



Allan L. Shaw

SUMMARY

Chief Financial Officer and board member with over 20 years of domestic and international financial oversight in diverse industries that include biotechnology, telecommunications and shipping. Deal oriented executive possessing significant capital markets and operational expertise with a view toward corporate governance, risk management and leadership. Change agent bearing a combination of both entrepreneurial and major corporate experience with CPA career foundation in Big Four public accounting.

SELECTED ACCOMPLISHMENTS

- **Defined strategy, corporate policy and promotion of sound corporate governance** for the third largest global biotechnology company with revenues in excess of \$2 billion and operations in over 40 countries;
- **Led worldwide financial activities of NYSE and SWX listed company;** global responsibilities included treasury, accounting/financial reporting, investor relations, tax, and information technology; supervised and developed staff of over 400;
- **Structured, directed, negotiated and closed over \$3 billion in public and private financings** as a CFO for several public companies. Capital transactions encompassed a broad universe that includes an IPO and secondary equity offerings, convertible securities, preferred stock, high yield notes, loan facilities and vendor leasing;
- **Identified, evaluated and executed strategic opportunities (that exceeded \$1.2 billion).** Led integration activities that generated \$50 million in annual savings from the rationalization of duplicative functions, expenses and capital investments;
- **Key member of management team responsible for growing revenue from \$20 million to \$750 million** in six years for NASDAQ listed international communications company. Provided strategic direction and leadership in a dynamic environment. Conceived corporate business infrastructure, created worldwide financial and accounting organizations, introduced sound policies and implemented information technologies;
- **Developed and communicated key corporate messages for publicly traded companies** on the NYSE, SWX and NASDAQ. Established sophisticated investor relations strategy to facilitate proactive planning, increase global visibility in shareholder base and monitor investor sentiment;
- **Drove significant shareholder value creation as an Independent Board Member** for NYSE listed shipping company. Realized a six-fold increase in market capitalization by reorganizing operations, spinning off a subsidiary and completing two acquisitions;
- **Built high performing teams to support growth and operational efficiency.** Created human resource plan that encompassed business challenges, organizational SWOTs and succession planning. Reorganized department and reduced expenditures by establishing new business processes such as supply chain, procurement and forecasting with redeployed personnel.



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PROFESSIONAL EXPERIENCE

Strategic Advisor, S. Goldman Advisors LLC, New York, New York: 2006-Present

- International financial advisory firm; specializes in crafting solutions to complex financial and strategic challenges.

Senior Managing Director, Shaw Strategic Capital LLC, New York, New York: 2005-Present

- Advisory firm focused on providing strategic financial counsel on a wide variety of issues such as general corporate finance, capital structuring, M&A and capital markets.

Chief Financial Officer, Serono S.A., Geneva, Switzerland: 2002-2004

- Third largest global biotechnology company (largest in Europe), NYSE and SWX listed company (acquired by Merck KGaA in 2007).

Chief Financial Officer, Viatel, Inc., New York, New York: 1994-2001

- NASDAQ listed international communications company.

Manger, Deloitte & Touche LLP, New York, New York and London, England: 1987-1994

- Leading international professional services firm in audit, tax, consulting and financial advisory services.

Staff Accountant, Apt, Kaplan, Cohen & Company, New York, New York: 1986-1987

- Peer review accredited public accounting firm.

EDUCATION/PROFESSIONAL AFFILIATIONS

B.S., State University of New York, College at Oswego, 1986

Major: Finance

Certified Public Accountant (CPA) – New York State, 1988

Executive Management Education, Northwestern University

National Association of Corporate Directors (NACD)

Financial Executives International (FEI)

BOARD AFFILIATIONS

Navios Maritime Holdings, Inc., Piraeus, Greece: 2005-Present

Independent Board Member; Audit Committee and Compensation Committee Chairman
NYSE listed company and a leading global brand in seaborne dry bulk shipping.

Edith & Carl Marks JCH of Bensonhurst, Brooklyn, New York: 2002-Present

Board of Director and Finance Committee Member

UJA-Federation affiliated non-profit organization.

Serono S.A., Geneva, Switzerland: 2002-2004

Executive Management Board Member

Viatel, Inc., New York, New York: 1996-2002

Board Member



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OTHER ACHIEVEMENTS/ACTIVITIES

Contributing editor to “*Manager’s Guide To The Sarbanes-Oxley Act: Improving Internal Controls To Prevent Fraud*”, and “*Sarbanes-Oxley and the Board of Directors: Techniques and Best Practices for Corporate Governance*” authored by Scott Green and published by John Wiley & Sons in 2004 and 2005, respectively.

REPRESENTATIVE FINANCING LIST

Equity Transactions

- \$104 million initial public offering of 8,667,000 shares of Viatel, Inc. *common stock*, completed 10/23/96.
- \$235 million secondary public offering of 5,750,000 shares of Viatel, Inc. *common stock*, completed 6/29/99.
- \$325 million private placement of Series B 7.50% cumulative *preferred stock and warrants*, completed 3/9/00.
- \$185 million private placement of 3,600,000 shares of 7.75% trust *convertible preferred securities*, completed 4/12/00.

Debt Transactions

- \$890 million private placement of *U.S dollar denominated units* consisting of either 12.50% senior discount U.S. dollar notes due 2008 or 11.25% senior U.S. dollar notes due 2008 and 10% Series A preferred stock; and *Deutsche Mark denominated units* consisting of either 12.40% senior discount notes due 2008 or 11.15% senior discount due 2008 and 10% convertible debenture due 2008, completed 4/8/98.
- \$350 million private placement of 11.50% senior *U.S. Dollar notes* (\$200 million) due 2009 and 11.50% *Euro notes* (€150,000 million) due 2009, completed 3/19/99.
- \$64 million private placement of 11.50% senior *U.S. Dollar notes* due 2009, completed 12/8/99.
- €300 million private placement of 12.75% senior *Euro notes* due 2008, completed 4/20/00.
- CHF 300 million LIBOR +0.5% *bilateral loan facility*, completed 4/23/03.
- CHF 600 million public offering of 0.5% *convertible bonds* due 2008, completed 11/17/03.

Vendor Financing Transactions

- \$150 million multi-currency *Nortel-vendor leasing facility* completed 10/00.
- \$100 million *Cisco- vendor leasing facility* completed 10/00.

Exchange Offerings

- Offer to exchange 12.50% senior discount notes due 2008 and 11.25% senior notes due 2008 (*U.S. Dollar denominated*) and 12.40% senior discount notes due 2008 and 11.15% senior notes due 2008 (*Deutsche Mark denominated*) which have been registered under the Securities Act for outstanding notes of each such series which were not registered under the Securities Act, consummated 9/30/98.



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- Offer to exchange 11.50% senior *U.S. Dollar notes* due 2009 and 11.50% senior *Euro notes* due 2009 which have been registered under the Securities Act for outstanding notes of each such series which were not registered under the Securities Act, consummated 8/30/99.
- Offer to exchange 11.50% senior *U.S. Dollar notes* due 2009 of Viatel for any and all outstanding 11% senior discount notes due 2008 of Destia Communications, Inc. and Solicitation of Consents to proposed amendments to the related Destia indenture, consummated 12/8/99.
- Offer to exchange 11.50% senior *U.S. Dollar notes* due 2009 which have been registered under the Securities Act for outstanding notes of each such series which were not registered under the Securities Act, consummated 2/2/00.
- Offer to exchange 12.75% senior *Euro notes* due 2008 which have been registered under the Securities Act for outstanding notes of each such series which were not registered under the Securities Act, consummated 10/20/00.