MELISSA SMITH, PH.D.

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FINANCIAL EXECUTIVE – BUSINESS DEVELOPMENT – ECONOMIC POLICY ADVISOR

Chief Financial Officer with 20+ years of experience in the Americas, Europe, Middle East, and Asia-Pacific. Decisive leader known for fueling growth through extensive Debt and Equity Financing, IPOs, M&A, and other strategic investment efforts. Closed over $10B in Debt Financing, $2B in Equity Financing and more than $90B in M&A deals. Proven track record of creating and leading financial and risk management processes that yield enhanced business growth. Exceptional qualifications include a Ph.D. from Stanford University and an economic policy advisory role to the President of the United States.

SELECTED HIGHLIGHTS

- Managed Corporate Finance, M&A, and Business Development for Company AB's global projects. Worked directly with the CFO and managed the IPO team with investment banks.
- Closed $265M Company AB Acquisition and led Financial Analysis, Cash Flow Forecast, and Debt Sizing for IPO.
- Directed Global Asset Sales and Project M&A for ABC's £150 EMEA operation. Led the company in achieving its third best stock performance on NASDAQ in 2013 by transforming business investments into $1.6B in net revenues.
- Executed $100B+ in M&A transactions and LBOs throughout the financial, automotive and general industries at Bank D.
- Advised the President of the United States on budgeting and financial markets, energy taxation, and international trade.

CORE COMPETENCIES

- International Finance
- Global Markets
- Strategic Planning
- Tax Strategy
- Initial Public Offering
- Financial Forecasting
- Board Collaboration
- Business Development
- Mergers & Acquisitions
- Risk Management
- Process Improvements
- Economic Advisory

PROFESSIONAL EXPERIENCE

Company AB Inc., Chief Financial Officer, Corporate Finance & Capital Markets, Seattle, WA: 2014–Present

Promoted to direct strategic corporate financial priorities for a leading global energy provider. Managed Corporate Finance, M&A, and Business Development for global projects. Worked directly with the CEO and managed the IPO team with investment banks.

- Spearheaded newly-created solar business unit across North America and led all business activity reporting, cash flow, financial position forecasts, financial planning, and capital budgeting processes.
- Grew solar business unit across multiple markets by implementing project finance solutions and strategies.
- Managed international equity and debt capital market programs, source sponsor equity, and tax equity funding.
- Decreased financing costs due to increased international lender commitments including sovereign lenders and arranged highly competitive manufacturing facilities with leading multinationals.
- Implemented international Environmental, Health, and Safety (EHS) compliance standards to fulfill the company's loan and equity investment requirement for the World Bank's International Finance Corporation (IFC).
- Ensured fulfillment of loan and equity commitments requested by the World Bank Group by advising on General Counsel SVP role appointment.
- Increased overall company efficiency and improved planning/forecasting efforts with insight into business dynamics by implementing bi-weekly financial models that directly supported strategic planning and business development activities.
- M&A/Financing Projects:
  - $265M ABC Acquisition: IPO Lead on Financial Analysis, Cash Flow Forecast and Debt Sizing
  - $1B Debt Financing: $300M Financing Facility in Asia, $260M in Loan Agreements with Warrants, and a $70M IFC Facility.

Company AB EMEA GmbH, Sr. Director/Director, Global Asset Sales, Munich, Germany: 2011–2014

Managed Global Asset Sales and Project M&A for Company AB GmbH's £150M EMEA operation. Expanded business into France, the UK, US, and Japan. Started offices in Abu Dhabi and Tokyo.

- Led the company in achieving its third best stock performance on NASDAQ in 2013 by transforming business investments into $1.6B in net revenues. Secured cash-rich foreign equity investments for M&A projects.
- Directed newly established projects business unit on how to implement investment policies and processes to board of directors.
- Created direct sales channel to expand modules sales towards financial investors that included infrastructure and hedge funds.
- Raised global bankability acceptance rate to 99% from ~70%, enabling Company AB to earn "Name of Award" by global renewable energy lenders in 2014/15.

- <u>M&A/Financing Projects:</u>
  - $1.6B Equity for US/Canadian Project Sales Agreement totaling 450 MW Solar PV sold across North America.
  - 400 MW Project Pipeline Acquisitions in Japan - Company AB's first Japan Project Sale in 2014/15.
  - $300M Equity/Joint Ventures Asset Sale Agreement and other exclusive Global Equity Partnerships.

Company Y, Vice President, London, UK: 2006–2008
Directed alternative investments and portfolio management for Company Y's €2.5B Pan-European Infrastructure Fund (PEIF). Cultivated and grew key global client relationships and implemented return on equity strategies. Managed analysts and associates.

- Led team in acquiring and financing of major equity investments €400M-2B.
- Secured exclusive infrastructure asset acquisition pipeline valued €300-2.5B.
- Originated additional equity fundraising of over €180M.

Company X, Sr. Associate, Financial Institutions/Corporate M&A, London, UK; New York, NY; Hong Kong, China; Frankfurt, Germany: 1999–2004
Executed $100B+ in M&A transactions and LBOs throughout the financial, automotive, and general industries. Managed six analysts.

- Structured bonds and syndicated financing ranging from €1-5B and cross-sold financing solutions in M&A deals.
- Advised executive leadership (CEO, CFO, Global M&A Head) for the proposed Company A/Company B merger.
- Executed both Bank A/Bank B and Bank C/Bank D mergers and closed divestitures in record time.

Company Z, Board Consultant, Iselin, NJ/Washington, D.C./Beijing, China: 1995–1998; 2004–2005
Closed financing for global transportation initiatives.

- Negotiated high-speed rail deals in China and South Korea as well as an airport equity investment in India (2004-2005).
- $1.6B heavy-rail sale in Puerto Rico and $300-600M light-rail projects in the US/Chile/Venezuela (1995-1998).

<u>Additional Experience:</u>
Senior Consultant, International Economic Forum, Houston, TX: 2009–2010
Stanford University, Visiting Lecturer, Stanford, NJ: 2004–2005

Education

Princeton University, Princeton, NJ: *Ph.D. in Political Economy & Government*
Princeton University, Princeton, NJ: *MA in Economics and MA in Political Science*
Stanford University, Stanford, CA: *BA in Business Administration*

Additional Credentials

ORGANIZATIONS	ABC Advisory Board for Renewable Energy Finance Investments (Middle East/Africa), Renewable Energy Consultant to Princeton University
ECONOMIC ADVISORY	▪ $1.5B Co-Developed Study 'XYZ' 2017 ▪ Economic Advisor to New Mexico Governor 2014 Campaign ▪ Economic Advisor to 2008 U.S. Presidential Candidate ▪ Economist for Presidential Campaigns in 2008 and 2012
FINANCING ADVISORY	▪ $250M Energy Public-Private Partnership and Aligned Financial Sponsors ▪ $75M Global Renewable Energy Fundraising for Geothermal Projects in Africa (Kenya/Tanzania) with X /XYZ Energy, the Prime Minister of Sweden, and X Bank ▪ $50M Fundraising for Private Wind Farm in Honduras
PROFESSIONAL LICENSES	Series 6, 7, and 63 Security Licenses (U.S.)
LANGUAGES	English, French, Russian