

W. Douglas Blackburn, Jr.

2849 Oak Point Lane
Richmond, Virginia 23233
(804) 527-1015
blackacrellc@yahoo.com

PUBLIC AND PRIVATE BOARDS OF DIRECTORS

- **Alpha Natural Resources (ANR)**
 - Chairman, Compensation Committee
- **EnvirogenX**
 - Board Member
- **James River Coal Company (JRCC)**
 - Member, Audit Committee
- **Asia American Coal Company (PRC)**
 - CEO and Board Member
- **Carbones de la Guajira (VZ)**
 - Board Member
- **Numerous Zeigler Coal Holding Company Subsidiaries (ZCHC)**
 - President and Board Member
- **Numerous A.T. Massey Subsidiaries (MEE)**
 - President and Board Member
- **WV School of Mines Board of Advisors**
 - Board Member
- **University of Charleston Board of Trustees**
 - Board Member

PROFESSIONAL EXPERIENCE

INDEPENDENT EXPERT US ENERGY INDUSTRY BANKRUPTCY REORGANIZATIONS

- **SELECTED** as the Independent Expert to the Unsecured Creditors in the Patriot Coal; Alpha Natural Resources; Arch Coal; Peabody Coal; West Moreland Coal and Mission Coal Bankruptcy Reorganizations. These major restructurings involved \$30 Billion of debts to Senior Lenders and Unsecured Creditors.
- **FOCUSED** on finding value for his clients in Unencumbered Assets, Analysis of Debtor Business Plans and Valuation of Corporate businesses.
- **PROVIDED** Expert Opinions and Testimony in US Bankruptcy Courts in support of client motions
- **ADVISED** Bankruptcy Counsel, Investment Banks and Financial Advisors.

ENERGY INDUSTRY CONSULTANT

- **PROVIDED** strategy, litigation support and general management to a varied client base.
- **SELECTIVE CLIENTS:** AEP, AES, AEI, Reliant Energy, Midwest Energy Development Company, Lehman Energy Fund, Standard Bank - South Africa, West LB - Germany, and Power4Georgians LLC, Goldman Sachs, General Dynamics and Public Service of Indiana (The two largest Fuel Supply Agreement Litigations in US history).

- **HIGHLIGHTED POSITIONS**

- **Midwest Energy Development Company, Project Manager**

- Acquired 1.0 billion tons of medium-sulfur coal in Southern Illinois. Developed strategic plan for corporation. Developed mine plan and led feasibility study.

- **Asian American Coal, Inc., President and Chief Executive Officer**

- Developed strategic plan for energy development in China. Selected projects with high value added potential. Developed friends and family investor program. Set terms and conditions for joint venture agreements. Acquired five billion tons of super compliance coal reserves. Acquired 24 TCF of coalbed methane reserves. Acquired \$2B contract backlog. Led \$63mm IFC financing for first joint venture. Led \$75mm Rothschild private equity offering.

CHIEF OPERATING OFFICER, ZEIGLER COAL HOLDING COMPANY

- **RESPONSIBILITIES INCLUDED** profit and loss for \$700 million per year coal company with over 2,000 salaried and hourly employees (reporting directly and indirectly). IPO team member 1995. \$800mm offering. Participated in \$750mm revolver financing.
- **HIGHLIGHTED ACHIEVEMENTS**
 - **RATIONALIZED** 13 mining complexes, reduced head count by 60% and improved cash flow by 51%.
 - **DIRECT REPORTS INCLUDED:** President of Triton Coal Company (18 Mtpy), President of Bluegrass Coal Development Company (10 Mtpy), President of Mountaineer Coal Development Corporation (8 Mtpy) and Vice President of Operations Support.
 - **INITIATED** the Individual Safety Responsibility (ISR) Safety Program and cut lost time accidents by 50%. Initiated and sponsored seven Systems Improvement Groups: Coal Processing, Environmental, Maintenance, Safety, Supply Chain Management, Surface and Underground, which focus on cost savings, revenue generation and productivity improvement throughout the entire coal business segment resulting in a cost reduction of \$10 million per year.
 - **INSTITUTED** a five-year management-training program in conjunction with a Succession Planning effort.

SENIOR VICE PRESIDENT OF OPERATIONS, MAPCO COAL, INC.

- **PROFIT AND LOSS RESPONSIBILITY** for \$450 million per year coal company, with over 1,500 salaried and hourly employees (reporting directly and indirectly).
- **DIRECT REPORTS INCLUDED:** Vice President of Central Region (5.7 Mtpy), Vice President of Eastern Kentucky Region (4 Mtpy), Vice President of Maryland Region (2.7 Mtpy) and Vice President of Virginia Region (2.5 Mtpy).
- **OTHER RESPONSIBILITIES INCLUDED:** Human Resources and Government/Public Relations.

VARIOUS EXECUTIVE LEVEL POSITIONS, A.T. MASSEY COAL COMPANY, INC.,

- **HEAD, MERGERS & ACQUISITIONS GROUP.**
 - **COMPLETED** final negotiations for acquisition requiring authorization of approximately \$135 million;
 - **COMPLETED** review of major American coal company as possible acquisition and prepared valuation for submission to final bid for an expanding company (project required authorization for expenditures in excess of \$200 million).

- **PRESIDENT, THE ELK RUN GROUP**
 - **FORMED** The Elk Run Group combining five independent coal companies.
 - **ACQUIRED** Peerless Eagle Coal Company and brought the company from a loss of \$5 million (1983) to a profit of \$500,000; increased coal production by 60%, while reducing staff by 70%; increased sales from \$40 million to \$100 million; turned a profit from a loss of \$1 million to a gain of \$8.5 million;
 - **OBTAINED** a \$1.3 million judgment against United Mine Workers of America for damages caused by a secondary boycott, and initiated long-term strategic planning.
 - **FOUNDED** Elk Run Coal Company and arranged for all financing, facilities, design, planning, construction, hiring and sub-contracting.
 - **SUCCESSFULLY** met legal challenges by the United Mine Workers of America, thereby maintaining union-free status.
 - **INCREASED** revenue from \$0 to \$40 million and turned a profit from loss of \$.5 million to a gain of \$4 million.
- **VICE PRESIDENT, PEERLESS EAGLE COAL COMPANY**
 - **RESPONSIBLE** for engineering and resource acquisition; initiation of long-range strategic planning; and, establishment and implementation of the mine's Health and Safety Program.

EDUCATION

- Harvard University, Doctor of Jurisprudence
- West Virginia College of Graduate Studies, Master of Business Administration
- West Virginia University, Bachelor of Science: Engineer of Mines

PROFESSIONAL HONORS

- West Virginia University - WVU School of Mines Distinguished Engineer of Mines.
- College of Engineering and Mineral Resources Board of Supervisors
- Society of Mining Engineers, AIME - Outstanding Mining Engineer of the Year

PROFESSIONAL ASSOCIATION

- West Virginia Coal Mining Institute, Past President
- American Institute of Mining Engineers