

FRMO CORP.
1 North Lexington Avenue, Suite 12C
White Plains, NY 10601

PROXY STATEMENT

ANNUAL MEETING OF SHAREHOLDERS
To be held on Thursday, September 5, 2024

This Proxy Statement (“Proxy”) is being made available to the Shareholders of FRMO Corp., a Delaware corporation (the “Company”), in connection with the solicitation of proxies by the Board of Directors for use at the Annual Meeting of Shareholders of the Company (“Annual Meeting”) to be held at The Harvard Club of New York City, 35 West 44th Street, New York, NY 10036 (The West Room) and online via live webcast at <https://www.virtualshareholdermeeting.com/FRMO2024> on **Thursday, September 5, 2024 at 2:30 PM Eastern Time** and at any adjournments thereof.

Proposals to be Voted On

At the Annual Meeting, Shareholders will vote on the following proposals:

Proposal 1 – To elect eight directors.

Proposal 2 – To ratify the appointment of Baker Tilly US, LLP as the independent registered public accounting firm of the Company for the fiscal year ending May 31, 2025.

The Board of Directors recommends that shareholders vote “**FOR**” the election of each director and “**FOR**” the ratification of the appointment of Baker Tilly US, LLP as the independent registered public accounting firm of the Company for the fiscal year ending May 31, 2025.

The Board of Directors knows of no matters that are likely to be brought before the Annual Meeting other than as set forth in the Notice of Meeting. If any other matters properly come before the Annual Meeting, the persons named in the Proxy or their substitutes will vote in accordance with their best judgment on such matters.

Record Date, Shares Outstanding, and Entitled to Vote

July 24, 2024 is the Record Date for the determination of the holders of the Company's common shares, par value \$.001 per share (the "Common Share(s)") who are entitled to notice of, and to vote at the Annual Meeting. Each such Shareholder will be entitled to one vote for each Common Share held on all matters to come before the Annual Meeting and may vote by Internet, by telephone, or by U.S. mail. At the close of business on Monday, July 24, 2024, there were 44,022,781 Common Shares entitled to vote. To vote by internet, telephone, or mail, Broadridge must receive your voting instructions no later than 11:59 P.M. Eastern Time on Wednesday, September 4, 2024. Shareholders of record as of the Record Date may vote, using the 16-digit control number that appears on their proxy card, at the virtual meeting until the polls close.

- ***Voting by Internet:***

You can vote at www.proxyvote.com or scan the QR Barcode from your Proxy Card. Use the Internet to transmit your voting instructions and for electronic delivery of information until 11:59 P.M. Eastern Time on Wednesday, September 4, 2024 (the day before the Annual Meeting). Have your Proxy card in hand when you access the web site and follow the instructions to obtain your records and to create an electronic voting instruction form.

- ***Voting by Telephone:***

Use any touch-tone telephone to call 1-800-690-6903 to transmit your voting instructions until 11:59 P.M. Eastern Time on Wednesday, September 4, 2024 (the day before the Annual Meeting). Have your proxy card in hand when you call and follow the instructions.

- ***Voting by Mail:***

Mark, sign, and date your Proxy card and return it in the postage-paid envelope provided, or return it to *Vote Processing, c/o Broadridge, 51 Mercedes Way, Edgewood, NY 11717*. Broadridge must receive the physical Proxy card by 11:59 P.M. Eastern Time on Wednesday, September 4, 2024 (the day before the Annual Meeting).

- ***Voting at the Virtual Annual Meeting***

Shareholders of record as of the Record Date may vote, using the 16-digit control number that appears on their proxy card, at the virtual meeting until the polls close.

- ***Voting in person at the Meeting:***

You should complete and sign the Proxy card and bring it to the Annual Meeting. If you hold your shares in street name, meaning that your shares are held in the name of a broker, bank, trust, or other nominee as custodian, *you must obtain a legal Proxy from your broker or nominee.*

The Notice of Meeting, Proxy Statement, and Proxy Form were first sent to holders of Common Shares on or about August 7, 2024. The Annual Report for the fiscal year ended May 31, 2024 was filed on the Company's website, www.frmocorp.com and on the OTC Disclosure and News Service.

Annual Meeting Admission

Admission to the FRMO in-person and virtual Annual Meeting is limited to stockholders who owned Common Stock as of the close of business on July 24, 2024, the record date, or their duly appointed proxies or properly registered guests.

