

Christian Johnson, Privatization, Finance, & Strategy Expert

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McLean, VA 22101
cjohnson@mba1993.hbs.edu
+1 (702) 862-6511

Key Qualifications:

Mr. Johnson is a finance, restructuring & strategy consultant that has extensive experience and success with delivering large, small, long-term, and short-term advisory projects in more than two dozen countries. Harvard MBA. Key pillars of experience include:

- Privatization, Restructuring & Mergers & Acquisitions
- Financial Market Development
- Corporate Governance
- Economic Development
- Investment Management & Capital Investment
- Capacity building, University, and Executive Training
- State Owned Enterprise (SOE) development and reform
- SOE performance management
- Corporate Social Responsibility & Sustainability

Partial Doner Client List:

- U.S. Agency for International Development, (USAID)
- Asian Development Bank, (ADB)
- World Bank
- Australian Agency for International Development, (AusAID)

Country Experience (26): Australia, Butan, Bosnia-Herzegovina, Bulgaria, China, Egypt, France, Ghana, Japan, Kazakhstan, Kyrgyzstan, Lebanon, Mozambique, Mozambique, Pakistan, Philippines, Romania, Russia, Seychelles, Spain, Thailand, Turkmenistan, Ukraine, USA, Uzbekistan, Vietnam

Language Skills: English (fluent), Spanish (conversational), Russian (basic)

Education

M.B.A., Harvard University, Boston, MA, 1993

M.S. Electric Power Engineering, George Washington University, Washington, DC, 1991

M.S. Nuclear Engineering, USDOE Bettis Atomic Power Laboratory, Pittsburgh, PA, 1989

B.S. Electric Power Engineering, Rensselaer Polytechnic Institute, Troy, NY, 1986

Holder, Chartered Mutual Fund Counselor (CMFC) & Chartered Fund Specialist (CFS) Designation

Membership in Professional Societies:

President, Rensselaer Polytechnic Institute (RPI) Alumni Chapter of Washington, DC & Baltimore

Board Member, Rensselaer Polytechnic Institute Advisory Board for the China-RPI MBA Program

Board Member, Rensselaer Polytechnic Institute International Advisory Board.

Member of the New York Society of Security Analysts (NYSSA).

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26 Countries

Australia, Butan, Bosnia-Herzegovina, Bulgaria, China, Egypt
 France, Ghana, Japan, Kazakhstan, Kyrgyzstan, Lebanon, Mozambique
 Mozambique, Pakistan, Philippines, Romania, Russia, Seychelles
 Spain, Thailand, Turkmenistan, Ukraine, USA, Uzbekistan, Vietnam

- 40 Ukraine - USAID - Corporate Governance & Energy Privatization of SOEs
- 39 Pakistan - USAID - SME Exchange launch & growth at PSX
- 38 Ghana - USAID - SME Exchange launch at Pakistan Stock Exchange (PSX)
- 37 Vietnam - ADB - Monitoring & Evaluation of ADB Vietnam 3 year Performance
- 36 CMLV Mekong Delta - ADB - SME Access to Finance in 4 countries
- 35 Cairo, Egypt - AusAid - Tenmeyah Microfinance Improvement
- 34 Beijing, China - ADB - Corporate Governance & Corporate Social Responsibility
- 33 Bangkok, Thailand - Private Sector - President SouthEast Asia
- 32 Maputo, Mozambique - World Bank - Improving Portfolio Management of SOEs
- 31 Beirut, Lebanon -USAID - Lebanon Microfinance Support
- 30 Seychelles - World Bank - Performance Monitoring & Strategic Planning of SOE's
- 29 Thimphu, Bhutan - World Bank - Performance Measurement of SOE's

- 28 US & China - Head, Greater China Development - Caesars Entertainment
- 27 Las Vegas, NV - Private Sector - Caesars Entertainment Deputy CFO

