

XXXXXXXXXXXXXXXX

NON EXECUTIVE DIRECTOR

CEO with an International strategic outlook across Asia and Europe, including India and China. Excellent relationship management and influencing skills across key stakeholders in emerging Regulatory environment.

Recognised as a business leader and effective communicator who is able to enrol colleagues and diverse teams to develop, create a vision and deliver the business plan. Significantly impacted xxxxxxxx UK and International profile and profitable revenue streams.

Successful track record of diversifying distribution significantly and radically changing the product mix to deliver revenue and profit flow. Expertise and experience of influencing international independent distributors.

Significant experience of establishing and influencing JVs in India and China, and extensive experience of being a NED on Indian and China boards.

Experience of sitting on Investment Fund boards.

BUSINESS STRATEGY

- ▣ Developed and successfully implemented business plan for new Investment Company over initial reservations by Main Board Directors
- ▣ Developed and set up new investment businesses in Hong Kong and India
- ▣ Changed the culture of the business to be more commercial and customer focussed
- ▣ Established Indian JVs which is now the No1 private life and asset management company in India
- ▣
- ▣

COMMERCIAL ACCUMEN

- ▣ Built a UK offshore business in Dublin from scratch to 12% market share in 4 years
- ▣ Built HK from scratch to be the No1 IFA investment company in 3 years
- ▣ Obtained buy-in from partners and the regulator for a turn round for China
- ▣ Turned round German, Austrian and Irish businesses, employing approximately 900 staff, during economic downturn
- ▣ Direct budget responsibility for £155m and a commission budget of £300m
- ▣ Year on Year met or exceeded targets from 2004, over 150% of target before moving on to International
- ▣ Reduced the UK sales force from just over 3,000 to under 1,000 staff over 2 years while doubling sales

RELATIONSHIP AND STAKEHOLDER MANAGEMENT

- ▣ Developed key relationships internally at XXXXXXXXXXXXXXXX and externally in the market place.
- ▣ Strong intermediary relationships within the UK

CAREER PROFILE

XXXXXXXXXXXXXXXXXXXX

1982- present

CEO, International

2007 – present

XXXXXXXXXXXXXXXXXXXX is a leading provider of long term savings and investments to around 6 million customers worldwide.

Member of the Group Executive with overall responsibility for the non UK businesses in China, India, HK, Germany, Austria, Singapore. Middle East and Ireland.

FRED JONES

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BOARD DIRECTOR with an exemplary record having served in the banking industry for over 30 years.

Held senior leadership roles in two of Europe's largest banking groups. Extensive experience, specialising in Banking and Risk Management. Latterly, recognised as an expert in Cyber Security, in particular understanding of the threat environment and mitigating strategies open to large corporate businesses.

Developed and established significant Stakeholder relationships with Regulators in UK, France and Italy.

Proven track record in building motivated, driven and committed teams who are fully engaged, aligned with the drive to be the best risk division in the world.

BUSINESS TRANSFORMATION

- Successfully managed the turnaround of XXXX XXXX post acquisition of XXXX in 2009, from loss making to £Xbn profits and £Xbn dividends in 20XX. Full exit of the XXXX XXXXX completed in 20XX following their bailout and XX% participation in the Group at point of acquisition.
- Created the XXXX XXXX Committee to meet regularly to address conflicts and blockers across the whole organisation during the second phase of the Group's strategy, which completed the digitisation of XX main customer journeys to achieve $\frac{2}{3}$ of the Group sales through digital channels.
- Centralised/restructured the investment of the group, by customer journeys, with dynamic prioritisations aligned to the Bank of the Future strategy.

STRATEGIC DEVELOPMENT

- Contributed to the overall strategy of XXXX XXXX Group through the definition of the Risk Appetite aligned with the Group strategy.
- Created overall strategy with the 'risk in defence approach' ('attacking defense') and developed the nine behaviours required for the function to be successful.
- Set up the governance structure/mechanisms to unlock/bust the blockers to the strategy and determine the right pace of change in the group.

MERGERS, ACQUISITIONS, DIVESTMENTS

- Managed turnaround of XXXXX XXXXX from loss making to c£Xbn profits in 20XX, post its acquisition by XXXXX.
- Post-acquisition of XXXXX and XXXXX and XXXXX and XXXXX, created XXXXX, achieving £X.XXbn profits in 201XX Led the due diligence of the acquisitions and integrated risk appetite and risk management of the acquired companies.

RISK MANAGEMENT/CYBER SECURITY

- Successfully lead regional banking businesses in XXXXX,
- Defined the risk appetite of the group for Cyber risks in 20XX, through a benchmark exercise, that has positioned the Group at the top of the industry in Cyber risk.
- Led in the industry the management of Operational Resilience risks in 20XX, through the implementation of a '5 pillars' framework followed by other institutions.
- Member of the XXXX XXXXX XXXX group for Cyber risks. XX

STAKEHOLDER MANAGEMENT

- Developed excellent working relationships with Regulators and monetary authorities, particularly in the UK, through proactive engagement and by steering the strategic alignment of the group.
- Designed the Conduct Strategy of the Group in 20XX, which aligned the Best Bank for Customers strategy of the Group with the new conduct regulatory agenda.
- Appointed as a member of the XXXXX Panel of the XXXX in 20XX.

