Executive Resume

John H. Doe
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Summary of Qualifications

CFO/Senior Financial Executive, Equity Financing, Strategic Planning, Corporate Restructuring, Strategic Negotiations, Acquisitions and Strategic Alliances, Treasury and Risk Management, International Operations, Operations Management, Turnaround Management

Attained industry-recognized results as a key advisor to the CEO, member of the senior executive team and a chief financial officer in the global natural resource industry. Specialized in the mining industry with leading, publicly-traded global enterprises. Accomplished in sophisticated, innovative corporate restructuring and turnaround of multi-division organizations. Recognized for sound fiscal and operational management, strategic partnerships and acquisitions resulting in enhanced profitability, reduced costs and optimized shareholder value. Practical experience with public reporting, investor relations, strategic negotiations and international business. Strong team-building, leadership, motivation and communication skills coupled with insights into emerging opportunities, trends, issues and challenges in the global economy.

Professional Experience

Solid Gold Corporation
Sacramento, California

Senior Vice President and Chief Financial Officer
1999 to present

Led the financial and acquisition efforts of a turnaround company, improved its financial condition and positioned it for sale, which was the critical objective of this interim position. Responsible for the treasury, public reporting, acquisitions and investor relations activities of the organization. Directed the accounting and administration staff.

- Achieved significant cost savings by driving all financing, investor relations, treasury and acquisition efforts and eliminating redundant positions.
- Attained the critical mass needed to effect the revitalization strategy by acquiring one public and one private company.
- Completed a multi-million dollar equity financing.
- Placed an under-performing subsidiary into Chapter 11.
- Established the accounting and control procedures for an investment in El Salvador.
- Identified a buyer and am currently negotiating the sale of the company.

Investments Inc
Sacramento, California

Vice President and Chief Financial Officer
1997 to 1999

Responded to the depressed commodity environment by merging the financial and administrative activities of two regional subsidiaries representing assets of $960 million and sales in excess of $500 million per annum. Restructured the treasury, accounting, office services and information systems in three countries and the planning group for nine discrete production centers in two countries. Merged the Mexican, Canadian and United States financial and administrative groups with a 50 percent staff reduction, achieving payback within one year.

- Directed the treasury functions and served as a key member of the executive team that drove revenue 28 percent in seven years, in spite of a 20 percent decline in commodity prices, as illustrated in the following graph:

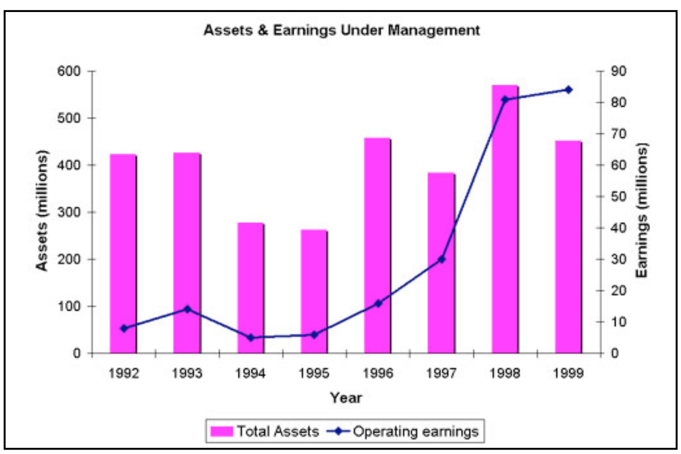
- Developed a North American procurement function for nine operating units in two countries, realizing a cost savings of approximately $500,000 per year.
- Led the implementation team in the introduction of a new MIS system, which was accomplished ahead of schedule and under budget.
- Participated as the Finance and HR team leader of a successful $750 million acquisition of a public company.
- Created a tax-efficient cross-border financial structure with forecast savings of $100 million.

Investments US Inc.
San Francisco, California

CFO, Corporate Secretary and Treasurer
1991 to 1997

Directed and coordinated the financial function and production units of the U.S. and Mexican subsidiaries of an international gold and copper producing company with assets on four continents. Directed the subsidiaries' joint venture, acquisition and strategic planning efforts in the U.S. and Mexico. Directed the accounting, treasury, and risk management personnel.

- Raised the subsidiaries' earnings from $8 million to $84 million, and dramatically improved the earnings to assets ratio as illustrated in the following graph:



- Restructured the pension, 401K and medical plans for a workforce of approximately 500 employees.
- Revised the annual budgeting process to focus on risk analysis and shareholder value concepts.
- Developed and implemented multi-variable risk analysis modeling techniques (Monte Carlo) and financial metrics (EVA and ROCI) focusing on shareholder value concepts for the operations group.
- Resolved a highly contentious $26 million insurance claim without litigation.
- Mended a damaged relationship with a key joint venture partner, preventing otherwise certain litigation.
- Restructured an under performing production facility, achieving cost savings of $8 million per annum.

Heavy Metals, Inc.
Vancouver, B.C.

Assistant to the CEO
1987 to 1991

Coordinated the business activities for the chief executive officer of an $8 billion company with operations on four continents. Completed numerous special projects relating to organizational development, acquisitions, public and internal reporting and strategic planning.