- 26 **Ashgabat, Turkmenistan - USAID - Financial Market Development**
- 25 **Almaty, Kazakstan - EU - GNPf Pension Fund Advisor**
- 24 **Cairo, Egypt - USAID - Ministry of Finance SOEs**
- 23 **Cairo, Egypt - USAID - Balanced Scorecard @ Egyptian IRS Project**
- 22 **Almaty & Astana, Kazakhstan - USAID - Country Competitiveness Strategy**
- 21 **Cairo, Egypt - USAID - EOID Case Study Trainer & Writer**
- 20 **Bishkek, Kyrgyzstan - World Bank - KAFC Privatization**
- 19 **Tokyo, Japan - SOE Reform & Restructuring Training for ADB member-countries**
- 18 **Hanoi & HCMC, Vietnam - ADB - SOE Reform, Listing, & Corporatization**
- 17 **Vietnam - MTDf Asset Management Company (AMC) Development**
- 16 **Tashkent, Uzbekistan - ADB - Corp. Governance & Enterprise Restructuring**
- 15 **Beijing, PRC - ADB - SOE Corporate Governance & Financial Performance**

- 14 Manila, Philippines - USAID/NRECA - REFC Financing & Growth Project
- 13 Bosnia-Herzegovina - USAID - Corporate Governance and Capital Markets
- 12 USA - iXL Internet Consulting - Director, Financial Services Strategy Group
- 11 Bishkek, Kyrgyzstan - USAID/IBTCI - Bank Consolidation & Monetary Restructuring
- 10 Bishkek, Kyrgyzstan - USAID - Capital Market & Investment Fund Development
- 9 Russia - USAID/Pragma - Capital Market & Investment Fund Reform
- 8 Sofia, Bulgaria - USAID - Capital Markets Development
- 7 Bucharest, Romania - USAID - Capital Market Development
- 6 Global - Training at Major Universities & Governments
- 5 Peoples Republic of China (PRC) - The Nimrod Group of Companies
- 4 Philippines & NYC, USA - Philippine Index Fund Launch
- 3 USA - UBS Securities - Assistant Wall Street Equity Analyst
- 2 Olongapo, Philippines - Subic Bay Freeport
- 1 Project Manager, USA, US Navy Nuclear Propulsion Program (Electricity & Utilities)

Deloitte

	Sector Expertise or Service Area									Year (s)
	Economics & Financial Markets	Corporate Governance	Capacity Building, Training, Education	SME Development	State Owned Enterprises	Privatization	Microfinance	Public-Private Partnerships	Sustainability & CSR	
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								<input checked="" type="checkbox"/>		1986-1991

CHRISTIAN C. JOHNSON

Employment Overview:

Emerging Markets Finance, 1997–2003; 2013- Present

Caesars Entertainment, Vice President, Corporate Finance, 2008 - 2013

Deloitte Consulting, Team Leader, Emerging Markets Division, 2003 – 2008

Emerging Markets Finance, 1997–2003; 2013- Present

Professional Experience (Most recent first):

40. USAID Ukraine Privatization & Corporate Governance of SOEs, 2017.

As part of Deloitte Consulting's USAID SPIGOT (Supporting Privatization, Investment, Governance, & Transparency Project), advised the State Property Fund of Ukraine (SPFU) to redefine its overall strategy, operations, efficiency and effectiveness. Key areas of focus and improvement are privatization of SOEs, liquidation of SOEs, and long-term management of strategic state owned enterprises.

39. USAID Pakistan Stock Exchange launch of a Small-Cap Stock Exchange, 2016.

(www.psx.com.pk)

Assisted Ghana Alternative Market (GAX) with creating a growth-orientated marketing plan. The plan was based on market analysis of the sources of uses of capital Stock Exchange & Securities Commission with the introduction and growth of Ghana's first SME stock exchange. Assessed & refined strategy; analyze competitiveness, provide targeted assistance with marketing, outreach, operational improvements. Advised regulators on investment fund supervision, inspections, and regulatory improvements.

38. USAID Ghana Stock Exchange & Ghana Alternative Market (GAX) Strategic Growth Project, 2015. (www.gse.com.gh)

Assisted Ghana Alternative Market (GAX) with creating a growth-orientated marketing plan. The plan was based on market analysis of the sources of uses of capital Stock Exchange & Securities Commission with the introduction and growth of Ghana's first SME stock exchange. Assessed & refined strategy; analyze competitiveness, provide targeted assistance with marketing, outreach, operational improvements. Advised regulators on investment fund supervision, inspections, and regulatory improvements.