CAREER SUMMARY

XXXXX XXXXX XXXXX

20XX - date

The largest XXXX retail and commercial bank with a market cap of c£XXbn, total assets of £XXX0bn and XX,000 FTE.

Chief Operating Officer and Executive Director

20XX – 20XX

Chief Risk Officer and Executive Director

20XX – 20XX

Chief Risk Officer

20XX

■ Member: Board and Group Executive Committee

■ Attendee: Board Risk and Audit Committees

XXXXX XXXXX

19XX – 20XX

XXXXX XXXXX and XXXXX XXXXX, XXXXX XXXXX Boards

20XX – 20XX

Chief Risk Officer and Executive Director

XXXXX XXXXX, XXXXX XXXXX

20XX – 20XX

Chief Risk Officer

XXXXX XXXXX, XXXXX XXXXX

20XX – 20XX

Chief Risk Officer

EARLY CAREER

XXXXX XXXXX

Commercial Banking Division

Head Corporate Area

2002 - 2003

Regional Manager, Head of XXXXX

1998 – 2001

Regional Manager

1996 – 1997

Investment Banking

International Custody Department Manager

1995 – 1996

Structured Finance Assistant Manager

1993 – 1995

Corporate Finance Deputy Manager

1988 – 1993

Corporate Banking Division

Risk Analyst Chemical Sector

1986 – 1987

EDUCATION AND QUALIFICATION

Xxxxx XXXXXX	MBA Degree	19XX – 19XX
Xxxxx XXXXXX	Financial Management Degree	19XX – 19XX
Xxxxx XXXXXX	BSc, Industrial Chemical Engineering	1919XX – 19XX

PERSONAL

Languages: Xxxxx (Fluent) Xxxxx (Fluent)

Interests: Family, Sports and Music

FRED SMITH

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Mob:

Email: xxxxxxxxxxxxxxxxxxxxx@yahoo.co.uk

- Influential senior leader and main board Director with a sustained record of innovation, success and promotion. Has substantial P&L growth and delivery background
 - An inspirational leader and outstanding team member, who through a participative approach creates fresh thinking and new possibilities
 - Ability to devise and execute industry-changing strategies to translate vision into achievement.
 - Has powerful experience in major consumer, business and digital organisations who combine all three through a b2b2c business model
 - Excellent communication, public speaking and networking abilities; used extensively to benefit his organisation and industry
 - Winner of “Channel personality of the year” at the 2008 Channel Network Awards
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COMMERCIAL ACUMEN

- Won the largest contract in the company’s history, a £1.5bn smart metering agreement to change the UK energy industry.
- Led the creation of XXXXX from a blank sheet of paper to launch, a ground breaking joint-venture-partnership to deliver £600m of incremental revenue over 5 years, funded from existing budget. In year one delivered £22m of incremental billed revenue. (£65m in year two).

STRATEGIC THINKING

- Devised a bold strategy to grow the digital P&L, delivering growth in revenues of 35% and profit by 30% in first full year by transforming the portfolio and execution.
- Developed a strategy to grow data and mobile broadband connections. This resulted in delivery of 66% penetration of the voice base of value added services.
- Devised strategy, agreed cross functional accountabilities and delivered a industry first partner revenue share commission scheme that delivered a £28m saving in partner commissions in its first year. Also aligned channel behaviour to finding and retaining high value customers.

LEADERSHIP AND MANAGEMENT

- Devised a game changing strategy to grow the XXXXXXXX P&L revenue dramatically and improve customer satisfaction to 8 out of 10. Delivered 18% year-on-year revenue growth and achieved a customer satisfaction score of 7.9. This was against the backdrop of XXXXXXXXXXXXXXXXXXXXXXXXXXXX going backwards by 3% on average.
- Led a team of 900 people, 400 channel partners, multi site retailers and 2 million customers. Accountable for an annual Revenue target of £700million and OPEX budget of £85million.

BUSINESS TO BUSINESS PARTNERSHIPS

- Signed innovative and disruptive partnerships with major businesses which will deliver over £1bn of incremental revenue to xxxxxx UK in the next 5 years.
- Executed an innovative strategy to regionalize Business and develop Exclusive Partnerships with the best resellers in the UK, leading to a 2.5% increase in market share with XXXXX becoming number 1 in the SME market.

