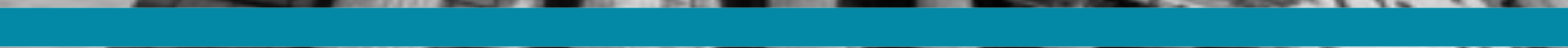




# James Clavijo



# ABOUT ME

Senior level financial executive with over 25 years of extensive hands-on experience stewarding, building, leading, & advising companies with complex restructurings, mergers & acquisitions, capital market transactions, strategic planning & system implementations. Over \$2 BB in financing transactions via Debt, LBO, PIPES, Bonds, Debentures, Grants, Factoring, Angel & Private Equity. Strong NASDAQ, S.E.C., S.O.X. compliance, & IPO experience. Experience with financial/cost/inventory controls. Multi-level experience with start-ups & global multi-billion-dollar organizations. Experienced with Investor Relations, Wall Street & Private Equity. Accomplished negotiating & structuring skills with banks, vendors & others. Influential-authentic-adaptable-team-building LEADER with demonstrated experience managing diverse teams & streamlining businesses to increase profit.

# KEY TRAITS

## LEADING CHANGE

Working with the c-suite, board and management to drive an innovative company.

## FAST PACED

Making sound decisions in a controlled chaotic environment at a fast pace. Prepare to anticipate the needs. Urgency in my decision making.

## TECHNOLOGY

System implementation experience. Excel expert and Tech driven. Process improvement thru technology.

## STRATEGY

Creating business plans, financial models, npv/DCF models, cash flow models, budgets, costing and product analysis.

## RESULTS

Leading the drive to understand the data and manage costs and revenue. Focus on the bottom-line results. Reporting often important results.

## PARTNER

Partner with the CEO. Advisor to the Board.  
Leader to the Company.



# Q&A

## HOW DO YOU DEFINE SUCCESS?

Success is defined as the successful completion of a planned mission.

## CAN YOU DESCRIBE YOUR PERFECT FAILURE AND TELL US WHAT YOU LEARNED?

I think a perfect failure is when you fail at something but learn something useful. I have certainly worked with companies that have not always succeeded and yet I think that experience has provided me with knowledge on what to be wary of the next time.

## DESCRIBE A MAJOR OBSTACLE FROM YOUR LAST JOB AND HOW YOU OVERCAME IT?

I was involved with a company that had an inexperienced Board when it comes to managing a public company. So I had to spend extra time trying to provide information that can translate to someone who doesn't have that experience and make it useful for them to make decisions.

## IMAGINE YOUR DREAM JOB. WHAT WOULD IT LOOK LIKE EVERY DAY?

I have been happiest when I am working with a group that is driven to accomplish its goals. That can set out a vision and execute. I am a builder, so I enjoy building companies.

## HOW HAVE YOU PREVIOUSLY HANDLED DIFFICULT CLIENTS?

I never look at a client as difficult. If you set out your expectations in the beginning and deliver on those expectations, that generally manages challenges.

## WHAT MAKES YOU THE BEST CANDIDATE FOR THIS JOB?

I am extremely dedicated and driven. I am mission driven. I think I have a really good mix of public and private company experience. I am a hands-on leader. I am comfortable with driving innovation. I feel I can manage most situations. I think in general my skill sets are far reaching and have been exposed to many different tasks.

# FINANCIAL MANAGEMENT

## BUDGETS

Experienced building budgets for start-up to \$350 MM revenue businesses with market values in excess of \$1 BB

12 month – 30 year budgets

Building and Equipment budgets

Cost and manufacturing budgets

## CASH

Managed cash flow, based on a 13-week model with vision to 12-36 month burn budgets

Reconcile and manage cash on a daily basis

Manage vendor and customer terms

## REPORTING

Weekly Key Metrics Reporting

Monthly Financial Reporting

Budget Reporting

Quarterly Practice Reporting

# TEAM BUILDING

## LEADERSHIP STYLE

- Lead by example
- Mission first
- Communicate always
- Empower & Collaborate
- Direct, Coach, Support, or Delegate as the team member requires

## HANDS-ON

- The goal is to accomplish the mission at hand
- There is no task within my team that I shouldn't know how to do and that I know how to train someone to do.

