**F. MOORE WATKINS, JR. (MORY)**

3820 Benton Street, N.W.

Washington, DC 20007

(202) 997-0373

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**Executive Summary**

Senior corporate development executive with operating experience and a proven record of growing companies via M&A and strategic planning. Broad perspective and complementary work experience in private equity, investment banking, CFO/leadership, corporate lending, and entrepreneurship. Highly experienced in public, private, and private equity-backed company environments. World-class expertise in consolidations and industry aggregations.

**Representative Corporate Development Experience**

* Conceived and executed strategic plans, administered acquisition programs, and directed the development of new business opportunities for numerous companies ranging in size from small to Fortune 500. [Locus Asset Tracking/ABSI Corporation/L&L Energy/US Office Products]
* Designed, built, and maintained financial and projection models for numerous private and public companies. [Locus Asset Tracking/CrossHill/Sterling Capital/L&L Energy/US Office Products]
* Oversaw the financial and operational integrations of new acquisitions accounting for over $1 billion in value. [US Office Products/Sterling Capital]
* Negotiated and structured strategic alliances, joint ventures, and teaming agreements with major national firms. [Tatum/Locus Asset Tracking]
* Communicated acquisitions-related information and earnings guidance to investors, Wall Street analysts, and debt ratings agencies. [L&L Energy/US Office Products]

**Representative M&A Experience**

* Acquired more than 165 companies (accounting for $2 billion in revenues) in one of largest and fastest industry aggregations in United States business history. Helped to build a Fortune 500-listed company from scratch via acquisitions during three year period. [US Office Products]
* Sourced, modeled, negotiated, and structured over $100 million in education, beverage, and technology portfolio company investments on behalf of leading $4 billion private equity firm. [Sterling Capital]
* Raised over $50 million of equity capital and $200 million of debt capital for clients in telecommunication, foodservice, healthcare, IT, and consulting industries. [CrossHill]
* Represented seller in $200 million sale of largest regional milk and dairy operator. [CrossHill]
* Advised publicly-traded portfolio company on $15 million acquisition of for-profit education company. [Sterling Capital]

**Representative Leadership Experience**

* CFO of $40 million regional IT company. [ABSI Corporation]
* Interim Managing Partner of Mid-Atlantic Region for nation’s largest outsourced CFO firm (managed 40 CFOs and ran $8 million regional partnership). [Tatum]
* Founder and CFO of automated data capture IT company. [Locus Asset Tracking]
* CFO of growth-stage electronic exchange for trading mortgage loans [MAX]
* Interim CFO and senior consulting financial executive to numerous private and public portfolio companies owned by $4 billion private equity firm. [Sterling Capital]
* Director of Corporate Development for FORTUNE 500 public company. [US Office Products]
* Director of Corporate Development for NASDAQ Global Select public company. [L&L Energy]
* Frequent speaker/conference panelist/subject matter expert on private equity and CFO issues.

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# EXPERIENCE

2011 to Present **Mortgage Asset Exchange, Inc. (“MAX”)** Washington, DC

## Chief Financial Officer

CFO for growth stage electronic exchange that enables the trading of residential whole loan mortgages. Responsible for raising capital, refining the strategic plan, and implementing needed financial practices and procedures. Report directly to CEO.

• Negotiated terms for equity capital raise and analyzed resultant investor returns and dilution.

• Helped author business plan, fund raising materials, and all related analyses.

• Arrange and attend meetings with prospective investors, including leading private equity groups.

Spring/Summer **L&L Energy, Inc. (NASDAQ: LLEN)** Seattle, WA

## 2011 Director of Corporate Development -- Consultant

Director of Corporate Development for $220 million publicly traded coal company pursuing aggressive mine rollup/aggregation strategy in Southwestern China. Acting senior financial executive. Responsible for raising capital, developing strategic model and plan, and overseeing acquisition program. Reported directly to CEO.

• Negotiated, analyzed accretion impact, and advised Board of Directors regarding equity capital raise.

• Prepared fund raising materials, including requisite investor presentations and analyses.

• Created from scratch comprehensive financial model used for planned $200 million financing.

• Authored large portions of LLEN’s FY2011 form 10-K filing, including the MD&A.

• Presented company financial overview and capitalization plan at LLEN investor conference.

2009-2010 **ABSI CORPORATION** Rockville, MD

## Chief Financial Officer

CFO for $40 million IT firm serving both government and private sector clients. Responsible for developing long and short term strategic plans, implementing “next-level” financial practices and procedures, overseeing acquisition program, and raising private equity. Reported directly to CEO.

• Identified weaknesses in cash cycle and enacted strict daily cash budgeting/forecasting disciplines.