To access the virtual Annual Meeting, please have your proxy card at hand and enter your unique 16-digit control number. Only shareholders with valid control numbers will be able to vote and ask questions via the electronic portal. Guests may register for the webcast by entering their first and last names and a valid email address. Shareholders and guests may submit questions in advance to info@frmocorp.com by 11:59 P.M. Eastern Time on Wednesday, September 4, 2024 (the day before the Annual Meeting).

Admission to the FRMO in person Annual Meeting is limited to stockholders who owned Common Stock as of the close of business on July 24, 2024, the record date, or their duly appointed proxies, and one guest. **Proof of ownership of FRMO stock and valid government-issued photo identification must be presented in order to be admitted to the physical Annual Meeting.** Guests must also present valid government-issued photo identification. If your shares are held in the name of a bank, broker, or other holder of record, you must bring a brokerage statement or other proof of ownership (or the equivalent proof of ownership as of the close of business on the record date of the stockholder who granted you the Proxy). If your shares are held in certificate form, ownership will be verified by consulting the list of Registered Shareholders as of the record date. Registration will begin at 1:30 PM.

For admission to the physical Annual Meeting, please save the QR code below on your device or a paper copy will suffice. The Harvard Club has implemented a new security measure and requires that Annual Meeting attendees share the code with security upon entrance to the Club.



No cameras, recording equipment, electronic devices, large bags, briefcases, or packages will be permitted in the Annual Meeting. Dress code for the Harvard Club is business casual (no jeans, sneakers, or athletic wear permitted).

Voting and Revocation of Proxies

Shareholders are requested to complete, date, sign, and promptly return the Proxy Card. Common Shares represented by properly executed Proxies received by the Company and not revoked will be voted in accordance with the specifications, if any, made in the Proxy. If not otherwise specified in the Proxy, the shares represented by a signed Proxy will be voted in favor of Proposals 1 and 2. Proxies that are not signed and Proxies that are not returned will be treated as not voted. *To vote at the virtual Annual Meeting, shareholders must enter the unique 16-digit control number noted on their proxy card when they log in to the virtual meeting platform.*

If any other matters are properly presented at the Annual Meeting for consideration including, among other items, consideration of a motion to adjourn the Annual Meeting to another time and/or place (including, without limitation, for the purpose of soliciting additional Proxies), the persons named in the Proxy, and acting thereunder, will have discretion to vote on such matters in accordance with their best judgment.

Any Proxy signed and returned by a Shareholder may be revoked by executing a subsequently dated Proxy that is received in accordance with the deadlines above.

For shares held in street name, shareholders should contact their brokers to determine how to change a Proxy vote.

Proxy Solicitation

The Company will bear the costs of solicitation of Proxies for the Annual Meeting, if so elected. In addition to solicitation by mail, directors, officers, and regular employees of the Company may solicit Proxies from Shareholders by telephone, email, personal interview, or otherwise. Such directors, officers, and employees will not receive additional compensation. Brokers, nominees, fiduciaries, and other custodians have been requested to forward soliciting material to the beneficial owners of Common Shares held of record by them, and such custodians will be reimbursed for their reasonable expenses.

TRADING SITE

The Common Shares of the Company are traded on the OTC PINK platform under the symbol FRMO.

THE MEETING

Date, Time, and Place

The Meeting will be held at the Harvard Club of New York City (The West Room) at 35 West 44th Street, New York, NY 10036 and online via live webcast at www.virtualshareholdermeeting.com/FRMO2024 on Thursday, September 5, 2024 at 2:30 PM Eastern Time and at any adjournments thereof.

PROPOSAL 1

To Elect Eight (8) Directors

The Board of Directors currently consists of eight (8) directors: Murray Stahl, Steven Bregman, Peter Doyle, Lawrence J. Goldstein, Jay P. Hirschson, Alice C. Brennan, Herbert M. Chain, and Dov Glickman.

