

LOOKING GLASS

Founders

1. The Founding Team

Looking Glass is led by two principals whose combined experience spans strategic advisory, C-suite operating leadership, complex financial transactions, board governance, and technology architecture. Their partnership is rooted in a twenty-five year professional association through Managerial Resources, Inc., and is structured to pair deep domain knowledge of how mid-market companies actually operate and create value with the technical capability to productize that knowledge into scalable PaaS+ tools.

Founder Background Snapshot

Stephen L. Martin — Consulting, Operating Leadership, M&A & IPO Leadership

Founder and Managing Member of Managerial Resources, Inc. (established 1987). More than three decades of executive leadership as a market-facing C-suite contributor and board member across technology, healthcare, and services. Directed or materially involved in 50+ M&A, turnaround, and financing transactions (\$12M–\$340M revenue range) and led multiple IPO and private financings totaling more than \$300 million. Repeated roles as CFO, COO, interim CEO, and Board Chairman in high-stakes growth, turnaround, and exit situations. Earlier operating leadership includes Americas Group Controller & Director of Financial Planning at a Fortune 1000 computer technology company (revenues \$60M → \$340M) and VP of Operations at a major advertising/marketing subsidiary (sale to AT&T). Co-Founder/Co-Trustee of the Technology Horizons Foundation. Education: MBA (Finance & Economics) and BBA, Texas A&M University. **At Looking Glass:** he anchors strategy, capital structure, investor relations, and the continuous translation of real mid-market operating reality into product priorities.

Gerald K. Beckmann — Operating Leadership, Transactions & Technical Systems

Operating executive and board advisor with CxO experience across private and public scaleups, turnarounds, acquisitions, and recapitalizations. Co-founded and led thirteen operating companies, a private investment partnership, two consulting organizations, three nonprofit foundations, and an LBO foundation. Hired by investors as Interim CEO for 13 companies until sustained profitability or exit; Board Director for 18 private and 3 public companies; led two NASDAQ IPOs; advised 150+ startups and growth companies on planning, valuations, and financing; co-founded three LBO funds with \$2.5 billion under management. Brings a dual perspective as both investor and entrepreneur, board member and CEO, capital provider and capital seeker. **At Looking Glass:** he is CTO, owning platform architecture, BOX enterprise integration, AI agent orchestration, data frameworks, and the conversion of domain insight into durable, reusable systems.



Stephen L. Martin — Detailed Background

Managing Member & Chief Financial Officer

Steve Martin is the founder and Managing Member of Managerial Resources, Inc. (MRI), a private Texas-based financial transactions and advisory resource group established in 1987. Over more than three decades he has served as a market-facing, client-centric C-suite contributor and board member across technology, healthcare, and services companies, with a consistent focus on growing enterprise value in dynamic, high-growth, and transitional environments.

Core Qualifications & Track Record

- Directed or materially involved in 50+ M&A, turnaround, or financing transactions for entities ranging from \$12 million to \$340 million in annual revenues.
- Led multiple IPO and private financings totaling in excess of \$300 million.
- Experienced private and public company Board member with demonstrated strength in investor relations, capital formation, and strategic oversight.
- Deep operating experience as CFO, COO, interim CEO, and Board Chairman in high-stakes situations requiring simultaneous financial, operational, and transactional leadership.

Managerial Resources, Inc. — Executive Leadership History (Selected)

In client engagements as CFO, COO, interim CEO, or Board Member, Martin has been personally responsible for M&A and funding initiatives, capital acquisition, investor relations, establishment of operations and control processes, financial reporting, pivotal contract negotiations, audit, legal, and public reporting. An initial asterisk (*) denotes a public company. Representative engagements:

- **Trinity Millennium Group, Inc.** — Software Engineering (CFO, BOD Chair, M&A, Sale)
- ***Integrated Security Systems, Inc. (ISSI)** — Security Technology (IPO, BOD, M&A)
- ***MRV Technologies, Inc. (MRVC)** — Fiber Optic Data Transmission (IPO)
- ***Protech, Inc. (PRTC)** — Circuit Board Testing (IPO, M&A, BOD, CFO)
- **The Strategic Group, Inc.** — Manufacturing Process Controls (PPM, BOD)
- ***Fibronics International (FIBC)** — Computer Hardware / Data Transmission (Sale of Division / COO, CFO)
- **BERMAC Communications, Inc.** — Interactive Multimedia Software (PPM and Sale)
- **Surgicenter of San Antonio, Inc.** — Outpatient Surgery (Turnaround, President, BOD Chair, PPM and Sale)
- **Paragon Home Care, Inc.** — Medical Staffing / Home Care (PPM, CFO)
- **Care-One, Inc.** — Medical Staffing / Home Care (MBO)
- **Autonomes Technologies, Inc.** — Laser Surgical Devices (M&A, PPM)
- **Hospital Staffing Services, Inc.** — #1 U.S. Hospital Staffing Entity (Bankruptcy Reorganization and Turnaround; Member of White Knight group, CFO, BOD)
- **Landstar, Inc.** — Largest U.S. Crumb Rubber Processing Company (Turnaround, CFO, PPM)
- **Cofiniti, Inc.** — B2B Financial Services Software (M&A, PPM, CFO, BOD and Creditor's Board representative)
- ***Telex (TELX)** — CEO / CFO of subsidiary device manufacturer in sale of certain products and operating lines

Additional notable work includes Acquisition Lead on a \$1.2 billion Texas-based skilled-nursing / hospice / home-services holding company (successful offer) and interim CFO / Board advisory for Longhorn Health Solutions (PE-backed medical supply).

Earlier Operating Leadership

- **Americas Group Controller & Director of Financial Planning** of a Texas-based Fortune 1000 computer technology company during a seven-year high-growth phase in which revenues expanded from \$60 million to \$340 million. Implemented the company's first formal planning and budgeting process, led or participated in 12+ technology M&A initiatives, and represented the company in joint-venture discussions with Perot Systems, IBM, and Microsoft.

- **Vice President of Operations** of a Texas subsidiary of the then #2-ranked U.S. advertising and marketing company. Grew revenues from \$13 million to \$23 million and EBT by 300% over three years; expanded client base and backlog more than 250%; led or materially participated in 13 M&A transactions; and negotiated the eventual sale of the company to AT&T.
- **Director of Budgeting and Reporting** at United Services Automobile Association (USAA) during a high-growth period, with responsibility for five operating divisions and multiple early-stage internal business units.

Education: MBA (Finance and Economics) and BBA (Business and Finance), Texas A&M University.

Martin is also Co-Founder and Co-Trustee of the Technology Horizons Foundation (Dallas, established 2003), an innovative non-profit public foundation that makes Program Related Investments into early-stage companies whose technologies offer high-impact humanitarian potential in areas such as the environment, public health, potable water, clean energy, disease treatment, and pollution reduction.

At Looking Glass: Martin leads overall strategy, capital structure, financial modeling, investor relations, and the continuous grounding of product priorities in the practical realities of mid-market operations, governance, and value creation. His multi-decade track record of taking companies through complex transitions, capital events, and successful exits provides both credibility with target customers and disciplined financial stewardship for investors.



Gerald K. Beckmann — Detailed Background

Executive Vice President & Chief Technology Officer

Gerald K. Beckmann is an operating executive and board advisor with extensive CxO experience in private and publicly held scaleups, turnarounds, acquisitions, and recapitalizations. He has managed growth initiatives across technology, software, cybersecurity, FinTech, medical, and other emerging ventures. He has co-founded and led thirteen operating companies, a private investment partnership, two consulting organizations, three nonprofit foundations, and a Leveraged Buyout foundation. He brings a distinctive perspective developed from serving both sides of business equations — as investor and entrepreneur, board member and CEO, public and private company executive, consultant and client, capital provider and capital seeker.

Executive Highlights

- Hired by investors as Interim CEO for 13 companies until sustained profitability or exit.
- Board Director for 18 private companies and 3 public companies.
- Led two NASDAQ IPOs — one as CEO of an M&A group of manufacturing companies and one as Board Director and Vice President of a consulting company.
- Advised 150+ startups and growth companies on planning, valuations, and financing.
- Co-founded three LBO funds growing platform companies through acquisitions, with \$2.5 billion under LBO management.

