

NORMAN L. DAVIS
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CLAYTON, MO 63105
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SUMMARY

Senior executive with highly successful leadership, administration, personell development, Supply Chain, Total Quality Management and Business Redesign experience in sourcing energy, chemicals, containers, mechanical supplies, labor, capital equipment, and asset leverage/capital project development experience. Outstanding record in contract negotiations, systems design, cost reduction initiatives, risk management, and staff development. A decisive, results oriented, creative individual with broad multi-industry contacts, international experience, superior management, strategic planning, team building skills, and thorough knowledge of competitive markets, and federal and state regulatory processes.

PROFESSIONAL EXPERIENCE

INTERNATIONAL PAPER COMPANY- Memphis, TN **1997-July 2009 (Retired)**
Director, Global Energy Sourcing: Responsible for sourcing all energy commodities, personell development, implementation of asset leverage initiatives (*e.g.* cogeneration project development) oil & gas leasing and mineral resources for all 25 primary mills, 300+ plant facilities and all businesses across the global corporation as well as a diverse staff of fifteen. Cost responsibility exceeded \$1.5 billion per year in energy commodities and approximately \$500 million in asset leverage project development. Annual cost reduction and EBIT results exceed \$30 million with an operating budget of \$3 million annually.

INDEPENDENT CONSULTING-Former Soviet Union **1996-1997**
Sub-Contractor: Hagler Bailly Consultants/USAID. Analysis of Ukrainian and Armenian electric utility industry. Developed recommendations for future efforts for the U. S. Agency for International Development's long term support of Ukraine and Armenia entries to free market enterprise. Work was done in-residence in the the former Soviet Union.

FLORIDA POWER CORPORATION-St. Petersburg, FL **1993-1995**
Director, Fuels Supply: Directed procurement of the lowest cost fuels, material handling logistics, inventories, generation and system planning support, budgeting, forecasting, environmental and financial partnering, negotiating and managing supply contracts, coordinating quality management initiatives, interfacing with Public Service Commission and FERC, developing new and creative business opportunities, providing leadership in strategic planning, seeking and implementing the use of unconventional fuels, and developing a diverse staff of eight. Cost responsibility exceeded \$450M per year.

MONSANTO COMPANY-St. Louis, MO **1967-1993**
1981-1993: Manager, Energy Responsible for developing strategic planning and energy procurement requirements, providing price and supply forecasts, long range plans, industry

briefing papers, guidance on state and federal government regulations, negotiating and administering domestic and international supply contracts, "end-user" gas transportation initiatives. Cost responsibility exceeded \$300M per year. Pioneered the use of "end-user" gas transportation initiatives, initiated four by-pass projects, initiated oil and gas arbitrage protocols, implemented use of tire derived fuels in coal boilers and established multiple supplier leverage initiatives. Cost improvement accomplishments totaled \$150M. Improved business development and strategic planning process significantly by providing vision for company while initiating the use of risk management, writing and publishing policy, leadership of boiler conversion project (coal to gas), and establishing intra-company Energy Council.

1979-1981: Manager, Procurement Data Base Project: Responsible for system design, installation, training, pilot operations, and project start up. Implemented company wide on-line data base network of procurement and related logistical functions. Provided platform for integrated systems with estimated benefits of \$10M per year.

1977-1979: Regional Purchasing Manager: Responsible for negotiation and administration of over 300 contracts covering mechanical supply, labor, fabricator and capital equipment for six plants.

1967-1977: Purchasing Agent, Supervisor, Senior Buyer, Buyer, Lab Technician: Held various positions ranging from lab analyst, entry level Buyer to department head. Responsibilities included procurement of chemical raw materials, containers, mechanical supplies, labor, capital equipment and staff administration.

AFFILIATIONS

Leukemia Society of America - National Board Trustee
Leukemia Society of America - Committee Chair, Gateway Chapter
St. Louis Senior Olympics - Committee Chair and Event Director
Ronald McDonald House of St. Louis - Director and Vice President
Junior Achievement/Project Business - Instructor
National Children's Cancer Society - Vice President
Natural Gas Association of Houston and New Orleans
Chemical Manufacturers Association - Energy Committee and Natural Gas Task Force
National Petroleum Refiners Association - Technical Liaison Committee
Southeast Electric Generation Natural Gas Task Force - Co-Chair
Gas Industry Standards Board (GISB) – Director
ELCON, AF&PA Energy Committee, Industrial Energy Consumers of America

EDUCATION

M. B. A., Lindenwood College, St. Charles, Missouri -- 1991
B. S., Washington University, St. Louis, Missouri -- 1969