37. Private Sector Development Specialist, ADB Staff Consultant, "Viet Nam Country Partnership Strategy Final Review Validation," Hanoi, Vietnam, 2015.

As an ADB Staff Consultant, conducted a review of ADB's Country Partnership Strategy analyzing a portfolio of \$565m of loans and supporting TAs from 2011-2015. ADB loans and supporting TAs drove improvements in four sub-sectors: SOE reform, SME development, project preparation & start up support, and PPPs.

36. ADB Access to Finance Advisor (Cambodia, Malaysia, Laos, & Vietnam), 2015

Conducted an overview, analysis, and study of the sources and uses of capital for SMEs and MSMEs in four countries: Cambodia, Malaysia, Laos & Vietnam. Summarized major challenges facing SMEs and the structure of government and donor development strategies.

35. Team Leader, ADB-funded “Improving SOE Corporate Governance, Compliance Management & Corporate Social Responsibility Project,” Beijing, PRC, 2014-2015.

Team Leader in China providing analysis of and recommendations to improve the corporate governance, compliance management, and corporate social responsibility of China's largest State Owned Enterprises (SOEs), mostly governed by SASAC. Lead author of a 120-page report

34. PRESIDENT, CACHET HOTEL GROUP (CHG) THAILAND, Cachet Hotel Group, 2013 – 2014. (www.cachethotelgroup.com)

Leader of Cachet Hotel Group's expansion into Thailand and is based in Bangkok. Cachet Hotel Group (CHG) is a Hong Kong-based hotel management company. Successfully expanded the organization into Thailand, creating \$25m in value by negotiating multiple hotel management contracts and partnerships, raising operating capital, attracting and hiring staff, and implementing compliance, risk and financial reporting systems.

33. Senior World Bank Advisor, Strategy & Business Development for IGEPE (Mozambique's Government Ownership Entity of SOEs), Maputo, Mozambique, 2013.

Senior Expert to the State Owned Enterprise Department (IGEPE - www.igepe.org.mz) within the Mozambique Ministry of Finance. Engaged to craft a business plan based on sound, state-of-the-art, and best-practice methodology and frameworks for SOE governance. The objective of the assignment is to improve the efficiency, governance, and profitability of IGEPE-controlled SOEs with a view towards sustainability and increasing dividend yields.

32. Microfinance Advisor, USAID-funded “Improving Tenmeyah Microfinance Services Project,” 33 Cairo, Egypt, 2012.

Analyzed the Egyptian microfinance market and strategic positioning of Tenmeyah. After a comprehensive review of the market, interviews with top Tenmeyah leaders, and analysis of the legal framework of the microfinance industry, recommended improvements in management, marketing, product launch and development, and client services.

31. Senior Advisor, USAID-funded “Lebanon Investment in Microfinance Program,” (Emerging Markets Finance), Beirut, Lebanon, 2014.

Senior Advisor contracted to design and create a structural framework for a \$1.25m Guarantee Fund to drive growth in the microfinance sector, stimulate liquidity in the microfinance domain, and to improve the viability and sustainability of microfinance organizations.

30. Senior Advisor, World Bank-funded “Performance Measurement of Bank of Bhutan,” Bhutan, 2012.

Senior Advisor and Trainer to the government ownership entity, Druk Holdings & Investments, and to Bank of Bhutan. Based on the Bhutanese banking requirements and international benchmarks, designed a State-owned Bank performance scorecard along with explanations, definitions, & examples. Trained executive staff and Board of Directors.

Direct report to President of Caesars Global Living (CGL). Responsible for non-gaming hotel development in China and neighboring countries as well as building relationships, negotiating partnerships, and interfacing with state-owned enterprises, private equity investors, financiers, real estate developers and joint venture partners. Also, driver of strategy, finance and planning for CGL within the Greater China region.