If elected, each director will serve for a term ending on the date of the next Annual Meeting and until such time as his or her successor is elected, or until his or her earlier death, resignation, disqualification, or removal as provided by statute. Each signed Proxy that is returned to FRMO Corp. will be voted “**FOR**” each of the eight (8) nominees named above unless authority to vote for any of them is withheld. Each nominee has consented to being named in this Proxy Statement and to serve, if elected. The Company has no reason to believe that any of the director nominees named in this Proxy Statement will be unable or unwilling to serve as a director if elected. However, in the event any of the nominees withdraws or otherwise becomes unavailable for election, the shares represented by all valid Proxies will be voted for the election of a substitute nominee, as may be designated by the Board of Directors, or the Board of Directors may allow a vacancy to exist, in its discretion.

Under Delaware law, the affirmative vote of holders of a plurality of the Common Shares voted at the Annual Meeting is required to elect each director. Consequently, only shares that are voted in favor of a particular nominee will be counted toward such nominee’s achievement of a plurality. Shares present at the Annual Meeting that are not voted for a particular nominee (including broker non-votes) will not be counted toward such nominee’s achievement of a plurality.

The Board of Directors recommends a vote “**FOR**” the nominees set forth below.

Murray Stahl:

Age: 70. Mr. Stahl is a co-founder of the Company and has been Chairman of the Board and Chief Executive Officer of the Company since 2001. He is also the Chief Executive Officer, Chairman of the Board, Chief Investment Officer, and co-founder of Horizon Kinetics LLC, the parent holding company to a registered investment adviser (Horizon Kinetics Asset Management LLC) and two limited purpose broker dealers¹. He has over thirty years of investing experience and is responsible for overseeing proprietary research at Horizon Kinetics LLC. In addition, he is a member of the Board of Directors of the Minneapolis Grain Exchange, the Bermuda Stock Exchange, and Texas Pacific Land Corporation. Prior to co-founding the Firm, Mr. Stahl spent 16 years at Bankers Trust Company (1978-1994) as a senior portfolio manager and research analyst. He received a Bachelor of Arts and a Master of Arts from Brooklyn College, and an MBA from Pace University.

Steven Bregman:

Age 65. Mr. Bregman is a co-founder of the Company and has been President, Treasurer, Chief Financial Officer, and a Director of the Company since 2001. He is also President and co-founder of Horizon Kinetics LLC, the parent holding company to a registered investment adviser (Horizon Kinetics Asset Management LLC) and two limited purpose broker-dealers¹. In addition, he is a member of the Board of Directors of Winland Holdings, Corporation. Prior to 1994, Mr. Bregman was with Bankers Trust for 9 years where he was an Investment Officer in the bank’s Private Client Group. He received a BA from Hunter College, and his CFA® Charter in 1989.

Peter Doyle:

Age 62. Mr. Doyle is a co-founder of the Company and has been Vice President and a Director of the Company since 2001. He is also a Managing Director and co-founder of Horizon Kinetics LLC, the parent holding company to a registered investment adviser (Horizon Kinetics Asset Management LLC) and two limited purpose broker-dealers¹, and serves as President of the Kinetics Mutual Funds, a series of U.S. mutual funds managed by Horizon Kinetics LLC. Prior to 1994, Mr. Doyle was with Bankers Trust for 9 years as an Investment Officer. He received a BS from St. John’s University and an MBA from Fordham University.

Lawrence J. Goldstein:

Age 88. Mr. Goldstein is an independent director. He has been an independent Director of the Company since 2001. He is the General Partner of Santa Monica Partners, L.P., a private investment partnership he founded in 1982. Prior thereto he was First Vice President of Drexel

¹ The merger between Horizon Kinetics LLC and Scott’s Liquid Gold, Inc. (“SLGD”) was completed on August 1, 2024. As a result, SLGD was renamed Horizon Kinetics Holding Corporation (“HKHC”) and its shares are currently trading under the temporary ticker symbol SLGDD, which are expected to change to HKHC on or about August 20, 2024. See, https://www.sec.gov/Archives/edgar/data/88000/000095017024058628/slgd-hk_def_14a.htm.

Burnham Lambert and a General Partner (Security Analyst and Fund Manager) of its predecessor Burnham & Company for 23 years. He received a BS from New York University and an MBA from the University of Michigan.

