

## **Biography of Wayne E. Kalish**

Wayne Kalish & Associates, LLC (Wayne or He) is a contractor-based Chief Financial Officer and Controller services practice focused on bringing value to small and middle market owner-managed businesses. Wayne and team provide interim, part-time and project-based services in all traditional Private Company and SEC Accounting and Reporting, Finance, Internal Control and Business Model Efficiency disciplines, as well as Financial Personnel Recruitment, and Treasury and Risk Management, including assistance with Capital transactions and Insurance placements and renewals. Wayne's services often culminate with the successful sale of client businesses to Private Equity or Strategic Buyers, monetizing decades of dedicated business owner service to customers and communities.

A New York native, He graduated from the University of Central Florida in 1984, with a Bachelor of Business Administration degree with an emphasis in Accounting. Wayne began his career as a Certified Public Accountant auditing small, medium, and large companies for KPMG Peat Marwick (now KPMG). He concluded his twelve-year KPMG career as an Audit Senior Manager with responsibility for managing audits of client companies and evaluating/solving technical accounting and reporting issues.

In 1995, a KPMG client, General Mills, recruited Wayne to its Restaurant Division (now Darden, Inc. (Darden)) to facilitate a tax-free spin-off that would ultimately make Darden an independent public company. Starting as the Manager of Corporate Reporting, responsible for the company's extensive general ledger and all SEC financial filings, Wayne progressed quickly to become Director of Corporate Reporting and Analysis. The company had approximately 1,200 restaurants and \$4 billion of revenue at the time. He then became Senior Director of Corporate Reporting and Analysis, taking on additional responsibilities including Fixed Asset Accounting, Inventory Accounting, Purchasing Analysis duties. He then moved to the company's highly successful Olive Garden Division serving as Senior Director, Financial Planning and Analysis and Marketing Analysis for the approximately 500-unit concept at the time. He was part of an executive management team that consistently managed operating unit performance and guest satisfaction levels to best-ever results, while at the same time eliminating unnecessary costs and waste from the business. Two years later Wayne moved back to the Corporate side of Darden's business as Vice President/Corporate Officer responsible for a team of 130 Accounting and Finance professionals. Wayne's service included playing a key role on the team that guided Darden through its \$1.4 billion acquisition of Rare Hospitality Group in 2007. The end result was a company with approx. 1,700 restaurants and \$7 billion in revenue

In late 2007, Tavistock Corporation (Tavistock) recruited Wayne to be its first-ever Group Chief Financial Officer. Tavistock is a private global investment company with assets in industries including Private Residential and Resort Property, Master Planned Development, Financial Services, Biotechnology, Retail, Energy Generation, and Restaurants. At the time its portfolio exceeded \$3 billion. Consisting of approximately 1,000 decentralized entities, Wayne quickly developed a worldwide financial reporting package, and implemented/strengthened accounting and investment-related controls. He also facilitated development of investment valuation tools/standards and portfolio performance reporting.

Wayne made the decision to leave Tavistock due to a dramatic change in the scope of his duties. In addition to existing responsibilities, Wayne was given significant responsibilities for varying investments in Eastern Europe and China. Although exciting and rewarding work, it wasn't what he wanted to spend the rest of his career doing. Wayne left Tavistock in July 2010.

Culminating in September 2010, Wayne reunited with a one-time KPMG colleague, and his business partner, a client of Wayne's while at KPMG, and was hired to be Executive Vice President and Chief Financial Officer for Concord Management, Limited (Concord), a company that manages approx. 32,000 affordable apartment home units in nine states. He led a team of 65 Accounting, Tax, Finance, Risk and Cash Management, and Collections professionals. Significant contributions during his 18-month tenure included the following:

- Facilitated significant cash management cost reductions through banking renegotiations and increased use of technology, as well as other negotiation-based savings to insurance, advertising, software, and other operating related contracts
- Was instrumental in implementing a zero-accident workers compensation protocol/culture change and in moving the organization as a whole toward extraordinary customer service (related to both employees and community residents) and social media/internet-based advertising infrastructures

In support of former New York Stock Exchange restaurant company Ruby Tuesday's (RT) transition from a publicly-traded to a privately held company, Wayne joined the RT Executive team as Vice President/Controller, and Chief Accounting Officer in 2016. The Company was successfully taken private in 2018

Wayne's community service history is as follows:

- Serving hometown City of Winter Park Florida as Board member of Firefighters Pension Fund, and Civil Service Board
- Worked with a team of business owners to construct deep water-wells for rural Costa Rican families
- Periodic Mergers and Acquisitions guest speaker at University of Central Florida and Rollins Crummer Graduate School of Business
- Current Board member, Rollins Crummer Graduate Business School Alumni Association
- Past Board member, University of Central Florida Alumni Association
- Past Committee member, University of Central Florida Foundation Finance Committee
- Past Board member, Orange County Public Schools Foundation
- Past member, Rollins Crummer Graduate Business School Board of Overseers
- Past Secretary, Boy Scout Troop 62 Leadership Committee (Father of an Eagle Scout)
- Past President, University of Central Florida School of Accounting Advisory Board
- Past Treasurer, University of Central Florida Sigma Alpha Epsilon Housing Corporation
- Past President and Board Chairman, The Center for Independent Living, a not-for-profit social services agency for the benefit of the physically handicapped
- Past Treasurer, HRDC, Inc., a not-for-profit housing provider for the physically handicapped
- Past President, Orlando Area Rotary Club. Paul Harris Fellow designation
- Leadership Orlando Alumni