## TEAM

- Hire team members that will fit into the culture and have a passion for their work.
- Attitude and having skills is often more important than experience
- Honesty, integrity and emotional intelligence



# CAPITAL

## PRE-IPO & IPO

- Longeveron – IPO in Feb 21 NASDAQ
- Uromedical – Pre-IPO
- Tri-Source Pharma – Pre-IPO
- Guided Therapeutics – Uplisting to NASDAQ
- Soligenix – Reverse Merger AMEX

## DEBT

- Guided Therapeutics – Leveraged Debt
- Gallery – Factoring, SBA lending
- Cigarette Racing – Building, Equipment and construction loan, Line of Credit

## FUND RAISING

- S-1 and S-3 filings
- PIPES
- VC Investment
- Institutional investors
- Equity Lines
- NIH Grants
- New Market Tax Credits
- PPM
- Convertible debentures
- Sales receivables

# CAPITAL

- ❑ **Longeveron – IPO (oversubscribed), Secondary, Shelf Offering, Rights Offering \$150 MM in total-Before IPO had VC investment \$25 MM and Family Office investors**
- ❑ **Aeterna Zentaris – Sold Product for \$30 MM, then was resold for \$180 MM**
- ❑ **TriSource Pharma – VC syndicate prepared to invest \$50 MM in a Series A**
- ❑ **Guided Therapeutics – Licensing of \$50 MM and \$40 MM with China**
- ❑ **Bluvision – Company sold for \$60 MM (12x sales): VC Engagement**
- ❑ **Bionitrogen – Commitments from State of Florida and US for \$2 BB in TEFRA Bonds and NMTC**
- ❑ **Soligenix – PIPES and Equity line \$50 MM in total (Hedge Funds, Institutional Investors). Reverse Merger**
- ❑ **Gallery – SBA and Factoring Lines \$30 MM in total**
- ❑ **Cigarette Racing Team – Lines of Credit and Commercial Real Estate Loan \$50 MM in total**



# Strategy & Culture

"CULTURE EATS STRATEGY FOR BREAKFAST." - PETER DRUCKER

Business culture is defined as the ways employees act in critical situations, how they respond to challenges, and how they not only treat their co-workers but outside parties. Fostering a culture that supports passion, engagement, and execution will undoubtedly support the Strategy of the Company. Without the proper culture the Strategy will never gain enough support and generally not be executed as successfully or may even fail. My goal is to help the management team develop that culture to the fullest extent and to empower employees to help in the building of a great organization and to strive to never let go of innovation.

"GOOD BUSINESS LEADERS CREATE A VISION, ARTICULATE THE VISION, PASSIONATELY OWN THE VISION, AND RELENTLESSLY DRIVE IT TO COMPLETION." - JACK WELCH



**"IN BUSINESS, I LOOK FOR ECONOMIC CASTLES PROTECTED BY UNBREACHABLE MOATS." - WARREN BUFFET**

# Competitive advantage

Can we develop a business that has a huge competitive advantage? Does it have a protective moat and hopefully more than one moat? How do we protect it from attack? How do we keep innovating? My goal is to help the management team develop and secure the moat, by providing a financially stable moat and a constant vigilance on ways to improve the moats.



# DURING MY FIRST 90 DAYS

## Understand the Company Culture

- Collaborate with Executives, Board, Team and Investors on Strategic Vision – setup 1:1 meetings
- Understand and Develop the Capital Markets Strategy and Investor Relations Plan
- Understand Financial Statements, Accounting Practices, Financial Reporting and Audit Issues
  - Develop Cash Flow Models
- Understand and/or Develop Budget and Financial Forecasts

## Understand Regulatory and Compliance Status

- Understand Tax Issues
- Understand Contracts and key Customer and Vendor Relationships
  - Meet with Key Partners: Legal, Banking, Auditors, Tax and Consultants
  - Evaluate Finance and Accounting Talent
  - Understand and determine if Data is reliable

## Understand KPIs

- SWOT Analysis of Finance and Accounting Team
- Understand Systems to determine if/how to improve
  - Layout Vision for Accounting and Finance
    - Understand Competition
- Develop and Implement a Roadmap, Matrix and Plan; while determining priorities





# EDUCATION & QUALIFICATIONS

Harvard Business School Courses – Leadership & Finance  
Master of Accounting – Florida International University – 1999 –  
Beta Gamma Sigma

Bachelor of Accounting – University of Nebraska – 1993 –  
Cum Laude – Beta Alpha Psi –

Bachelor of Liberal Arts – Chemistry – Pre-Med - University of  
Florida – 1991 - Army ROTC – UF Varsity Soccer - ΣAM Fraternity

Licensed CPA in Florida from 2000-2011 (Inactive)  
Business Broker - Real Estate License – State of Florida – 2013-  
2021 (Inactive)

Fluent in Spanish



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# THANK YOU

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