Jay P. Hirschson:

Age 57. Mr. Hirschson is an independent director. He has been a Director of the Company since 2015. Previously he served as an independent Director of FRMO Corp. from 2005 to 2006, and has served as a Director of the Company's subsidiary, Fromex Equity Corp., since its inception in 2006. Primarily within the global AdTech and FinTech industries, he has served as an entrepreneurial financial executive, with strategic and operational expertise, most recently as CFO of The Blinc Group, based in New York, leading its global financial operations and corporate governance functions. He is an experienced business executive, providing strategic analysis and financial management in concert with hands-on execution of financings and M&A transactions, including due diligence and creation of business/strategic plans, financial models, and corporate documents.

Alice C. Brennan

Age 71. Ms. Brennan is an independent director². She has served as a corporate officer and senior legal executive at global healthcare and technology companies for more than 20 years, where she lead risk management, M&A, governance, and corporate and intellectual property law initiatives. She has deep knowledge of technology trends and broad knowledge of the financial services sector. Ms. Brennan currently serves as a Senior Advisor for Advaita Capital and a business consultant to expert networks, helping their clients understand legal, sustainability, and technology trends. Ms. Brennan serves on the Board of Directors for Horizon Kinetics Holding Corporation (OTC: HKHC), a Delaware corporation, and the RENN Fund, a closed-end investment company. Ms. Brennan also serves on the Board of Directors for Greenbacker Renewable Energy Company II, a clean energy company. Previously, Ms. Brennan served as Associate General Counsel and Chief Compliance Officer for Verizon Wireless, and prior to that was Vice President, Secretary and Chief Compliance Officer for Bristol-Myers Squibb Company. Ms. Brennan received a Bachelor of Arts from Skidmore College, a Master of Arts from Columbia University and a Juris Doctor from Hofstra Law School. Ms. Brennan is a NACD Certified Director and a NACD New Jersey Chapter board member.

Herbert M. Chain

Age 71. Mr. Chain is an independent director. He is Director, CBIZ Marks Paneth and Shareholder in Mayer Hoffman McCann P.C. He is the founder and Managing Member of HMC Business Consulting, LLC, a consulting firm that provides assistance with financial reporting and controls, IPO readiness, financial due diligence, and litigation and dispute resolution services. He has served as an Assistant Professor in the Department of Accountancy and Executive Director of the Tobin Center for Executive Education, of St. John's University. Previously, Mr. Chain was an audit partner for 27 years with Deloitte LLP where he served public and private clients,

² Ms. Brennan lost her independence on August 1, 2024, as a result of her service on the Board of Directors for Horizon Kinetics Holding Corporation.

https://www.sec.gov/Archives/edgar/data/88000/000095017024058628/slkd-hk_def_14a.htm

including public and private investment advisers, trust companies, ETFs, REITS, mutual funds, closed-end funds and other investment partnerships. Mr. Chain received a Bachelor of Science from Duke University, a Master of Business Administration from the Wharton Graduate School of Business and a Master of Science from New York University. Mr. Chain holds the NACD Directorship Certification®, the Private Director Association Certificate in Private Company Governance, and the ACCD Advanced Director Certification.

Dov Glickman

Age 47. Mr. Glickman is an independent director. He has been the Risk Manager and Trader at Anqa Management (and its predecessor Litespeed Management) since April 2016. He has also been a Managing Member of Yacca Tree LLC since October 2019. Previously, he was a Managing Director at Fortress Investment Group, LLC and HARDT Group Advisors. He was a Portfolio Manager at Graham Capital Management, L.P., AT Global Capital LP, and Devonshire Warwick Partners LLC. Mr. Glickman is a CFA® Charterholder and received an Artium Baccalaureus (A.B.) from Harvard College.

All of the foregoing persons are currently directors of the Company. Their positions on standing committees of the Board are shown below under “Information Concerning the Board of Directors and Board Committees.”

Voting Information

The Board of Directors recommends that shareholders vote “**FOR**” the election of each director.

PROPOSAL 2

To Ratify the Appointment of Baker Tilly US, LLP (“Baker Tilly”) as the Independent Registered Public Accounting Firm of the Company for the Fiscal Year Ending May 31, 2025

Audit Fees

Baker Tilly provided services in connection with the audit of the Company’s financial statements for the years ended May 31, 2024 and 2023, and the review of the Company’s quarterly financial statements for the three months ended August 31, 2023 and 2022, three months and six months ended November 30, 2023 and 2022, and three months and nine months ended February 29, 2024 and February 28, 2023. Baker Tilly did not perform any other non-audit services other than the aforementioned review of the Company’s quarterly financial statements. The Board of Directors determined Baker Tilly is independent with respect to the Company.