29. Senior Advisor, World Bank-funded “Performance Monitoring of SOE’s,” Republic of Seychelles, 2011.

Senior Advisor and Trainer to the Boards of Director’s (BODs) of large, strategic SOEs and the Ministry of Finance. Educated and trained 60 individuals in both the Ministry of Finance and 12 public enterprises in performance management and balanced scorecard design and implementation. Provide comments, input, and advice to the Ministry of Finance on the current version of “Guidelines on developing a Statement of Corporate Intent.” In collaboration with SOE CEO’s and Senior Management, developed high-level illustrative Balanced Scorecards for 12 public entities.

28. CFO, Caesars Global Living, Caesars Entertainment, 2011-2012

Direct report to President of Caesars Global Living (CGL). Responsible for non-gaming hotel development in China and neighboring countries as well as building relationships, negotiating partnerships, and interfacing with state-owned enterprises, private equity investors, financiers, real estate developers and joint venture partners. Also, driver of strategy, finance and planning for CGL within the Greater China region.

27. VICE PRESIDENT, CORPORATE FINANCE, Caesars Entertainment, 2008- 2011

Direct report to CFO. Responsible for \$2+ billion of capital investments over 4+ years across 52 casinos and hotels in 6 countries. Financial leader responsible for improving the organization's income statement, cash flow statement, and balance sheet.

- Directed Caesars Energy/Environmental Group, which implements and measures the effectiveness of Caesars Corporate Social Responsibility (CSR) initiatives. Under Mr. Johnson's leadership, Caesars invested more than \$30M in energy efficiency improvements across the enterprise. Also, established processes and measures that support Caesar's corporate commitment to achieve a 10% absolute reduction in greenhouse gas emissions for our U.S. properties by 2013.
- Prioritized, managed, and improved the effectiveness of Caesars \$1B+ capital budget, including all growth and maintenance projects. . Improved ROI from growth capital investments by 5% since 2008, improving cash flow by more than \$50m per year.
- Managed and improved the annual and monthly capital planning process and implementation. Improved capital project analysis, prioritization, and post-project reviews and diagnostics. Projects included new casinos, joint ventures, license deals, restaurant deals, room and suite remodels, new hotel tower expansions, and technology/slot investments.
- Active member of Caesars Entertainment’s 3-person 401(k) Investment Committee. This Committee is responsible for establishing a formal process to manage investment strategies; initiating investment decisions, analyzing and monitoring investment related expenses, establishing due diligence procedures for selecting and monitoring investments, and ensuring diversity of Plan investments.
- Ensured consistent analysis of growth projects across the enterprise, calculates the firm’s cost of capital and hurdle rates, and prioritizes the firm’s major capital expenditures. Formed and recommended capital plans to the Board of Directors to ensure effective use of capital across the business.

15-26 – These projects were implemented while employed by BearingPoint/Deloitte Consulting from 2003-2008.

26. Financial Markets Advisor, USAID-funded “Economic Policy Reform Project in Central Asian Republics” Project,” Ashgabat, Turkmenistan, 2008.

Advised senior members of the Government’s Institute of Strategic Planning in private sector development and financial market development. A series of 9 lectures were developed and delivered: (1) Economic Overview of Turkmenistan, (2) PSD via Public-Private Dialogue and Partnerships, (3) Using the Balanced Scorecard to drive improvement, (4) Measuring Private Sector Development: Business & Global Competitiveness Indexes. (5) SOE Privatization & Financial Market Development, (6) Corporate Governance, A global Perspective, (7) Coordinated Financial Market Development, (8) The Iraqi Stock Exchange - Case Study in Financial Market Development, and (9) MicroFinance Development.

25. Strategic Planning & Privatization Advisor, EBRD “Pre-Privatization Institution Building Project for GNPf Pension Fund,” Almaty, Kazakhstan, 2007.

Strategic planning and privatization advisor to GNPf Pension Fund CEO. Focus and deliverables included analyzing, assessing, and recommending improvements to GNPf’s marketing and sales strategy, investment management process and procedures, and strategic planning. GNPf is Kazakhstan’s first pension fund, holds the largest number of pension accounts, and was being prepared for a strategic privatization.

