

ALFORD C. SINCLAIR

**THE CAPITAL COMPANIES
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Educational Information

- Graduate of Wake Forest College, BS (cum laude), 1952
- Master's Degree (Education Administration) from University of North Carolina, 1955
- Graduate of Stonier Graduate School of Banking, Rutgers University, 1966. Thesis was titled Residential Construction Loans

Career Information

- 1956 - Joined Security National Bank of Greensboro, N.C., predecessor of NCNB, (now Bank of America) as trainee. Spent twelve years moving up through NCNB'S ranks in bank operations, retail banking supervision, and commercial and real estate lending and loan management. Last position was as Vice President and Senior Loan and Credit Officer, NCNB, Winston-Salem.
- 1968 - Joined Union Bank and Trust Company, Montgomery, Alabama, as Senior Vice President in charge of lending, credit and branch offices.
- 1973 - Joined Nashville City Bank and Trust Company, Nashville, Tennessee, as President. This \$125 million bank, with ten banking offices, was in serious difficulty because of multi-million dollar losses resulting from problem loans. The bank became profitable by the time I had been president for a year, and went on to become one of the most profitable banks in the country in terms of return on assets and return on equity.

- 1976 - Left Nashville City Bank and Trust to become President and Chief Executive Officer of Atlantic National Bank of Jacksonville, Florida, a considerably larger bank which had significant loan problems and organizational problems. When Atlantic became Florida's first statewide bank in 1980, I served as President of the Northeast Region. Atlantic merged with First Union Corporation in late 1985. I served as Group Executive Vice President of First Union National Bank of Florida until 1987, and as Executive Consultant until 1988, at which time I left First Union to start my own businesses.
- 1988 - Formed Capital Enhancement Corporation, which engages in banking-related consulting services, including litigation consulting, and Capital Real Estate Corporation, which engages in real estate brokerage and business brokerage. I am a licensed real estate broker and a licensed mortgage broker. I am also a director of First Guaranty Bank and Trust Company of Jacksonville, and have served as that bank's director of business development under a consulting contract.

As a banking litigation consultant since 1989, I have had opportunities to work with a number of financial institutions, including some of the nation's largest banks and insurance companies. I have also offered expert testimony on behalf of a number of clients who were suing or being sued by financial institutions. References are available from attorneys in well-known law firms in several states.

Professional Association Activities and Honors

- A number of articles published in industry journals such as Robert Morris Associates Journal of Commercial Bank Lending; Warren Gorham & Lamont's Bankers Desk Reference; RMA's Classics in Commercial Lending; The Southern Banker; and Midwestern Banker. Twice honored by Robert Morris Associates as "Author of the Year"; excerpts from writings reprinted in Wall Street Journal and The American Banker. Writings have been on a variety of banking subjects, such as loan workouts, loan quality control, asset management, and branch banking.
- Have led workshops, served on seminar panels all over the United States, and lectured at the Graduate School of Banking of the South and other banking schools.

Professional Memberships and Designations

- **Registered Mortgage Broker in State of Florida**
- **Licensed Real Estate Broker in State of Florida**
- **Member, Florida Association of Realtors and National Association of Realtors**

Civic Activities

- **Have served in various leadership roles in Jaycees, Chamber of Commerce, United Way, YMCA, Red Cross, American Cancer Society, Jacksonville Symphony Association, University of North Florida Foundation, Jacksonville Public Libraries Foundation, Duval County Research and Development Authority, City of Jacksonville Water and Sewer Expansion Authority, and a number of other organizations.**

