance, increase efficiency measures, protect quality of bids, control labor costs and increase employee engagement.

Withum, PC, CPAs and Consultants | Princeton, NJ

Outside CFO and Advisor (1998-2002)

- Served as outside CFO and trusted advisor for a family office and clients within the construction, distribution, manufacturing, real estate, development, investment industries. Tax work for trust & estates, building financial strategies, accounting, auditing, financial reporting and establishing disciplined processes and implementing sophisticated financial, tax and estate planning techniques to increase wealth for clients.

Sagemark Financial Advisors | Paramus, NJ

Financial Consultant (1995-1998)

- Served business owners and high net worth individuals advising on investments, tax and estate planning.

Various Certified Public Accounting Firms | NJ

Staff to Manager (1983-1995)

- Held senior auditor roles at large privately held companies for Coopers & Lybrand (now PWC) and JH Cohn (now Cohn Resnick), conducting audits, tax planning and financial reporting and leading special projects like restructuring internal accounting and financial reporting functions.

PROFESSIONAL AFFILIATIONS

- Private Directors Association (PDA)
- State CPA Society (NJCPA) Financial Reporting & Personal Financial Planning Committees
- Construction Financial Management Association (CFMA)
- National Center for Employee Ownership (NCEO)
- American Institute of CPA's (AICPA)
- New Jersey Society of CPA's (NJSCPA)
- Financial Planning Association (FPA)