

WILLIAM JOHNSON

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CHIEF FINANCIAL OFFICER

CFO & IT Executive Setting Stage for ~100% Growth at USA Plastics Corporation

Driving Profit & Corporate Transformation Via Adept Financial Leadership & Integrated IT Solutions

Execution-focused CFO and relationship builder who orchestrates improvements to capital funding, costs, inventory, logistics, operations, and sales, with CIO-level authority for IT solutions. CPA, audit partner, MBA, and executive advocate for global operational, financial, and cultural change.

Executive Value Offered:

- Pricing/Product Costing Analyses – IT Infrastructures/Team Building – Budgets & Forecasting
- Grant Funding & Applications – Risk & Litigation Management – Capital Strategies
- Treasury/Compliance/Governance – M&A Integration/Divestures – ERP Systems/Data Analytics

Leadership Impact to Funding, Cost, & Profitability:

- \$10M+ improvement with changes to **cash management** practices, plus 150% credit line increase—plus favorable terms—that matched exponential corporate growth.
- **500%+ reduction** in closing process time with Diamond Plastic's first ERP system/data mining capabilities.
- Key executive orchestrating successful TechLogic, Inc. sale through prospectus/presentation after setting stage to reach **40% pre-tax earnings** (vs. previous losses) by establishing product costing/P&L models.
- Administration of \$60M capital expenses, including new manufacturing site builds creating national footprint.
- \$4M incremental profits from **JV assimilation** that provided unique, competitive pricing advantages.

LEADERSHIP HISTORY

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| <u>Controller</u> | AB Chemical Inc., 2008 – Present |
| <u>Chief Financial Officer, Secretary, & Treasurer</u> | USA Plastics Corp., 2001 – 2007 |
| <u>Controller / Senior Director Finance</u> | TechLogic, Inc. / Dish Network, 1998 – 2001 |
| <u>Vice President Finance & Administration / Controller</u> | HBC Chemical, 1996 – 1998 |
| <u>Manager / Controller, Business Development (& Others)</u> | ACX Technologies / Anheuser-Busch Co., 1986 – 1996 |

CONTROLLER, AB Chemical Inc., Pleasanton, CA, 2008-Present

Joined innovative, Top 100 VC-funded organization developing ethanol manufacturing concept and poised to capture significant market share, **establishing all HR, IT, and accounting functions**. Created majority of financial models and professionalized all overhead/billing structures. Prepared company to meet government compliance standards, leading grant audit; guided independent audit that included complex equity reviews.

- Brought financial acumen critical to securing and retaining **\$25M government grant**, developing full financial component; advised executives team on potential loss of recoverable expenses/impact to income.
- Played role in funding initiatives (\$34M equity round, \$11M tax equity financing, \$10M credit facility).
- Improved service levels, **building full IT infrastructure** and strengthening platform performance through vendor SLA terms; brought IT function in-house and built ground-up facilities, including data room.

CFO, SECRETARY, & TREASURER, USA Plastics Corp., Des Moines, IA, 2001-2007

Facilitated **20-fold rise in profits** with IT solutions increasing sales at \$400M manufacturer, introducing sweeping cash management, pricing, sales, inventory, and automation measures. Oversaw 25 reports in Customer Service, Operations, Inventory, Facilities, Credit, Treasury, Accounting, HR, and IT.

- **Facilitated 95%+ revenue growth and \$10M+ margin increase** with changes to inventory/production that boosted capacity; assisted to increase commodity product sales by deploying full product-line pricing. Improved profit with integrated quote management incorporating sales, shipping, operations, and quality.
- Transformed organizational practices and culture, serving as change agent driving process improvement adoption across all IT functions and operations.
- Created scheduling, scrap yield, inventory, and labor utilization improvements by leading reengineering and new-system innovations, including manufacturing measurement systems platform; revolutionized production tracking with integrated platform that identified low performance and quickly launched corrective actions.
- Tightened expenses by revisiting vendor contracts and implementing cost-saving automation solutions; negotiated increased insurance coverage, while **orchestrating concurrent 33% cost reduction** and cut shipping expenses \$2M with logistics software supplying lead time/delivery savings predictions.
- Motivated and coached direct reports to leadership roles in Fortune 500 corporations.
- **Differentiated firm** in commodity market, spearheading IT-infused advances improving reliability/capacity.
 - Built buy-in among Board/executive team by demonstrating smaller-scale technology wins.

