



FLG PARTNERS

SOLVING YOUR TOUGHEST PROBLEMS TO  
**GROW THE VALUE**  
OF YOUR COMPANY

*From due diligence and acquisition integration to complex accounting transactions and IPO prep. At FLG Partners, we've got you covered.*

# FLG PARTNERS ARE CREATIVE, PROACTIVE AND EXPERIENCED PROBLEM SOLVERS

**AT FLG PARTNERS, WE ARE 100% CLIENT FOCUSED AND RESULTS ORIENTED.** We want to work with your team to close that deal, raise that round or complete that restructuring.

**WE MEASURE OUR SUCCESS** based on how successfully we help solve your problems, generate tangible business results and increase your company's value.

**AS C-SUITE PLAYERS,** we are known for our capabilities for solving some of the most complex and critical-path problems for clients.



*"I needed to raise my next round – yesterday."*

*"My CFO just announced she was leaving. What now?"*

*"I need a strategic business partner, not an accountant."*

*"My CFO isn't the right one to take us through due diligence and an acquisition."*

*"I'm preparing for an IPO. I need experienced talent in my CFO role."*

*"I need to change my business model and restructure the business."*

# WHEN CLIENTS ASK US “WHAT SHOULD A CFO BE?” WE ADMIT, WE’RE A LITTLE BIASED

AT FLG, WE’RE NOT SHY ABOUT OUR OPINION ABOUT  
WHAT MATTERS MOST IN A CFO.

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We believe a high quality CFO has many more attributes than just years of experience.

They must be an invaluable business partner to the CEO but also be independent and accountable to their boards and investors.

They must be both strategic and operational and drive winning results, business success and increase company value.

And the best CFOs are more than objective sounding boards, growth strategists and financial artists – they are leaders within their organizations.

## OUR LITMUS TEST FOR A FLG CFO IS THIS:

*“As a CEO, would you be comfortable delegating to your CFO a binding conversation or critical negotiation on behalf of your company with a third party such as a regulator, partner, investor, in your absence?”*

If your CFO is an FLG partner,  
**THE ANSWER IS “YES.”**






# FLG DELIVERS: EXPERTISE AND VALUE

OUR FORTE IS STRATEGY DEVELOPMENT, FUNDRAISING,  
SOLVING TOUGH BUSINESS PROBLEMS AND EXECUTING  
CRITICAL FINANCIAL TRANSACTIONS.

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Our clients come to us when they need both immediate and long term solutions – from ramping for growth to preparing for flex points. From executing complex financial transactions to handling restructurings and acquisition integrations.

**WE OFFER TURNKEY SOLUTIONS** for boards and management teams with a flexible “à la carte” menu of options for using us - from part time and interim CFO leadership to W2 full time partners as well as board level support, project engagements, to CFO mentoring and boot camps.



Business Model Evaluations  
Acquisition Integration **Workouts**  
**Financial Management** Burnrate Forecasting  
**Turnarounds** **Due Diligence**  
CFO Boot Camps Restructuring  
**Financial Planning** **Operations**  
**Fundraising** Profitability Improvement  
**Strategic Planning** Right Sizing

# WHY WE'RE DIFFERENT? C-SUITE – PERIOD.

WE'RE A DIFFERENT SOLUTION FOR  
CEOS AND BOARDS SEEKING SENIOR  
LEVEL TALENT IN A CFO ROLE.

HERE'S WHY... FLG PARTNERS IS MORE THAN THE SUM  
OF THE VALUE EACH OF OUR INDIVIDUAL PARTNERS  
PROVIDE TO OUR CLIENTS.

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By leveraging our collective experience and extensive networks, ***we provide our clients with the highest quality CFO advisory expertise available on the market.***

How do we do this? We sum it up in 5 ways:

- ▶ We're more experienced.
- ▶ We insist on quality – period.
- ▶ We're from Silicon Valley so we put a premium on being innovative and agile.
- ▶ We believe in being collaborative and client focused.
- ▶ And while we're CEO-centric, we're always board accountable.

## THE END RESULT?

***You get a well-rounded executive who has the depth of experience to solve your toughest business issues.***

# FLG PARTNERS' COLLECTIVE EXPERIENCE

FLG's partners have successfully led finance functions in public and private companies undergoing significant transition, from rapid growth to restructurings, M&A and liquidity events.

COLLECTIVELY, FLG PARTNERS HAS MANAGED...



