

Roman Kratochvíl, Ing, Bc.

Tel: +420 604 973 414, +381 60 555 7305

LinkedIn: www.linkedin.com/in/romankratochvilcfo

Email: krarom@email.cz

PROFESSIONAL PROFILE

Seasoned **FINANCE EXECUTIVE** with experience across CEE countries in 7 multinational companies. Experienced in different restructuring, reorganization processes and continuous improvements. Multi-cultural practice in promotion of automatization and simplification of transactional finance building and managing high performing teams

- General management
 - management of P&L,
 - optimization of revenue,
 - profitability and working capital
 - change management
 - strategic planning
 - financial reporting
 - M&A
 - management consulting
-

PROFESSIONAL EXPERIENCE



CE Industries, a.s.

FMCG, B2B

Successful M&A and turnaround, equity growth over 500%

- 2021

CEO, Partner

- **M&A activities in the region, successfully closed 2 acquisition and established business in the region of Western Balkans**
- **Managed turn-around of FMCG factory BEOHEMIJA in Zrenjanin** (260 FTEs) driving the business acceleration. **Acceleration of the business and spread financial awareness across the organization** (doubled GSR growth from \$24mm up to 44MM within 18Months). Fully engaged demotivated staff with extraordinary satisfaction rate, became market leader in 2 categories
- **Privatisation of HIPOL AD and successful sale of assets** - ensuring profitability during the ownership, conclusion of all new contracts with vendors and customers, successful sourcing policy to ensure the investment, renegotiations with unions the labor program



JUUL Labs Inc, CEE

FMCG, Consumer electronics

Y2 exit GSR\$100 MM, 39k outlets in distribution, 300k consumers

2021 - 2018

FINANCE DIRECTOR, EASTERN EUROPE AND RUSSIA, BOARD MEMBER

- **Formed transparent and highly efficient finance organization** with key focus on business partnering and commercial finance (14 direct reports, 80+ finance employees) driving the business acceleration.
- **Implemented calendar routines** for proper S&OP and P&L management with continuous R&O pipeline which drove the Revenue and secured the bottom line (R&O \$8M EBITDA FY)
- **Assembled highly efficient commercial finance teams** – Terms & Conditions as the key platform for Contra-revenue management (\$20MM) and new retailers/wholesalers approval (over 150 T&C validated), Profit Pool logic – selling story to customers comparing share of profit in value chain (healthy Y2 GM of 36%) , promoted competitive analysis – key learnings regarding iQOS – analyzed investment and returns as well as speed distribution built and users acquisition with benchmark to JUUL , rolled up ROI of strategic trade and brand marketing initiatives – life time value of consumers authored, secured EDLP implementation

- **Established KPI matrix** as a benchmark platform for different markets and models comparison (DP indirect vs D2R and other distribution platforms) which led to reduction of trade spent over 10% in different comparable markets
- **Projected and established Global Business Center foundation** in Gdansk for APAC and EMEA region to Gained Tax relief of \$4MM from Invest in Pomerania

CEDC International, Sp.z.o.o. Poland

2018 - 2015



FMCG

GSR of \$ 1,500 MM., 1500 FTE

2 production units in Poland 1500 employees, 37% market share in total alcohol basket in Poland own vodka brands, multiple agency brands portfolio # 1 in wine and #2 in whisky.

CFO, PRESIDENT OF THE BOARD

- **Improved the cash conversion cycle** \$2,000MM
- **Launched in 2017 new mantra SMARTMIX** driving the highest growth behind "perfect" and "premium" mix vs. lower margin but bigger scale product of "standard" and "strategic" mix followed by proper restructured commercial policy and trade terms to secure growth of premium and perfect mix across the multi-channel distribution platform (12% volume growth vs. 31% EBITDA growth yoy 2017)
- **Implemented and drove OPEX & COGS savings initiatives** - as key enabler of sustainable growth – controlled execution of MASTERPLAN of Investment that led to reduction OPEX/COGS - \$ 2MM p.a., changes of RTM and preparation of merger 2 entities bringing up to \$1,1 MM, COGS savings project securing brand / SKU profitability in the highly competitive environment - \$ 5 MM p.a.
- **Co - developed the Company Vision& Mission to achieve EBITDA growth** from \$41MM (2015) to \$68 MM (2018) and further growth up to \$84 MM in 2020. Supervised agenda of corporate Tax management for 4th largest Taxpayer in Poland including support of ROUST Group initiatives and successfully solved all key CIT, VAT, Excise controls
- Fully **secured CAPEX project financing** – \$12mm pa with high share of difficult assets like 25k coolers spread around the market (increased rotation of 18%), new small pack line \$5MM,



US Private Equity Fund,
M&A, Acquisition process CEE

2015 - 2014

ADVISOR, MANAGEMENT CONSULTANT

- Developed and designed the **acquisitions process** in CEE countries operations amounting \$100 MM
- Financial **restructuring of acquisition target** and acquisition financing including tax optimization of the target - 5 CEE countries responsibility



Utex Terra, Sp.Z o.o. Poland,

Construction materials

Company with annual sales of 2 ,5 - 3 MM tons aggregates. GSR \$15MM

2014 - 2012

CHAIRMAN OF THE BOARD AND CEO

- **Started and executed the new market expansion** – 300% growth of export volumes and establishing of long-term relations with key strategic customers in Czech/Slovak republic
- Drove **Cost cutting and production efficiency** increase – saving 15% on COGS
- Signed the crucial mid-term contract – 10 MM tons of raw material for Polder Raciborz Dolny (\$40MM)



ALAS Holding,AD (ex Zorka Nemetali AD),Serbia based

Construction materials

Over 1000 employee. Consolidated GSR of \$ 35-45MM

2012 - 2004

VICE CHAIRMAN OF THE BOARD AND CEO

- **Set up of Holding structure with decentralized management** and implemented processes and meetings incl calibration meeting with key management team members
- **Prepared and navigated the loans restructuring** (push down) – \$ 40MM (Intesa Bank, Unicredit, Sberbank, ERSTE Bank, Raiffeisen Bank, Societe General, RLB OÖe)
- **Led negotiations of \$40MM investment** into operational units – ceramic production, mining, brick production - both green field projects and capacity increase – total output increased over 100%, arranged environmentally friendly production and strong safety measures (Injuries drop over 50%)
- **Fully executed disinvestment of non-strategic business units** and non-core business (ALAS Gas, Zorka Odrzavanje) \$5MM
- **Marketed IPO** on the Stock of Exchange

Earlier Professional Experience:

Junior Controller, ALAS International Czech

Partner, Data Explorer

2004 - 2002

2002 – 1997

EDUCATION AND SKILLS

VSE Praha

International Trade and Diplomacy

VSB Technical university Ostrava

Mining and Processing of raw materials

FOREIGN LANGUAGES PROFICIENCY

English, German, Serbian / Croatian, Polish (fluent), Czech (Native), Russian (passive)

Other:

2008 - Explosive material and mining process

2008 - 2012. Coaching AUDIVIA, Doc. Kopal, increase of managerial skills

2009 - MALIK strategy Coaching, Crisis management

2011 - Golden honour for Team and Company performance Award, Chamber of Commerce

2016 - BEPS and transfer pricing / PwC training

2017 - VAT split payment and implication on CF / KPMG training

2024 – Coaching program with Expertni Board 21,

2025 – Association of Negotiators – enhancement of negotiation skills

Hobby:

Skiing, Cycling, Travelling, Fishing, Boatriding