“When we hired William, we knew he was going to challenge (us). I just did not comprehend how fast and relentless his adoption of change would be, and how far it would take us.”

— Board Member, USA Plastics

CONTROLLER / SENIOR DIRECTOR FINANCE

TechLogic / Dish Network, San Jose, CA, 1998-2001

Selected to quickly evaluate and turn around challenged, rapidly growing operation *from \$10M to \$100M* with accelerated profits from product costing models at global online marketing firm. Negotiated vendor contracts.

- **Revitalized profits** with P&L silos/shared solutions that identified loss leaders; enabled product line changes.
- Served in **CFO-level role** at division level from 2000 to 2001.
- Held authority for evaluating and approving all VSOE; assisted to add complex, multi-element **revenue recognition review** procedures after implementing stabilizing measures.
- Conducted due diligence for 10 deals including 2 successfully closed, accretive transactions.

VP FINANCE & ADMINISTRATION / CONTROLLER

HBC Chemical, Los Angeles, CA, 1996-1998

Led transformational changes affecting revenue and margin growth, accelerating growth of small company to \$25M Fortune 1000 international manufacturing organization with operations across U.S. and global locales. Enabled rapid capacity growth through advanced manufacturing, LEAN, and costing techniques. Integrated strategic alliance with partner firm in India.

- Grew profits and **boosted revenue 150%** with addition of manufacturing cost models and LEAN (pull manufacturing) practices, establishing analyses that enabled profit-driven quoting decisions.

VP FINANCE & ADMINISTRATION / CONTROLLER, *Continued...*

- **Eliminated \$2M+ annual losses**, managing disposition of \$10M total non-profitable entities.
 - **Streamlined shop floor procedures**—reducing errors, improving information, and facilitating profit analyses—with deployment of custom production tracking solution utilizing LEAN.
 - Functioned as central point/key executive in defense of lawsuit with potential to liquidate the company.
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**MANAGER, BUSINESS DEVELOPMENT / CONTROLLER, NEW BUSINESS DEVELOPMENT
FINANCIAL INFORMATION TECHNOLOGY MANAGER / FINANCIAL ANALYST
ACX Technologies / Anheuser-Busch Company, Knoxville, TN, 1986-1996**

Recruited to lead improvements to technology utilization and establish key financial functions, with numerous promotions to reach management and Controller roles. Administered business development for portfolio company as financial executive.

- **As Controller**, established new Business Development team and held oversight of financial and administrative tasks for 15 portfolio companies.
- Managed portfolio firm acquisitions and divestitures.
- **Spearheaded data warehouse project** among the first nationwide, supplying business intelligence capabilities with current data allowing rapid sales, marketing strategy, inventory, and manufacturing changes.
- Served in pivotal executive role during ACX Technologies spinoff to new, publicly traded company.

Other Leadership Roles Include:

CFO, Folsom Construction

Increased revenue, standardizing business practices and adding revenue recognition/profit management processes for offices in 5 states. Cut costs/identified unrecognized revenue with accounting/purchasing solutions.

E D U C A T I O N

**MASTER OF BUSINESS ADMINISTRATION (MBA) – EXECUTIVE PROGRAM (Ranked in Top 5%)
University of California, Berkeley**

**BACHELOR OF BUSINESS ADMINISTRATION IN ACCOUNTING
University of Minnesota, Minneapolis**

CERTIFIED PUBLIC ACCOUNTANT (CPA)

P R O F E S S I O N A L A F F I L I A T I O N S

Member, Financial Executives Institute

Member, Privately Held Companies Round Table

Board Member, Area Boy Scouts of America Council

Board Member / Past President & Chairman, United Cerebral Palsy of California