**250+** *M&A transactions*



Over **100** *IPOs and secondary offerings*



Over **100** *divestiture transactions*



**>\$13B** *equity raised in 300+ transactions*



**>\$12B** *debt raised in 200+ transactions*

WHEN YOU HIRE AN  
FLG PARTNER, YOU'RE  
HIRING THE BEST IN  
THE BUSINESS.



**600+**  
*years of CFO experience*



**20+**  
*years average CFO  
experience per Partner*

# TOP TIER

## RELATIONSHIPS AND REFERRAL NETWORKS

AT FLG PARTNERS, WE WORK ALMOST EXCLUSIVELY ON REFERRAL AND MANY OF OUR PARTNERS HAVE WORKED WITH, AND FOR, SOME OF THE PREMIER VENTURE FIRMS.

**WE'VE DEVELOPED STRONG RELATIONSHIPS AND NETWORKING PARTNERSHIPS** with investment and commercial banks, VC & PE firms, top law firms, accounting and recruiting firms - regionally and nationally. Our individual partners also have deep credibility within their own personal professional networks.

Many of these industry colleagues have been referring business to us for years. **AT FLG WE LIKE TO SAY... WE'RE PROUD "WE GET THE CALLS."**

*"I refer clients to FLG all the time. They are my 'go to' firm when you need to solve problems, raise money and get deals done fast."*

- ◀ BDO
- ◀ Bridge Bank
- ◀ Comerica
- ◀ Cooley
- ◀ Deloitte
- ◀ DLA Piper
- ◀ Ernst & Young
- ◀ Fenwick
- ◀ Francisco Partners
- ◀ Garnet & Helfrich Capital
- ◀ GCA Savvian
- ◀ GrowthPoint Technology Partners
- ◀ Kleiner Perkins Caufield & Byers
- ◀ KPMG
- ◀ Mainsail Partners
- ◀ Norwest Ventures
- ◀ New Enterprise Associates
- ◀ Orrick
- ◀ Pacific Crest Securities
- ◀ Page Mill Partners
- ◀ PwC
- ◀ Scale Ventures
- ◀ Sequoia Capital
- ◀ Silicon Valley Bank
- ◀ Square 1 Bank
- ◀ TPG
- ◀ Wells Fargo
- ◀ Wilson Sonsini Goodrich & Rosati
- ◀ Woodside Capital

# FLG PARTNERS: INNOVATIVE AND AGILE

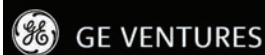


FLG PARTNERS THRIVES AT THE INTERSECTION OF  
DISRUPTION, INNOVATION AND CHANGE.

**WHEN YOU GROW UP IN SILICON VALLEY, YOU SEE AND DO – A LOT.** As financial executives, we naturally understand risk management, incentive rewards and regulation.

**BUT WE ALSO UNDERSTAND** life science product roadmaps, data analytics, how to weigh investments in IT, SaaS, Big Data and MarTech and how to build out business scenarios and compensation models.

**OUR PARTNERS HAVE MANAGED THE FULL CONTINUUM OF BUSINESS LIFESTYLES AND LIFECYCLES,** from startups bootstrapping their operations and watching their cash burn, to Series C emerging companies preparing to go public, to private equity-funded exits.



*“FLG has been a tremendous partner to GE Ventures and a thought leader to our portfolio company CFOs and CEOs. They bring a wealth of expertise and insight. Their collaboration has made us all better.”*

**– Tim Cantwell, CFO, GE Ventures**



# FLG PARTNERS: TESTIMONIALS



*FLG provided seasoned talent to help scale Rodan+Field's business, both operationally and strategically from \$300M in net revenues in 2014 to \$1.2B in 2016. What they delivered speaks for itself; a 5 year strategic plan including an annual operating plan, a new finance team, a renegotiated \$200M line of credit and exit scenarios and strategies for the company. We would recommend FLG to any company looking for top-tier financial expertise and advice when scaling for explosive growth.*

**- Diane Dietz, CEO, Rodan+Fields**



*"I needed a CFO who could be a leader and trusted business partner and was credible with my board of directors and potential investors, strategically and operationally focused. I was extremely pleased that we closed our funding round at a strong valuation and on time. This made a huge difference for our business and could not have been done without FLG's support."*

**- Promise Phelon, CEO, TapInfluence**



*We turned to FLG Partners for focused leadership with several technical projects to correct audit deficiencies and improve our economic costing model, selecting Jonathan Wolter to assist us based on his deep financial and operational experience. Then, when our CFO unfortunately become seriously ill, Jonathan seamlessly stepped-into the role of PARC's CFO - coordinating sensitive intercompany operations with our senior team for several years and ultimately mentoring our future CFO. I wouldn't hesitate in hiring FLG (and Jonathan) again. They deliver excellence.*

**- Steve Hoover, Former CEO of PARC now CTO of Xerox**

# LOCAL TO GLOBAL IMPACT



FLG HAS A STRONG TRACK RECORD OF CLIENT  
SUCCESS THAT SPEAKS FOR ITSELF.