24. Monitoring Public Ownership Advisor, USAID-funded “Technical Assistance for Policy Reform II”, 2007/8.

Designed and implemented a three-phase project to analyze and recommend improvements to Egyptian Government ownership of 133 public enterprises and holding companies. Project activities included: (1) reviewing State Owned Enterprise (SOE) ownership function and monitoring practices in other countries, (2) designing an initial performance monitoring system for these 133 enterprises, (3) training and capacity building with the Egyptian Government on performance measurement and monitoring, (4) reviewing existing Egyptian public enterprise reporting processes, (5) formulating recommendations for creating more reliable and timely data collection that would support the PMS designed by this project, and (6) outlining options for introducing an improved and more effective public enterprise monitoring in Egypt along with an action plan for implementation. With overall technical responsibility for the project and its deliverables, lead the design, delivery, oversight of consultants, staffing, and budgeting.

23. Senior Advisor, USAID-Funded “Develop a Balanced Scorecard for the Egyptian Tax Authority,” Cairo, Egypt, 2006-8.

Lead adviser to the Chairman, Egyptian Tax Authority (ETA, the Egyptian IRS). In collaboration with ETA leadership, developed and delivered an initial diagnostic, balanced scorecard strategy map, key performance indicators, training, and implementation. Based on international best practice, identified strategic themes, objectives, measures, and strategy map.

22. Economic Reform Advisor, USAID “Economic Policy Reform Project in Central Asian Republics” Project,” Almaty & Astana, Kazakhstan, 2007.

Advised the Ministry of Economy and Budget Planning (MEBP) and the Ministry of Finance on multiple projects and issues, including: development of a new Law on “State Assets Management,” The State Program “30 Corporate Leaders of Kazakhstan,” and “State Strategy for Achieving

Competitiveness and Export Capacity in Kazakhstan.” Also advised, trained and mentored MEBP on performance monitoring, performance measurement, and recommended steps for improving MEBP’s monitoring and measurement methodology.

21. Team Leader, USAID-Funded “Corporate Governance & Case Study Trainer,” Cairo, Egypt, 2007.

Mentored Egyptian Institute of Directors (EIoD) leaders with writing, teaching, and analyzing Egyptian case studies in the area of corporate governance. Based on the theory, practice, and art of case study instruction, trained dozens of corporate directors in the areas of corporate governance, transparency, and enterprise management.

20. Team Leader, FIRST Initiative-funded “Privatization of the Kyrgyzstan Agricultural Finance Corporation (KAFC)” Project, Bishkek, Kyrgyzstan, 2006-2007.

Senior Privatization Advisor and Valuation Expert leading the four phase privatization of Kyrgyzstan’s largest microfinance organization and 2nd largest bank in terms of assets. Project included a privatization feasibility analysis, valuation, privatization strategy and action plan, and a tender process. KAFC was later transformed into Aiyl Bank.

18. SOE Reform & Restructuring Expert, Tokyo, Japan, 2006.

Featured speaker at an Asian Development Bank (ADB) regional Asia conference held in Tokyo, Japan that highlighted practical strategies for improving the corporate governance and performance of public sector enterprises to government representatives of 17 ADB-member countries. Partnering with the ADB, managed the writing, editing, and publication of the book Balanced Scorecard for SOEs: Driving Performance & Corporate Governance. In Vietnam, assisted the ADB with defining appropriate technical and loan assistance to stimulate and accelerate SOE reform.

18. Team Leader, ADB-funded “Enterprise Corporatization & Corporate Governance” Project, (BearingPoint), Hanoi & HCMC, Vietnam, 2005-6.

Assessed current state of SOE Reform in Vietnam for ADB and identified high-impact areas that will accelerate SOE reform, equitization, stock exchange listings and corporate governance improvements. Based on this assessment, recommended to the ADB specific programs that align with the ADB’s reform objectives. Options included assisting General Corporations (the largest SOEs), State-Owned Commercial Banks, Asset Management Companies, and State Capital Investment Corporation (SCIC).

17. Team Leader, MTFD-funded “Asset Management Company Development Project” Project, Hanoi, HCMC, & Danang, Vietnam, 2006.