The following is a summary of fees billed and to be billed to the Company by Baker Tilly, the Company’s independent registered public accounting firm, for professional services rendered for fiscal years ended May 31, 2024 and 2023:

	Fiscal Year Ended May 31,	
	<u>2024</u>	<u>2023</u>
Audit and review fees (billed)	<u>\$144,697</u>	<u>\$262,163</u>
Estimated audit and review fees (to be billed)	<u>\$120,000</u>	<u>\$ -</u>

Voting Information

The Board recommends a vote “**FOR**” the proposal to ratify the appointment of Baker Tilly as the independent registered public accounting firm of the Company for the fiscal year ending May 31, 2025. The affirmative vote of holders of a plurality of the Common Shares voted at the Annual Meeting is required to ratify the appointment of Baker Tilly as the Company’s independent registered public accounting firm for the fiscal year ending May 31, 2025.

INFORMATION CONCERNING THE BOARD OF DIRECTORS AND BOARD COMMITTEES

Directors' Meetings and Committees

Since July 13, 2023, the Board of Directors has held five meetings. Each member of the Board attended at least 80% of the meetings of the Board and of the committees on which such member served during the 2024 fiscal year. The Board of Directors has the following committees: Executive Committee, Audit Committee, Compensation Committee, and Nominating & Governance Committee.

The Executive Committee exercises the authority of the Board of Directors in the management of the business of the Company at such times as the full Board of Directors is unavailable. The Executive Committee currently consists of Steven Bregman (Chair), Murray Stahl, and Peter Doyle.

The Audit Committee operates under a Charter adopted by the Company. Its members are Herbert M. Chain (Chair), Lawrence J. Goldstein, Jay Hirschson, and Alice C. Brennan. All members are independent directors and are “financially literate.” The primary responsibilities of the Audit Committee include review of the Company’s Annual Financial Statements and the Company’s relationship with its independent auditor³.

The Compensation Committee reviews and establishes the compensation program, of whatever form, for officers, directors, and employees of the Company. Its members are Peter Doyle (Chair), Murray Stahl, and Steven Bregman. The primary responsibilities of the Compensation Committee include, without limitation, overseeing the development of a compensation philosophy for the Company. The Company currently pays only non-cash compensation, as described in the paragraph below under Compensation of Officers, and awards stock options to four of the independent directors of the board, as described in the paragraph below under Compensation of Directors.

The Nominating & Governance Committee (the “Committee”) operates under a Charter adopted by the Company. It is responsible for identifying, reviewing, and recommending to the Board of Directors individuals for election to the Board. Its members are Murray Stahl (Chair), Steven Bregman, Lawrence J. Goldstein, and Alice C. Brennan. The Committee’s charter describes (i) the Committee’s general policy on considering candidates recommended by stockholders; (ii) the criteria used by the Committee in evaluating candidates for the Board; (iii) the process used by the Committee in identifying, reviewing, and recommending such candidates; and (iv) the process to be used by the Corporation’s stockholders in submitting candidates to the Committee for its consideration.

³ Ms. Brennan lost her independence on August 1, 2024, as a result of her service on the Board of Directors for Horizon Kinetics Holding Corporation and ceased serving on the Audit Committee as of such date. https://www.sec.gov/Archives/edgar/data/88000/000095017024058628/slgd-hk_def_14a.htm

Compensation of Officers

The Officers of the Company, who are major shareholders, have agreed not to draw any salaries for the fiscal year ended May 31, 2024, or for the current fiscal year. A notional salary allocation is required under GAAP and accordingly non-cash compensation is recorded as an expense and as an increase to additional paid-in capital.

Compensation of Directors

Other than the stock options described below, the Company has not paid compensation to any director in the fiscal year ended May 31, 2024 and has made no arrangement to pay directors' fees in the current fiscal year. Jay P. Hirschson, Alice C. Brennan, Dov Glickman, and Herbert M. Chain, independent directors of the Company, received a stock option in that period for 3,000 shares each of common stock, each at \$7.50 per share. The other four directors are large shareholders and have waived compensation for their service as members of the Company's board.⁴

Stock Options

The Company, from time to time, will issue stock options to officers, directors, or key employees of FRMO Corp. or its subsidiary, which are designated to provide incentive for superior performance, the value of which will increase or decrease based upon the future price of the Common Shares. See the Company's Annual Report for stock options issued and outstanding on May 31, 2024.

