

Stephanie L. McGillivray, CFA

Background & Experience

- **President of Complexity Management, LLC**, an economic and business development consulting firm which helps countries, communities, and corporations develop better, grow much faster, create jobs, and improve the quality of life in the country/community using proven, successful corporate, financial, and valuation techniques and tools, 1999 - Present:
 - Launched SOAR Collaboration, LLC joint venture (as a Partner) to provide in-depth education and implementation consulting on economic development issues in Indian Country with a 30+ year veteran of Indian Country, business, and government consulting
 - Started SOAR Growth Capital, LLC joint venture (as a Partner) to manage equity funds and funding programs (first two funds currently in formation, a CDVC and a private equity fund) to provide equity to Native businesses
 - Completed innovative economic diversification program integrating community choice, global industry success in long-term value growth, and local economic conditions
 - Conducted due diligence on numerous deals for various Native American tribes, their development corporations, or their businesses. Included on-the-job training for staff with live cases to assist the tribe in creating a due diligence process for internal and external deal evaluation and structuring.
 - Completed research, roundtable discussion design, and reports on issues surrounding capital access in Indian Country – including economic development and infrastructure issues – for the CDFI Fund, part of the U.S. Department of Treasury
 - Principal expert, researcher, and author for CDFI Fund Native American Equity Investment Research and Roundtable project and report regarding increasing access to equity (stock) funding for businesses in Indian Country (tribes on reservations) – quantified Indian Country economy for the first time and found \$10 billion equity investment gap, along with suggestions for closing this gap
 - Contributed to multi-year CDFI Fund Native American Lending Study regarding barriers, strategies, and actions to improve access to lending/bank loans in Indian Country – report went to Congress and the White House, and a bill and specialized government program resulted.
 - Assisted tribes and intertribal regional group on structuring financing vehicles for funding tribal businesses and businesses of tribal entrepreneurs.
 - Assisted tribal business in structuring, writing business plan for, and obtaining funding offers for, an international hospitality and gaming joint venture in Central America.
 - Shepherded master licensing deal through to final BOD approval for tribal development corporation
 - Providing due diligence and structuring to a tribe investing in a health care venture capital deal, which would include moving the existing European-headquartered firm to the reservation
 - Assisted in the creation of integrating business strategies, crossover branding and market segmentation, key internal and external performance measures, value benchmarking, and tie-in to an award-winning quality program for all 7 business units of a tribal enterprise, including dealing productively with uncertainty using scenarios – tribal enterprise won two awards
 - Advised a tribal oil and gas company on achieving their strategic expansion and diversification goals, including entering the exploration & production segment via acquisition, pipeline planning, and evaluating and assisting with negotiations for numerous joint venture deals.
 - Determined resources necessary to allow tribal energy company to reach self-sufficiency and create a platform for growth
 - Created integrated tribal strategic plan for both government departments and enterprises, and set staging for developing a more robust planning process in future years.
 - Provided turnaround assistance to a tribe, including creating financial management and controls, and planning & budgeting, processes
 - Train and provide technical assistance with a learning component to tribal and tribal business officials and staff via seminars, conferences, e-video (coming soon), and on-location in the areas of economic development, especially in diversification; deal evaluation and structuring; joint venture structuring; strategic, business, and financial planning; separation of businesses from government; and accessing the financial market

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- Assisting tribes in formulating policies related to business including investment, separation of business from government, management interface between government-owned businesses and tribal government, and energy and health care sectors
- Created proprietary Global Value Database to identify the value-adding businesses of the future for development strategizing as well as improving operations and creating value – for target-setting and benchmarking – utilizes value measures from thousands of companies globally
- Addressed development programs for developing countries
 - Developed new development program jointly with consultant with 20 years experience in the United Nations Development Program (U.N.D.P.)
 - Presented new development program to donor countries/missions to U.N.
 - Discussed new development approach and tools with U.N. agencies, including U.N.D.P.
- Assist in creating new business and financial structures for social enterprise
- Apply financial and value tools to making a “hard” financial case for “soft” social issues, and catalyzing business/social purpose overlap for “multiple bottom line” gains