Designed, developed, and delivered a training program for 85 members of Vietnam’s state-owned Debt and Assets Trading Company (DATC). Training programs were given in 3 different Vietnamese cities and included 13 modules including five modules on purchasing, processing and assessing Non-performing loans (NPLs). Other modules included project finance, enterprise restructuring, workflow processes for an Asset Management Companies. Project included mentoring of 3 other consultants on the project team.

16. Enterprise Restructuring Specialist, Team Leader, ADB-funded “Corporate Governance & Enterprise Restructuring” Project, (Deloitte), Tashkent, Uzbekistan, 2003-06.

Served as Team Leader (ADB COP equivalent) and led a \$1.5 million engagement advising and assisting the Government of Uzbekistan (GOU) with improving enterprise restructuring &

insolvency. Assisted the GOU to improve monitoring, oversight, and analysis of the country's SOEs. Directed and managed assessments and restructuring of 6 industrial SOEs.

15. Team Leader, ADB-funded “Corporate Governance & Improving Financial Performance of SOEs” Project, (Deloitte), Beijing, PRC, 2003-06.

Served as Team Leader (ADB COP equivalent) and led a \$1m engagement to advise and assist the Government of the PRC with designing and implementing an enterprise performance measurement system (based on the balanced scorecard methodology) for the country's 189 largest industrial enterprises that employ more than 9 million workers and generate revenues in excess of US\$484 billion. This system newly enabled the Chinese Government to create an overarching strategy for these 189 conglomerates and to communicate that strategy to SOE managers in the form of specific business goals. Also, designed and delivered China's first “Corporate Governance Rating System” (CGRI) for the Government of the PRC to measure corporate governance practices, policies, and compliance in the area of corporate governance. As Team Leader, created and executed an international training program in Australia for 20 members of the Chinese Government that included enterprise performance, corporate governance, and regulatory components. Awarded two Innovation Awards and recognized by the ADB and Chinese Government as an exemplary technical assistance project. Based in Beijing, responsible for managing a staff of 8 international and domestic consultants.

1 to 15– Economic Development & Employment History 1997-2003

14. CFO, “Rural Electric Financing Corporation,” Manila, Philippines, 2003.

CFO and chief strategist for Rural Electric Financing Corporation (REFC). REFC possesses an 11-person Board of Directors and operates as an independent financing company for electric cooperatives. As CFO, Mr. Johnson designed and created a financing and business plan for the organization that included detailed projections, staffing, and market growth assessments. Mr. Johnson also represented the firm in negotiations with interested investors, including the IFC, ADB, and commercial banks.

13. Deputy Director, USAID-funded “Corporate Governance and Business Investment Project,” Bosnia-Herzegovina. (PwC) 2000/1.

- Served as Deputy Chief of Party for a \$6.5 million project advising and assisting the Government of Bosnia-Herzegovina with the final stages of privatization and final stages of developing a capital market.
- Senior USAID advisor in the Republica Srpska, managing an office of 11 professionals in Banja Luka, Bosnia-Herzegovina. Provided input and advice driving the privatization of 2,000+ state-owned enterprises (SOEs) in Bosnia with combined book values of more than US\$7 billion. Expedited privatization in the country as a member of a 10 person “International Advisory Group for Privatization (IAGP)” that advised the Office of the High Representative for Refugees (OHR), the civilian authority given penultimate power in Bosnia as a result of the Dayton Accords.
- Provided regular advice and strategic direction on capital market development to the country's Securities and Exchange Commissions, Privatization Directorates, Investment Funds, and Broker Dealers on multiple topics in support of the launch of Bosnia's Stock Exchanges. Created and delivered training programs to more than 150 government regulators and private

sector participants. These efforts resulted in the successful launch of the Sarajevo Stock Exchange and Banja Luka Stock Exchange.