⁴ Ms. Brennan lost her independence on August 1, 2024, as a result of her service on the Board of Directors for Horizon Kinetics Holding Corporation and as a result will no longer receive any compensation from the Company. https://www.sec.gov/Archives/edgar/data/88000/000095017024058628/slzd-hk_def_14a.htm

Security Ownership of Certain Beneficial Owners and Management

The following table sets forth certain information as of May 31, 2024 regarding the beneficial ownership of the Company's shares of common stock by (i) each person who we believe to be the beneficial owner of more than 5% of the outstanding shares of common stock, (ii) each present director, (iii) the present executive officers and directors as a group.

Name of Beneficial Owner	Shares Beneficially Owned or Controlled	Approximate Percentage of Shares outstanding
Murray Stahl	7,165,736	16.3%
Steven Bregman	6,081,829	13.8%
John C. Meditz	6,211,051	14.1%
Thomas C. Ewing	4,539,048	10.5%
Peter B. Doyle	4,226,140	9.6%
Lawrence J. Goldstein	1,865,632	4.3%
Santa Monica Partners, L.P.(1)	1,012,757	2.3%
Dov Glickman	4,400	*
Jay P. Hirschson	3,000	*
Herbert M. Chain	1,000	*
Alice C. Brennan	1,000	*
Jay Kesslen	12,243	*
Therese Byars	50,640	*
Directors and executive officers as a group	31,174,476	70.8%

* Less than 1%

(1) Controlled by Mr. Goldstein

Code of Ethics

The Company has adopted a written Code of Ethics that applies to all of its directors, officers and employees. Any shareholder may obtain a copy of the Code of Ethics free of charge by writing to Thérèse Byars, Corporate Secretary, at the address set forth on the top of page 1 of this Proxy Statement.

Indemnification

The company maintains a D&O policy in the amount of \$3 million expiring December 7, 2024. In addition, the company by-laws contain an indemnification provision. No claims have been made pursuant to this indemnification.

ANNUAL REPORT

A copy of the Company's Annual Report for the fiscal year ended May 31, 2024, as well as copies of the interim quarterly reports are available on the Company's website at www.frmocorp.com and on the OTC Disclosure and New Service at www.otcmarkets.com.

SHAREHOLDER PROPOSALS AND DIRECTOR NOMINATIONS

A Shareholder entitled to vote in the election of directors may nominate one or more persons for election as directors at the meeting if written notice in proper form of such Shareholder's intent to make such nomination has been delivered to, or mailed and received by the Corporate Secretary of the Company at the principal office not fewer than 120 nor more than 150 days prior to the one-year anniversary of the preceding year's annual meeting date; provided, however, that if the date of the annual meeting is more than 30 days before or after such anniversary date, notice by the shareholder to be timely must be so delivered, or mailed and received, not later than the later of (i) 90 days prior to such annual meeting, or (ii) the date that is 10 days after the day on which public disclosure of the date of such annual meeting was first made (such notice within such time periods, "Timely Notice").

Such notice shall set forth the name and address of the Shareholder and his or her nominee, a representation that the Shareholder is entitled to vote at such meeting and intends to nominate such person, a description of all arrangements or understandings between the Shareholder and each nominee, such other information as would be appropriate to be included in a Proxy Statement soliciting proxies for the election of such Shareholder's nominee, and an executed written consent of each nominee to serve as a director of the Company if so elected. The Company may require any proposed nominee to furnish such other information as may reasonably be required to determine the eligibility of such proposed nominee to serve as a director of the Company.

The Nominating Committee shall review candidates submitted by the stockholders using the same criteria that the Committee applies in evaluating candidates submitted from other sources.

Proposals that Shareholders wish to include in the Company's Proxy Statement and Proxy for presentation at the Company's 2025 Annual Meeting of Shareholders, presently scheduled to be held on September 4, 2025, must be received by the Corporate Secretary of the Company at the Company's principal office within the time period defined above as Timely Notice.

August 7, 2024

By Order of the Board of Directors

/s/ Murray Stahl
Chairman and Chief Executive Officer

/s/ Steven Bregman
President, Treasurer, and Chief Financial Officer