Seminar Presentations, Lectures and Speeches

- **National Association of Home Builders, National Convention, Chicago, 1964; made seminar presentation on land development loans**
- **Robert Morris Associates Southeastern Credit Conference, Atlanta, 1975**
- **American Bankers Association Credit Conferences,**
 - **New York City, 1975**
 - **Atlanta, 1976**
 - **Phoenix, 1979**
- **Nebraska Bankers Association Credit Symposium, Lincoln, 1976**
- **American Bankers Association School of Lending, University of Oklahoma, Norman, 1975**
- **Robert Morris Associates Louisiana Chapter - West, Baton Rouge, 1976**
- **Robert Morris Associates Indiana Chapter, Muncie, 1976**
- **American Bankers Association Graduate School of Lending, University of Oklahoma, Norman, 1976**
- **Robert Morris Associates Loan Management Seminars, Indiana University, Bloomington, and Ohio State University, Columbus; spoke at six seminars during period 1976-1981**
- **Robert Morris Associates Loan Quality Control Workshops**
 - **Atlanta, 1977**
 - **New York City, 1977**
 - **St. Louis, 1977**
 - **Philadelphia, 1977**
 - **San Francisco, 1977**
 - **Dallas, 1978**
 - **Kansas City, 1979**
 - **San Juan, Puerto Rico, 1979**

- Washington, D. C., 1979
- Seattle, 1979
- National Bankers Association Annual Conference, New Orleans, 1979
- Robert Morris Associates Atlanta Chapter, 1980
- Robert Morris Associates Tennessee Chapter, 1980
- Robert Morris Associates Columbus, GA., Chapter, 1980
- Robert Morris Associates CEO Congress on Loan Management, Boca Raton, 1981
- Florida School of Banking, Tampa, 1982
- Tennessee Bankers Association 1982 Credit Conference, Nashville, 1982
- Alabama Bankers Association Credit Conference, Montgomery, 1982
- Florida Bankers Association Excellence in Commercial Lending Workshop, Tampa, 1982
- Robert Morris Associates Mississippi Chapter Fall Kick-Off, Jackson, 1983
- Graduate School of Banking of the South, Louisiana State University, Baton Rouge
 - Served on Curriculum Committee, 1982-1984
 - Served as Course Coordinator and Teacher, 1986-1988
- Florida Bankers Association Credit School, Tampa, 1986
- Robert Morris Associates Southeastern Chapter Credit Policy Forum, Marco Island, Florida, 1987
- Southeastern John Deere Dealers Conference on Cash Flow, Charleston, South Carolina, 1988
- Indiana Bankers Association Credit Conference, Indianapolis, 1989

Published Articles

- "Problem Loans At the Eyeball-to-Eyeball Level", The Journal of Commercial Bank Lending, RMA, June 1975. (Won "Author of the Year" Award from RMA for this article); excerpts published in Wall Street Journal and American Banker.
- "Problem Loans - Revisited", The Journal of Commercial Bank Lending, July 1980. Reprinted by RMA in 1981 in a compendium entitled Classics in Commercial Bank Lending.
- "Are Your Lending Policies Right for a Recession?", The Southern Banker, July 1980.
- "Lending in a Recession", The Journal of Commercial Bank Lending, RMA, November 1980.
- "Monitoring Your Loan Portfolio", The Journal of Commercial Bank Lending, Robert Morris Associates, October 1981. Won award as best article of 1981.

Reprinted by RMA in 1988 in compendium entitled, Classics in Commercial Lending, Volume II.

- "Loan Officer Training And Review In A Branching Environment", Florida Banker, July 1982.
- "Training, Loan Review and Successful Lending in Bank Branches", The Journal of Commercial Bank Lending, RMA, November 1982.
- "Loan Quality at Every Step", The Journal of Commercial Bank Lending, RMA, July 1983.
- "Spilled Milk...Less Pain in an Early Charge-Off", The Journal of Commercial Bank Lending, RMA, May 1987; reprinted by RMA in special collection of Spilled Milk articles.
- "A Primer On Buying Commercial Loans", The Journal of Commercial Bank Lending, RMA, July 1988. (This article also published as a chapter in The Commercial Loan Resale Market, Probus Publishing Company, 1991.)
- "A Loan Sales Primer", Asset Sales Report, American Bankers Association, August 1988.
- "Commercial Loan Securitization: Opportunities and Obstacles", Commercial Lending Review, Summer 1988
- "Tying Compensation to Loan Quality", Commercial Lending Newsletter, Robert Morris Associates, October 1989.
- A series of ten articles on financial matters for the monthly magazine of the Duval County (Florida) Medical Association, 1990 and 1991.
- "Remove the Temptation to Embezzle", Jacksonville Business Journal, July 2, 1993.