12 Director, Financial Services Strategy Group, iXL Enterprises, United States, 2000.

- Directed the Financial Services Consulting practice of iXL, a 2,000-person technology-consulting firm. Responsible for managing and mentoring consultants as the leader of iXL's New York Financial Services Strategy Group.
- Sold and supervised more than \$4 million of financial services engagements for iXL to Fortune Global 500 clients in the United States and Europe. Example projects include strategically deploying a major German Bank's online private-client-service website, directing the redesign and improvement of a major technology manufacturer's website, and assessing the global online opportunities for an international Bank's Depository Receipt (ADR, GDR, EDR) Group.

11. Banking Reform Consultant & Trainer, USAID-funded "NIS Monetary Restructuring Project," (IBTCI), 1999.

In Kyrgyzstan, advised the Boards of Director's of Kryrgyzstan's Central Bank and commercial banks on capital formation, consolidation, mergers and acquisitions, strategic planning, as well as financial statement preparation and analysis. Created and delivered seminars on mergers & acquisitions (M&A) in emerging markets to the Chief Executive Officers and Chief Financial Officers of Kyrgyzstan's major commercial banks as well as Central Bank executives. Seminars included "How to value a Bank in an Emerging Market," and "Step-by-Step process of merging banks in Central Asia."

10. Capital Markets Consultant, USAID-funded "Capital Markets Development Project", (Pragma), Kyrgyzstan, 1998/9.

- Advised the Chairman and staff of the Kyrgyz National Securities Commission (USA's SEC equivalent) on stock market operations, regulation, inspections, compliance audits, and fiduciary oversight responsibilities. Drafted investment fund legislation and assisted the NSC with the consolidation of voucher-investment Funds into publicly traded, closed-end investment funds.
- Served as the subject-matter-expert and advisor to the 16 privatization investment funds (PIFs) on all matters regarding investment fund operation, regulation, valuation, and shareholder relations. Also, served as an advisor to the President and staff of the Kyrgyz Stock Exchange. Partially as a result of these efforts, the Kyrgyz Stock Exchange increased listed companies on the KSE by 30% and trading on the KSE by 200% in 1998.

9. Capital Market Trainer, USAID-funded "Russia Capital Market Reform Program," (Intrados Group), Russia, 1997.

In Russia, developed, created, and taught seminars on voucher-investment funds, financial analysis, attracting foreign investment, and disclosure responsibilities for managers and government regulators. Led a team of 5 consultants & trained more than 75 Presidents and executives of more than 30 investment funds in all aspects of investment fund management. Seminar topics included portfolio management, fund operation, industry growth, fund compliance and regulation, valuation methodology, and shareholder relations.

8. Capital Markets Consultant & Trainer, USAID-funded “Bulgaria Capital Markets Development Project,” (CARANA/EMF), Bulgaria, 1997.

In Bulgaria, trained members of Bulgaria’s SEC, Stock Exchange, and private sector investment funds and broker dealers. Mr. Johnson created and delivered courses on raising capital in Bulgaria via both equity and debt.

7. Capital Market Trainer, USAID-funded “Romanian Capital Market Development Program,” (Booz Allen Hamilton/EMF), Romania, 1997.

In Romania, trained members of Romania’s SEC, Stock Exchanges, and private sector investment funds and broker dealers. Created and delivered courses on investment fund management, regulation, compliance, valuation methodology, and shareholder relations. Seminars were taped for use in the future to train professionals in the capital market industry. Also advised capital markets participants, investors, and regulators on the transformation of privatization investment funds (PIFs) into liquid closed-end investment funds. Also, designed and delivered PIF seminars to individual investors in Romania.

6. Adjunct Professor of Business Administration and Finance, Major Universities in the United States and Europe, 1995-2003.

- Adjunct professor at more than a dozen universities around the world, including New York University, George Washington University, Northeastern University, and the International Graduate School of Management (Paris, France). Taught graduate-level finance and management courses include 3 entrepreneurship and SME management courses; 8 valuation, finance, and M&A courses; 2 corporate governance courses; 4 investment fund courses; and 1 international business course.
- Created and delivered an investment fund manager training program for 24 privatization investment fund (PIF) managers in the USA for USAID & New York Institute of Finance. Taught courses in investment fund operations, investment fund fundamentals, and investment fund management as Head of New York Institute of Finance’s Investment Fund Department. Course summaries and content are available upon request.

