



CFO Spotlight: Brian Daum, CFO of Savi Technology

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1. Describe your version of the modern day CFO.

The modern day CFO's head must be on a swivel. He/she must balance running a tight finance and business operation with relentlessly contributing to the Company's achievement of its operational and strategic plan. In my judgment, this means growing sales, earnings and Company value.

Gone are the days of the back office CFO who plays defense and considers strong financial reporting, clean audits and regulatory compliance to be his/her primary success criteria. Those are table stakes. What matters is whether the Company is succeeding, and true success is not easily attained. Great CFOs enable growth and run outstanding finance shops. You can't do one or the other. You must do both.

2. What steps have you taken to be more strategic in your roll?

The first thing I did when I started at Savi Technology was to establish a clear personal mission with both my CEO and the investors. My mission, and that of my fellow executives, is to transform Savi, a 25 year old government-focused RFID hardware Company, into a commercially-focused IoT software Company that is the undisputed leader in the space of real-time in-transit supply chain visibility, and ultimately to position the Company as a leader in the broader Industrial IoT analytics software market. That's it. A simple, clear, bold mission, and one we can achieve with a combination of focus, discipline, a little luck and the support of great employees, investors, customers and partners.

Second, I have always had a founder's mentality, and I shoulder a professional and personal sense of responsibility for the success of the Company. I am constantly discussing the business with the CEO and together we're focusing on the things that matter most.

Finally, because finance impacts, and is impacted by, every functional area of the business, I work hard to deeply understand those functional areas, what drives their performance and how they contribute to our financial success which is the ultimate measure in the eyes of our investors. I am especially focused on sales and have a





strong orientation toward business development, working with our sales team and customers to expand and deepen our customer relationships and to establish new, valuable customer relationships. As they say, sales is the greatest form of non-dilutive financing, and I embrace that wholeheartedly.

3. What are the 3 most important characteristics of a Company culture?

- a. Mutual respect and appreciation for diverse opinions, approaches and styles of each person within the Company and our partners and customers. At Savi, we are in the enviable position of being big enough to have resources, but small enough that every person has a direct and measurable impact, good or bad, on the Company's performance.
- b. Innovation, not only in our products, but in a relentless challenging of the status quo, conventional wisdom and the seemingly obvious. The tech industry moves fast and is regularly disrupted, and a great Company culture supports creativity and smart risk taking, which leads to new ideas and positive energy.
- c. A true belief, an unflappable resiliency and the refusal to quit. No matter what the challenge, there is always a way to come out ahead especially when the team works together with passion toward its goals.

4. When you are not working, how do you spend your downtime (hobbies, activities, etc.)?

I am a fanatic for good health, fitness and life balance. Exercise is a top priority to me because it keeps me both physically healthy and mentally de-stressed. I'm also fairly competitive, and depending on the season, it varies from extreme sports such as adventure racing, masters swimming or ultra-cycling to casual morning swims or sessions at the gym. Right now, I am coaching my son's youth lacrosse team, and that has been an amazingly fulfilling experience. I love the opportunity to develop the boys' characters through sport and to watch them learn the relationship between working hard, teamwork and achieving success. It's also really fun when we win, given my standing offer to buy the team maple bacon Duck Donuts, despite my views on healthy eating.

I spend most of my time outside of work with my family and friends. This makes me exceedingly happy and translates into a positive spirit at work which becomes contagious. I took a business-related personality quiz (StrengthsFinder) 10 years ago, and it identified me as a "Maximizer" which means, more or less, that I am maniacally motivated to turn whatever hand I have been dealt into a royal straight flush. That applies not only to my business life but to my personal life. So in the fall





of 2015 I decided to maximize my health by immersing myself in the up and coming science of “biohacking,” which can be thought of as a data-centric approach toward using technology and self quantification to improve one’s physical and mental well being (irrespective of whether that flies in the face of the tenants of conventional medical wisdom). Think of it as treating yourself like a Petri dish and performing science experiments on yourself. I’ve lost 15 pounds since the fall, gotten stronger, hacked my sleep (now excellent) and truly feel younger and better than ever. Free advice: eat a lot of fat and lay off the bread and sugar (except maple bacon Duck Donuts which are encouraged).

5. Do you have a personal mantra, words of wisdom or favorite inspirational quote?

I have two:

- a. ***Whether you think you can or you think you can’t, you’re right.*** I can still see this written on a little yellow sticky note on the inside cover of my father’s address book 15 years ago. At the time, I actually thought he coined the phrase, though it turns out that credit goes to Henry Ford. No matter, it struck me immediately as inspirational. I’ve always approached challenges optimistically and believed that nearly anything is possible with enough creativity, perseverance, agility and focus, especially when a strong, complementary team is working together to achieve success.
- b. ***Can I borrow your towel? My car just hit a water buffalo.*** Sorry, I have a weakness for bad 80s movie trivia.