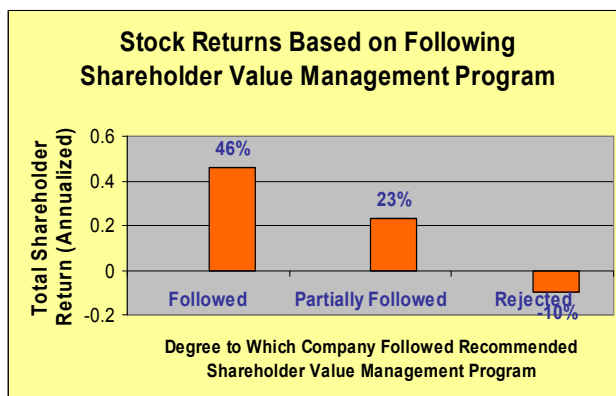
- **Director, Shareholder Value Management at PricewaterhouseCoopers L.L.P.**, in the Management Consulting (Manager) and Financial Advisory Services (Director) areas in New York, NY, 1997-1999:
 - Helped companies manage their strategies and daily operations better in order to make their performance and stock price go up, not downsizing or layoffs, but real business changes for the better.
 - Emphasis was on helping top management with selecting the right strategic direction for the company’s businesses to create value long-term, executing strategy well, coordinating management throughout the company, creating a detailed understanding of what parts of the business create or destroy value, finding the critical operational improvements which create value, helping management and employees see what they can do to add value, developing performance measures, and creating management and employee incentives. Also supported initiatives companies previously ignored like the importance of training, the environment, and worker safety.
 - Included help with shareholder value management, strategic planning, strategic performance measurement design, financial planning and operational budgeting, capital budgeting and allocation process with new project analysis techniques and template, quantifying value for risky decisions made under conditions of uncertainty including scenario planning, real options, and R&D pipeline; value drivers models with operational management detail, working capital management, matching value to the customer with shareholder value measurement, integrating value and risk management (for financial services companies), and value-based incentive compensation plan design.
 - Designed management processes such as strategic planning (future business direction and strategy), capital budgeting (investing for the future), performance measurement (tracking how business is doing), and incentive compensation (paying for performance).
 - Tied into and supported other key initiatives such as balanced scorecard, activity-based costing and management, enterprise reporting (ERP systems), data warehouse, business process reengineering, cost control, lean inventory, faster delivery, receivables management, and shared services.
 - Designed value-based portfolio company performance monitoring approach for venture capital and private equity funds.
 - Assisted several industry and product line groups, especially utilities, telecom, real options/corporate valuation, energy, manufacturing consulting, and banking.
 - Territory was Americas and worldwide.

- **Vice President, Stern Stewart & Co.**, the consulting firm that pioneered shareholder value management using economic value added (EVA[®]) implementation, 1994-1997:
 - Measured performance, refined or redirected strategy, optimized the capital expenditure investment decision process, measured value added and what drives it, created historical reporting and forward-looking interactive value drivers spreadsheet models, designed incentive compensation plans to pay management and employees part of the value created, and training for all.
 - Advised on special situations such as mergers & acquisitions, joint ventures, project finance, turnarounds, forming new business entities, and major new product launch.
 - Dynamic decision-making under conditions of uncertainty to optimize long-term risks and value

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- Demonstrated superiority of EVA vs. other value measures and approaches
- Head of energy and utilities practices – pioneered the specialized shareholder value approach for oil & gas exploration and utilities (advised only CA electric utility which did not suffer in the brownouts).
- Screened companies for investment by Stern Stewart private equity fund.
- **President, Veritas Valuation Specialists, Inc., 1987-1994:**
 - Started and ran her own business valuation company for numerous small companies in a variety of industries, telling company owners and employees how much their companies were worth, mostly for Employee Stock Ownership Plans in which employees own all or part of the business.
 - Other business valuation purposes included mergers & acquisitions, sale of the business, tax, intangible asset valuation, purchase price allocation, and eminent domain seizures.
- **Valuation Consultant, Houlihan, Lokey, Howard & Zukin, 1986-1987:**
 - Valued privately-held companies for nation's largest independent business valuation firm.
 - Screened companies for investment by HLHZ Capital division.
- **Associate, Greenwich Associates, 1983-1985:**
 - Provided research and consulting reports and services to institutional investors, especially pensions.
- **CFA Designation** (Chartered Financial Analyst) which Wall Street analysts and investors have, 1993.
- **MBA in Finance** from Columbia University, 1986.
 - Awarded Texaco Fellowship, 1985-6.
 - Part of team which launched biotechnology company funded by major venture capital firm.
 - Coordinated and ran international petroleum economists conference for assistant Dean.
- **B.A. in Economics and Geology** from Wellesley College, 1982.

Client Engagement Results



starting the 9-month program.

Actual corporate results from over 20 shareholder value management implementations done and more started, tracked for several years after implementation, demonstrate the power of the approach. These companies were all companies for whom I ran shareholder value management implementation programs, or ran a significant portion where there was a team approach.

Annual total shareholder returns (TSR) were noticeably better than market or industry peer group performance in those companies which followed the program, and those that refused to “hear the message” generally failed later to varying degrees.

The amount of stock return outperformance above comparable market returns was starkly better, given that the majority of these companies were laggards for some time before doing the program, and that this outperformance generally started within a year of