5. Senior Business Analyst, Mergers & Acquisitions, The Nimrod Group, United States & China, 1995-7.

Performed on-site business and financial analysis of 10 privatizations and acquisitions in mainland China. This work included formulating discounted-cash-flow (DCF) valuations, conducting strategic and financial analysis, and recommending appropriate actions to Nimrod’s CEO. Prepared and implemented a business plan for introducing the company’s cashmere products into the United States. Also created a strategic plan for expanding the operations and revenues of Nimrod’s 4 formerly Chinese state-owned breweries.

4. Partner, Philippine Index Fund, New York and Philippines, 1994.

Researched, analyzed, and directed the launch of a Philippine, closed-end, country index fund to track an International Finance Corporation (IFC) Global Index. Negotiated use of IFC Indices with IFC Emerging Market managers, prepared a detailed business plan that showed actively-managed closed-end country funds under perform their corresponding country’s indices by an average of 5% per year.

3. Assistant Equity Analyst, UBS Securities, United States, 1993 – 1994.

Analyzed and tracked over 40 publicly-traded health care organizations. Major projects included relevant stock recommendations and analysis contained in (1) an in-depth analysis of the Clinton Health Care Plan and its impact on the health care industry; (2) an 84 page pharmaceutical industry report with DCF valuations of 12 major pharmaceutical companies, and (3) an industry review of the Health Maintenance Organization (HMO) industry.

2. Vice President, Tiangha Associates, Philippines, 1992-3.

Led a team advising and guiding the Philippine Government on the privatization of the Subic Bay Freeport (formerly the US Navy's Subic Bay Naval Base). With a focus on strategic use of the assets of the former US Naval Base, recommended a strategic plan for attracting specific industries that would highly value Subic's location, infrastructure, and workforce. Notably, team assisted with attracting FEDEX as a strategic investor at Subic.

1. Lieutenant, US Navy, Naval Nuclear Propulsion Program, Naval Reactors/NAVSEA 08

Lieutenant Johnson analyzed emergency-power system failures and problems in the Navy's 178 nuclear propulsion plants, and he identified improvements based on this analysis and study. Lieutenant Johnson implemented an \$8 million upgrade program resulting in a program-wide 2% increase in reliability of the program's emergency-power system. Lieutenant Johnson also successfully managed installation of a \$2 million emergency-power system for a power plant in Charleston, SC. The electric power plant provided 7 days of power following the Hurricane Hugo. Finally, Lieutenant Johnson managed the development of a new-design, turbine-exhaust expansion joint for a new-design power plant in SSN 21.

Publications/Presentations

Improving Corporate Social Responsibility, Corporate Governance, & Compliance Management of Chinese State- Owned Enterprises (SOEs), Johnson & Dr. Li Weian, (120 pages)

Balanced Scorecard for SOEs: Driving Enterprise Performance & Corporate Governance. Asian Development Bank Publications, December 2007.

Improving SOE Enterprise Performance & Corporate Governance: Practical Experience from the Front Lines. Keynote speaker at an ADB Institute Conference in Tokyo, where he presented his research on improved SOE performance to the government leaders of 17 Asian nations, September 2006.

Creating greater accessibility to African capital markets for portfolio investors: developments and recommendations, Presentation at United Nations Headquarters (New York), African Capital Markets Development Forum April, 2003

Recommendations on Increasing Capital Flows to Africa, Presidential Commission on Capital Flows to Africa, Washington, DC, April 2003

Bank Mergers & Acquisitions in Emerging Markets (English & Russian), IBTCI, Bishkek, Kyrgyzstan, 1999.

Financial Markets and Equity Valuations (English & Russian), Intradis Group, Moscow, Russia, 1996.

Mergers & Acquisitions (English & Romanian), Booz Allen Hamilton, Bucharest, Romania, 1996.

Closed End Mutual Funds (English & Romanian), Booz Allen Hamilton, Bucharest, Romania, 1996.

Financial Statement Analysis, New York Institute of Finance, New York, 1995.

Mutual Fund Operations, New York Institute of Finance, New York, 1994