Selected Operating & Consulting Experience

- **Thomas Group, Inc.** (Cycle Time Management innovator) — Joined as tenth employee and helped the founder grow the firm to 360+ senior consultants serving Fortune 100 clients. As VP and Board Director, initiated and provided oversight for a successful IPO and NASDAQ listing. Structured Integrated Security Systems, Inc. for IPO (as CEO) through acquisitions that established a national wholesale network.
- **Threshold Technology Inc.** — Chair, CEO, President. Hired to take a 13-year-old publicly held voice-recognition company through Chapter 11 reorganization. Court-approved new capitalization as a private company with only 6% dilution to existing stakeholders; introduced new product line and sold the company to a corporate investor.
- Early career operating roles at **Xonex (Exxon Enterprises)**, **RCA** (Product Line Director for \$60M CMOS semiconductors, later Corporate Marketing Director of worldwide semiconductors at \$220M revenue), **IBM** (Motor Freight

Industry Marketing Manager — launched networked logistics platform used by Yellow Freight), and **Honeywell**.

- Recent advisory: 2024 Rehab Exit — hired to improve Gross Margin-to-EBITDA performance of a \$35M third-party physical therapy management company; after modeling and performance interventions, the company sold for \$83M.
- 2026 Medical Startup — strategy, TAM/SAM, white-space, pricing elasticity, and moat analysis for an innovative antiseptic hemostatic product line pursuing FDA Class I/II pathways.
- Long-time professional association and joint consulting with Managerial Resources, Inc., including the formation of Looking Glass as an AI-enabled platform for mid-market companies.

Education: BSEE, Virginia Polytechnic Institute and State University (VaTech); post-graduate work toward Master's at Northeastern University.

At Looking Glass: Beckmann is CTO with ownership of platform architecture, enterprise BOX Cloud Content integration, proprietary customer-facing enhancements, AI agent orchestration, data-management frameworks, and overall product delivery. He collaborates closely with Martin on all significant strategic and operational matters. His combination of multi-company operating experience, transactional depth, and systems perspective enables Looking Glass to convert real-world mid-market pain points into durable, reusable product and knowledge assets.

2. Founder's Working Relationship & Association

Steve Martin and Gerald Beckmann have collaborated over an extended period through Managerial Resources, Inc. Their association predates the formal formation of Looking Glass and is grounded in shared work serving mid-market clients. This history provides a foundation of mutual trust, aligned values, and complementary skill sets that reduce the typical risks associated with newly formed founding teams.

The working relationship has centered on understanding the structural limitations faced by smaller and mid-sized organizations — fragmented data environments, limited internal analytical bandwidth, constrained access to sophisticated tools, and the difficulty of translating outside advice into sustained operational improvement. Looking Glass is the productized expression of insights developed through that shared experience.

3. Why Looking Glass Was Formed

Looking Glass was created in response to a structural gap the founders observed repeatedly: as artificial intelligence becomes widely available, the deficiencies of internal resources at many small and mid-market companies will be magnified rather than solved. There is enormous interest in AI across these communities, yet practical, affordable tools that integrate with existing workflows and deliver actionable insight remain scarce.

Traditional consulting produces recommendations that often cannot be implemented with current staffing. Generic AI tools lack the domain context, data integration, and ongoing advisory support that mid-market teams require. Looking Glass is designed to bridge this gap by combining:

- Instant access to practical, web-based agentic AI tools that integrate proprietary company data with external market intelligence;
- Dynamic dashboards and real-time strategy optimization that adapt as priorities change;
- On-demand, targeted advisory services that help leadership interpret and act on the insights;
- A 100% virtual delivery model that minimizes disruption to existing operations and staffing.

The goal is to give current staff and management the visibility, control, and decision quality of a much larger organization while retaining accountability and control inside the client company.

4. Why This Team

Looking Glass is not a pure technology experiment or a traditional consulting firm attempting to add AI as an afterthought. It is the deliberate productization of more than three decades of mid-market advisory, transactional, and operating experience — evidenced by 50+ transactions, multiple successful IPOs and exits, and repeated C-suite and board roles in high-stakes environments — paired with a one-of-a-kind, practical approach to incorporating scaled AI adoption for greater clarity, better decisions and increased SMB enterprise value.

The founders' prior association reduces execution risk; their respective strengths map cleanly onto both the unique service Looking Glass delivers to SMBs and the proprietary elements of its emerging moat (domain credibility and outcome labeling on one side; technical systems, reusable IP, and controlled delivery on the other); and the ownership structure aligns long-term incentives with value creation for both founders and investors.

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