• Reconfigured cost pools to align organizational structure and address bidding competitiveness.

• Established formalized budgeting process, including related goals, metrics, and operating procedures.

• Directed acquisition program, including all aspects of acquisition valuation, modeling, structuring, negotiating, due diligence, and financing.

• Awarded highest possible employee performance evaluation; given $50,000 raise at one year hiring anniversary.

2006-2009 **TATUM LLC** Washington, DC

## Director for Private Equity Groups

Managed private equity channel for Tatum LLC, the nation’s leading provider of interim CFOs. Responsible for all aspects of $80 million business supplying CFOs and senior interim financial executives to private equity groups.

• Placed interim CFOs into the investment portfolio companies of private equity groups.

• Actively managed and maintained relationships with 250 of USA’s top private equity groups.

• Private equity and CFO subject matter expert; frequent speaker and panelist at industry events.

## Chief Financial Officer/Managing Partner, Mid-Atlantic Region

Client-facing CFO and Interim Managing Partner for Tatum. Responsible for all aspects of $8 million regional practice and business of supplying senior interim financial executives to businesses.

• Managed and oversaw the engagements and work product of 40 Tatum CFO partners.

• Sourced, negotiated, and placed CFOs, CROs, Controllers, and CIOs into client companies.

• Promoted to firm leadership position from client-facing CFO position.

2001-2006 **LOCUS ASSET TRACKING CORPORATION** Washington, DC

## President/Chief Financial Officer

Founder of Locus Asset Tracking Corporation, an automated data capture and physical asset management technology company. Responsible for taking Locus from conception stage to multi-million dollar concern.

• Grew business from zero into multi-million dollar enterprise.

• Structured strategic alliances, teaming agreements, and GSA (government) participation with major national architectural, corporate relocation, and property management firms.

• Key customers included the Virginia National Guard Bureau, US Bureau of Reclamation, and Wilmer, Cutler & Pickering.

1998-2001 **CROSSHILL FINANCIAL GROUP, INC.** Washington, DC

## Investment Banker

Investment Banking Officer for CrossHill, a NASD-affiliated boutique investment bank. Responsible for private placements of equity/debt and mergers and acquisitions advisory in multiple industries. Functionally accountable for all aspects of transactions, including originating, modeling, analyzing, valuing, structuring, marketing, negotiating, due diligence, and closing elements.

• Responsible for over $55 million in equity fund raising activities for clients in telecommunication, foodservice, healthcare, multi-media, and consulting industries.

• Represented seller in $200 million sale of largest regional dairy operator.

• Member, Board of Directors; Chairman, Audit Committee, for Core Communications Corporation.

1996-1998 **US OFFICE PRODUCTS (NASDAQ: OFIS – Member, FORTUNE 500)** Washington, DC

## Director of Corporate Development

Corporate Development Officer for $3 billion public roll-up/consolidation of contract stationery industry. Helped devise and execute all aspects of strategic plan. Duties included implementing corporate acquisition program, overseeing competitive positioning, and managing the integrations of acquired companies.

• Acquired over 165 companies, accounting for $2 billion of OFIS’s revenues.

• Maintained all acquisition budgets and statistics; managed effect of acquisitions on publicly reported financial results.

• Coordinated all post-closing deal matters, including pricing, earn out, audit, and reconciliation issues.

• Communicated acquisitions-related information and earnings guidance to Wall Street analysts and debt ratings agencies.

1992-1996 **STERLING CAPITAL, LTD.** Chicago, IL/Baltimore, MD

## Vice President

Investment Officer for $4 billion Baltimore-based private equity firm that acquires controlling interests in middle-market companies. Duties included analyzing new investments and administering existing portfolio companies.

• Led new beverage, education, and technology portfolio company investments on behalf of firm.

• Provided CFO, strategic planning, and senior consulting executive services to Sterling’s three public and ten private portfolio companies.

• Authored business plans and created/maintained financial models for Sterling portfolio companies.

• Participated in portfolio company executive and board of directors meetings.

1988-1992 ***Loan Officer,*** **NCNB CORPORATION** and **THE CHASE MANHATTAN CORPORATION**

**EDUCATION**

1992-1994 **J.L. KELLOGG GRADUATE SCHOOL OF MANAGEMENT,**

**NORTHWESTERN UNIVERSITY** (MBA; Dean’s List/Honor Roll)Evanston, IL

1984-1988 **WASHINGTON AND LEE UNIVERSITY** (Bachelor of Arts; Dean’s List) Lexington, VA

1987 **UNIVERSITY OF PARIS-SORBONNE** (Premier Degré)Paris, France

**OTHER** Fluent in French. Member of The Maryland Club. Graduate of The Hotchkiss School, Lakeville, CT.