- Developed, coordinated and participated in the first strategic planning efforts of the executive team.
- Restructured and simplified the internal and external reporting processes.
- Authored the first environmental management program for the corporation.

Manager, Molybdenum Sales
1983 to 1987

Directed the European and U.S. molybdenum sales teams and marketed molybdenum products in Asia and Canada. Developed the sales, logistics and pricing strategies in all markets and conducted market research and competitive analyses.

- Successfully introduced two specialty chemical products into the Japanese, European and United States markets.
- Expanded sales from three million pounds per year to sales of fifteen million pounds per year in only three years.
- Developed a successful sales penetration strategy for the Korean market.

Education

- Master of Business Administration (Finance and Accounting), University of California, Sacramento, 1983.
- Bachelor of Commerce (Economics), University of California, San Francisco, 1979.

Honors, Awards, and Special Recognition

- University of California, Sacramento
  Graduated with "Great Distinction"
  Granville Mayall Memorial Scholarship
  Financial Executives Institute Graduate Scholarship
- University of California, San Francisco
  Graduated with "High Honors"
  Dean's Honor Roll (all years)
  Teaching assistant appointment

Professional Development

- Team Building Courses, Universal Communications
- Succeeding in Negotiations, Universal Communications
- U.S. tax seminars, domestic and international, E and Y
- Self trained in U.S. and Mexican GAAP

Computer Proficiency

- Microsoft Suite and Outlook
- Lotus Notes and Lotus 1-2-3
- Internet savvy

Special Interests and Activities

- Member, Success Institute Financial Executives Committee
- Held directorships in numerous offshore companies
- Taught introductory marketing at the community college level
- Volunteer, Special Olympics
- Sacramento all-star in hockey
- Coached minor league hockey

Key Accomplishment Summary

John H. Doe

Development and Implementation of Shareholder Value Measures
for Improved Employee Productivity/Development

Situation:

The company's annual planning process had become more of an exercise in accounting rather than a planning and communications tool. This situation had developed because management failed to clearly articulate the financial metrics that were critical for the company's ongoing success and failed to establish measurable objectives for each operating unit.

Action Plan:

- Directed the controller and the senior site accountants to create a simplified report that bridged the operating unit's monthly financial statements to the publicly reported statistics used by investors and management in evaluation of unit and company performance.
- Created an educational program that explained the company's key shareholder value drivers and how each department could contribute to the value-creation process.
- Visited each operating unit and conducted a one-and-one-half day educational session to explain and discuss what the new financial metrics meant and why they were important.
- Redesigned the annual operating plan format to focus on a discussion of the operating unit's key business risks and to include measurable results for the year and for all capital programs.
- Created a “flash report card,” which highlighted sub-optimal performance in areas such as capital rationing and inventory management.

Results:

The educational program was a huge success and the program was rolled out to the other three regions in the company. Many individuals commented on the fact that they finally understood how each one of them could contribute to increasing the company’s profitability and share price. Establishing measurable objectives for each operating unit and each significant spending program led to a reduction in spending and a more rational evaluation of spending requests. Equally important, by identifying the expected returns from each program, management was better able to allocate the company’s financial resources and the employees viewed the capital allocation decisions to be less arbitrary.

Key Accomplishment Summary

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Innovative Development of a New Debt and Equity Structured Financing

Situation:

The company was about to embark on a $250 million capital project. The challenge was to optimize the financing, given the complexities of international tax laws. The alternatives considered were to use a domestic project loan and equity financing structure or, alternatively, to utilize the parent company's balance sheet, which would also require the parent company to borrow funds.

Action Plan:

- Prepared the "bankable feasibility study" and related financial risk analyses.
- Obtained indicative terms sheets from financial institutions, assuming the subsidiary or parent borrowed the funds.
- Prepared the investor "road show" presentations for this major capital project.
- Identified alternatives for financing the subsidiary through non-traditional, cross-border financing alternatives.

Results:

The parent successfully raised the necessary financing on very favorable terms. A novel cross-border structure was developed that financed the subsidiary achieving a double-dip interest deduction and avoiding any U.S. or Canadian tax on the interest income received by the parent from the subsidiary. The original capital injection, which was a loan, was repatriated to the parent without being subject to any withholding taxes; this alone saved 5 percent on $250 million. The net result was a tax savings of over $100 million, which materially levered up the project return.

Key Accomplishment Summary

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Corporate Restructuring of Assets to Optimize Return on Invested Capital (ROIC)

Situation:

A significant company asset had become a financial drain to the corporation. It was losing money and consuming cash. Because of these problems, the business unit's management was focusing its attention more on secondary objectives such as safety, housekeeping and the environment than on addressing the primary cost and production issues. The majority of the workforce was unaware of the precarious financial situation the business unit was in.

Action Plan:

- Conducted employee meetings to explain the serious financial situation and to advise them of the time frame for implementing the restructuring plan.
- Implemented a capital-spending freeze.
- Created a multi-discipline restructuring team to evaluate all cost-reduction alternatives.
- Developed minimum financial targets that had to be attained to prevent the closure of the operation.
- Invited suppliers to participate in the restructuring plan and encouraged them to suggest avenues of reducing costs or improving efficiencies.

