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CHIEF EXECUTIVE OFFICER

Multinational Fortune 500 Companies • Public & Private Global Enterprises

Accomplished executive with a flawless record of improving profits, building brands, and creating shareholder value:

- **Vyva:** Transformation to #1 market share, highest profitability and equity valuation in its marketplace, and largest US-owned brand portfolio.
- **Sands, Inc.:** Reversal of 4-year slide to 114% increase in stock value.
- **Frye Company:** Best sales and profit in company history.
- **Capital Foods:** First sales growth and earnings increase in 3 years.
- **Dynagoods:** Increase in sales and profits 3X, stock price from \$8 to \$85.

- Value Creation
- Brand & Portfolio Building
- High-Growth Phase Management
- Turnarounds: Financial & Operational Restructuring
- Mergers & Acquisitions

EXPERIENCE AND ACCOMPLISHMENTS

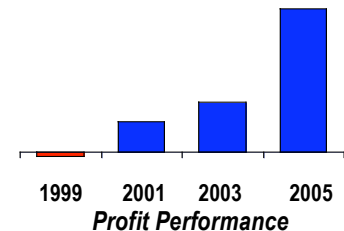
Vyva International

\$300M multi-brand, multi-channel, global optical and jewelry company

CHAIRMAN, PRESIDENT, AND CEO

Oakland, CA, 1999–Present

Built the largest, most profitable company in its marketplace. Transformed unprofitable, illiquid, debt-defaulted company into a thriving corporation with world-recognized brands and the highest equity valuation of all companies in its sector. Developed an exceptional management team and a company-wide culture of performance excellence.



Brand Building

- Created the largest US-owned optical brand portfolio by focusing growth strategy on high-value brands, divesting non-core businesses, and driving strategic acquisitions.
- Developed VyView to the top-selling sunglass brand, recognized among Top 100 Best Known Brands and Top 10 Accessories Brands by *Women's Wear Daily*.
- Achieved #1 market position for multiple product lines:
 - Sunglasses—improved from #3 to #1 with a 32% share.
 - Reading glasses—dominated the market with 47% share, #1 and #2 brands (VyVision and CoolVu).
- Licensed Levi's, Body Glove, Champion, other high-value brands to position Vyva for sustainable growth.
- Revitalized the "Vyva Viewers" advertising campaign, ranked in Top 100 Advertising Campaigns by *Advertising Age*. Brought on new celebrity endorsers Shania Twain and Nick Lachey.

Strategic Growth

- Successfully entered new markets (prescription frames, premium sunglasses) and built to 5% of sales by year 2.
- Turned around international division from earnings loss to the most profitable business in the company. Increased sales 15% and profits 33% annually and earned the leading market share in key countries.
- Transformed jewelry business from revenue and profit declines to double-digit revenue growth and profitability.
- Successfully acquired and integrated 2 companies, including 4 brands, in one year.

Financial and Operational Improvements

- Built the strongest capital structure in the industry. Completed all acquisitions without equity infusion.
- Built award-winning supply chain system, achieving 98% order accuracy and 99% on-time performance.

Sands, Inc.

\$600M Fortune 500 multi-brand company (NYSE)

Chicago, IL, 1996–1999

EXECUTIVE VICE PRESIDENT

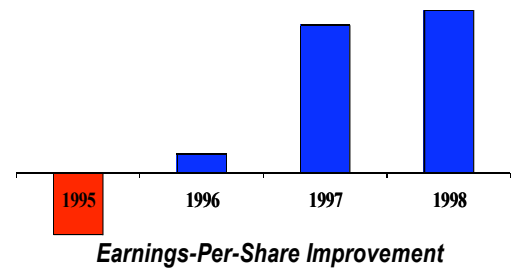
Brought on board to drive across-the-board performance improvements following 16 straight quarters of declining sales and profits. Provided vision and leadership to develop and execute successful turnaround and growth strategy.

Growth & Profit Performance

- Doubled stock value from \$7 to \$15 per share.
- Increased sales and profits each quarter in 4 straight years.

Strategic Brand Building

- Defined core expertise as footwear brand management and increased brand portfolio from 3 to 7 brands; added powerful marketing value by licensing such brands as Tommy Hilfiger and Levi's.
- Restored vibrancy and vitality to 3 legacy brands. Improved products, revamped advertising, raised prices, and drove up profits.



Frye Company

\$125M footwear and apparel manufacturer (OTC)

Los Angeles, CA, 1995–1996

CHIEF OPERATING OFFICER (1995–1996)

MEMBER, BOARD OF DIRECTORS (1994–1996)

Recruited from Board for interim leadership role, achieved highest sales and profit in company history. Streamlined operations, improved profitability, and implemented operational systems and computer-based supply/demand matching that delivered the right products to the right places on time.

- Cut product costs 40% by increasing overseas production.
- Predicted and counteracted retail downturn—prevented losses by canceling 20% of factory orders, reducing expenses 12%, and eliminating \$3M in excess inventory.

Capital Foods

\$2B multinational consumer products and retail company (NYSE)

Los Angeles, CA, 1994–1995

CHIEF FINANCIAL OFFICER AND EXECUTIVE VICE PRESIDENT

Accepted 1-year restructuring challenge from a Wall Street pioneer and exceeded all expectations in positioning company for successful sale. Achieved first earnings increase in 3 years. Resolved liquidity crisis by jump-starting sales, eliminating shipping backlog, and reducing expenses.

Dynagoods, Inc.

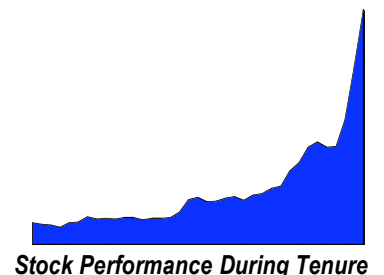
\$500M footwear and apparel wholesale and retail company

Atlanta, GA, 1990–1994

SENIOR VICE PRESIDENT

Planned and executed brand and operating strategy that resulted in Dynagoods' highest growth years. Repositioned brand to premium channels and price points. Built company-owned retail store chain. Initiated apparel business and positioned the brand overseas.

- Increased stock price from \$8 to \$85 by growing sales and profits 3X.
- Fourth best-performing stock on NYSE; recognized as most successful financial turnaround by Wall Street.
- Improved ROE from 9.8% to 21.5%.



Experience Prior to 1990

- Southern Department Stores, Inc.: Vice President and Treasurer
- Adair, Inc.: Chief Financial Officer / General Manager, Altamare Division
- Sanfils, Inc.: Vice President and Treasurer / President, San Enterprises, Inc. (division)
- GM Finance Corporation: General Manager
- General Motors: Financial Analyst

EDUCATION AND HONORS

MBA, Graduate School of Business, Stanford University, Stanford, CA

BA Economics, Emory University, Atlanta, GA

PROFESSIONAL DISTINCTIONS

Board of Directors, Adair, Inc.

Author, *Financial Strategies for Privately Held Companies* (Jossey-Bass, 1995)

MILITARY SERVICE

Naval Submarine Officer