Experience in  
**45+**  
countries

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**OUR ADVISORY PRACTICE SPANS HUNDREDS OF CLIENT ENGAGEMENTS** across many industry sectors delivering a comprehensive range and depth of CFO leadership, capabilities and expertise.

Our clients are our number one source of new business and we have longstanding relationships with many of them.

We believe our broad depth of experience across sectors, financial transactions and business issues, combined with our Silicon Valley roots, gives us a unique edge when solving problems for CEOs and boards – from startups to Fortune 100s.

# LOCAL TO GLOBAL IMPACT

WE'VE WORKED WITH SOME OF THE MOST INNOVATIVE,  
PRIVATE AND PUBLIC COMPANY LEADERS AROUND –  
LOCALLY, REGIONALLY AND GLOBALLY.



# FLG PARTNERS

## THE LEADER IN CFO SOLUTIONS AND CEO/BOARD FINANCIAL ADVICE AND CONSULTING

**WE HAVE EXTREMELY HIGH STANDARDS FOR PARTNERS AT FLG.** Over the past 15 years, we have expanded our partnership to include over 25 senior-level executives, with an average of 20+ years per partner of business and financial experience and strong familiarity with fundraising, complex accounting and transactions and business problem solving. Our partners have successfully led finance functions in public and private companies undergoing significant transition, from rapid growth to restructurings, M&A and liquidity events. We carefully match client needs to recommended partners and then let our clients decide who to engage.



ANDREA PERSILY



BERN WHITNEY



BILL BEYER



BILL LEETHAM



CAL HOAGLAND



CHRIS COOK



CHRIS LOWE



DOUG LEHRMANN



ERIC HALL



ERIC MERSCH



FRANK TSAI



FUAD AHMAD



JEFF KUHN



JEFF VAN ZANTEN



JIM MACKANESS



JIM PARDEE



JOHN SUPAN



JONATHAN WOLTER



KENTON CHOW



LAUREEN DEBUONO



LINDA RUBINSTEIN



MARK MURRAY



MIKE GANDY



PABLO LUTHER



PATTY FUKAMI



SKIP SMITH



STEPHANIE ROBERTS



# ENGAGEMENT OPTIONS

OUR FLEXIBLE ENGAGEMENT OPTIONS ADDRESS THE FULL CONTINUUM OF NEED ACROSS OUR CLIENTS.

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## **PART-TIME CFO LEADERS**

Small companies rarely need or can afford a full-time, truly senior CFO, yet they do need access to efficient, expert leadership. FLG provides the expertise you require, scaled to match your needs as they change, analogous to the way you use outside legal counsel.



## **INTERIM CFO LEADERS**

When you're faced with a CFO vacancy, FLG will step in as the interim CFO so that your search can be conducted deliberately, selectively, and without haste, knowing your company is protected and led by a highly experienced financial veteran.



## **FULL TIME W-2 CFOS**

A unique aspect of our practice is that a number of the partners are the full-time, employed officers of their employer. They remain an active partner in FLG, and bring the full experience and resources of FLG to bear for the benefit of their employer.



## **PROJECT-BASED ENGAGEMENTS**

If your company is facing a transaction or financing for which your incumbent financial executive lacks prior experience or sufficient bandwidth, we will lead them through the process to a successful, efficient conclusion. Whatever your transaction, we've done it.



## **CEO-BOARD AND ADVISORY SUPPORT**

FLG often advises CEOs, CFOs, boards, audit committees, investors and lenders on matters including complex accounting issues, operating strategies, due diligence, and restructurings. In addition, partners sit on boards, typically on the audit and finance committees.



## **MENTORING AND COACHING**

Often at the behest of the CEO or Board, we provide mentoring and coaching to board members and across the C-Suite. Long experience at the senior executive level gives us the credibility and perspective to be an effective advocate and mentor for rising executives.



# FLG PARTNERS

A VALUE-ADDED,  
STRATEGIC PARTNER  
TO CEOs AND BOARDS  
FOCUSED ON RESULTS.  
LET'S TALK.

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