Results:

Reduced costs by $8 million per year by downsizing the workforce. Created an alternative production plan that maintained production at 90 percent of the previous levels. The unit became cash positive, which prevented its closure.

Key Accomplishment Summary

John H. Doe

Optimized Administrative Enterprise Resource Planning Capabilities with Reduced Costs

Situation:

Given a four-month timeframe to combine the administrative groups of two subsidiaries in order to reduce overheads. The decision was based on declining product prices and pessimistic projections for future prices.

Action Plan:

- Identified which functions could be combined, which employees would be retained and developed an organizational structure for the new regional office.
- Conducted employee meetings to explain the rationale for the restructuring and its implementation time frame.
- Developed severance packages and employee assistance or relocation packages.
- Began the process of cross training the remaining employees on the functions being transferred.
- Established a time frame for the transfer of activities to the responsible parties.
- Re-engineered certain accounting and administrative practices reflecting the planned reduction in manpower.
- Established a plan and appointed responsible parties for the closure of the office, relocation of valuable documents and sale of surplus assets.

Results:

The United States office was closed within three months. Staffing levels were reduced by 50 percent and payback from this restructuring was achieved within nine months. All activities were successfully transferred to the new group without incident.

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Strategic Company "Turnaround" Planning and Implementation

Situation:

The company was within months of going bankrupt due to excess corporate spending, management's inability to close a transaction and a failure to address the cash consumption of a chronically under-performing asset. All this time the price of the product was falling in the international marketplace compounding the cash-flow challenges.

Action Plan:

- Immediately addressed the excess corporate spending. Reduced spending by 30 percent by reducing staff and implementing a spending freeze on goods and services.
- Analyzed the viability of the operating asset that was consuming corporate cash.
- Determined that production and price risk were excessive and closed the original operation.
- Identified operating and growth assets that could be acquired with equity.
- Replenished corporate cash balances by complementing the acquisitions with a public equity offer.
- Reduced operating costs at the production facility by $500,000 per month (15 percent). Hired external consultants to review critical production assumptions and identify production and cost problems.
- Identified two acquisition targets, which represented approximately 40 percent of the asset base. Acquired these assets by issuing common stock, which represented 53 percent of the company, and backed the transaction with a multi-million dollar equity issue.
- Identified a competitor to acquire the company and am finalizing this transaction.

Results:

Turned a failing company around and positioned it for sale. The shareholders' investment has been saved and they should become 15 percent owners of a more viable organization.

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The Role of the CFO/Senior Financial Executive

Developing and Implementing Strategic Plans

The development of a strategic plan begins with the identification of the company's internal strengths and weaknesses, followed by an analysis of its competitive position. This involves a detailed analysis of the company's financial position and its recent financial results. The CFO should play a lead role in these tasks. The final plan will have both internal and external objectives. The internal objectives deal with enhancing profitability. This is an area where the CFO should lead in analysis and in establishing forward-looking targets. With respect to the external objects, the CFO should be part of a team entrusted to identify alliances or acquisitions and participate in the execution of these objectives.

Sourcing of Financial Capital

It is the CFO's responsibility to identify the amount of external capital required or the amount of internally generated funds retained for reinvestment in the company. He/She should identify the type of capital raised and decide if the terms and conditions are acceptable. The capital could be any type of equity. The debt may be leases (on or off balance sheet), debentures or bank debt. In all cases, it should be the CFO's responsibility to ensure the firm's capital structure is optimized.

Risk Management

The CFO should identify the types and degree of risk management appropriate for the company’s activities. This may include the purchase of insurance (property, liability, key employee, customer, et al), the appropriateness of its cost or whether the firm should self-insure. The CFO should determine whether some form of hedging is desirable for the monetary assets. This risk management may be in the form of swaps, fixed contracts, natural hedges or derivatives. .

Accounting Policies and Financial Controls

The CFO should determine the application of accounting policies in accordance with GAAP and ensure the firm is in conformance with such policies. The CFO should also develop and ensure compliance with all required financial controls to safeguard the assets of the company.

Technology Leader

Since the accounting and information systems are usually the largest part of the MIS system, the CFO must remain abreast of developments in the technologies.

Communication with Owners and Potential Investors

Because a majority of the communications with owners and potential owners is the explanation of the firm's past financial performance or its future expectations, the CFO should take a lead role in this communications program. This will entail a detailed understanding of the firm's profitability, operations and competitive position. The CFO will have to be aware of developing economic and industry trends, and have full knowledge of rules and regulations governing such disclosure, such as the new FD guidelines.

Interaction with and Negotiation of Joint Ventures

Globalization of the economy and the broadening sophistication of customer demands will lead increasingly to the formation of joint ventures and strategic acquisitions. The CFO should play a lead role in the interaction with these business partners since the agreements and information needs will tend to be financial. The CFO needs to be highly skilled in relationship management and negotiation techniques.