BOARD EXPERIENCE

- Non Executive Director of XXXXXX. Joined the board in 2012.
 - Digital Director XXXXXXXX Joined the board in 2013 and worked with the board to create shareholder value and ultimately this was delivered through M&A, with a sale in 2015 which will deliver a £10bn cash payment at a industry leading multiple.
 - Non Executive Director XXXXXX. Joined the board in. Worked with the board to grow the business by over 30% year on year and position the vehicle to grow in the fast growing mobile display advertising market.
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EMPLOYMENT SUMMARY

XXXXXXXXXXUK Ltd	2005 – date
<i>Digital and New Business Director</i>	<i>2013 - date</i>
<i>General Manager, Enterprise</i>	<i>2011 - 2013</i>
<i>Head of Business Sales (SME)</i>	<i>2009 - 2011</i>
<i>Head of Indirect Partners and Business Mobilisation</i>	<i>2007 - 2009</i>
<i>Head of Indirect Partners</i>	<i>2005 - 2007</i>
XXXXXXXXX Ltd	2004 – 2005
<i>Head of Partner Delivery</i>	
XXXXXXXXXXXXXXXXXGlobal Plc	1992 – 2003
<i>Business Improvement Director (Europe wide accountability)</i>	<i>2002 – 2003</i>
<i>Director: Business Chanel (Global accountability)</i>	<i>2001 – 2002</i>
<i>Director, Transformation and Partner Management</i>	<i>2000 - 2001</i>
<i>Director, Partner Sales & Operations</i>	<i>1998 – 2000</i>
<i>Head of Channel Sales & Operations</i>	<i>1996 - 1998</i>
<i>Manager, Third Party Channels</i>	<i>1994 – 1996</i>
<i>Sales Executive, Account Manager, Dealer Account Manager</i>	<i>1992 - 1994</i>

EMPLOYMENT PROFILE

XXXXXXXXX UK LTD
Digital and New Business Director

2005 TO DATE

2013 - date

Promoted to lead XXXXXXXXXXXXXXXXXXXXXXX digital and new business areas, encompassing overall responsibility for a cross functional team of sales, marketing, strategy, product and digital people as a main board director.

- Non-Executive Director of XXXXX, a joint venture between AA and BB to change the UK consumer advertising, loyalty and payments market through mobile.

General Manager

2011 - 2013

Promoted to lead UK's Enterprise business and £0.5Billion P&L encompassing overall responsibility for a large cross functional team of sales, marketing, strategy, service, customer management and retention teams.

Head of Business Sales (SME)

2009 - 2011

After 13 months in this expanded role promoted to lead UK's Business Sales (SME) function as well as the Indirect Partners team. Overall responsibility for a team of 250 people, consisting of sales, operational, customer management and retention teams.

Head of Indirect Partners & Business Mobilisation:

Promoted to lead XX UK's Business Mobilisation function as well as the Indirect Partners team. Responsible for XX UK's data sales target, managing an additional 54 Direct Sales heads, Solution and Business Architects.

- Selected with 3 others via Director nomination and external assessment, to join the company's Management Development Program for very high potential leaders.

Head of Indirect Partners:

Headhunted in to lead XXX UK's Partner business unit in September 2005. The team delivers >50% of all new business customers for XX.

XXXXXXXXXX LTD**2004 – 2005****Head of Partner Delivery: (Additional global responsibility for Education & Training)**

Technology, software and IT consulting company, successful in selling to the Telco sector. Experiencing double-digit year on year revenue growth and a member of the Times top 100 growing technology companies. Acquired by Amdocs.

- Promoted after 7 months with XXXXXX. Whilst retaining accountability for Partner Services, took additional responsibility for XXXXXX's Training and Education, a £2million global business unit
- Head of Partner Delivery: (Global accountability as part of the Services division)
- Leading a team of successful global Partner Service Managers reporting to the board
- Devised strategy and led partner development. Agreements being reached with the world's largest Systems Integrator's (Accenture, IBM & HP) to exclusively choose XXXXX in their reference architecture resulting in exponential growth in revenue through partners, exceeded \$50million in FY05. A 14% increase on FY04.

EARLY CAREER**XXXXXXXXXXXXXXXXXXXXXXPlc****1992 – 2003***Business Improvement Director (Europe wide accountability)*

2002 – 2003

Director: Business Chanel (Global accountability)

2001 – 2002

Director, Transformation and Partner Management

2000 - 2001

Director, Partner Sales & Operations

1998 – 2000

Head of Channel Sales & Operations

1996 – 1998

Manager, Third Party Channels

1994 – 1996

Sales Executive, Account Manager, Dealer Account Manager

1992 - 1994

PERSONAL DEVELOPMENT AND EDUCATION

- Diploma in Higher Education University of Central England XXXX -XXXX
- Coaching and Leadership Skills 2000 - 2008
(Talent Edge Leadership Development, Vision-Vital courses, Inner Game and Peak Performance courses): Ashridge Management College (8 weeks)
- XXX Talent Development Programme for high potential employees 2009 - 2010
- Impact & Acceptability: BBC. (1 week) 2000
- Management Communication and Negotiation Skills (Neuro-linguistic programming) (3 weeks)
- Finance for senior decision makers: PriceWaterhouseCoopers. (1 week) 2002
- Working with the Media delivered by journalist Anne Gurton. (1 week) 2002

PERSONAL DETAILS**Date of Birth:****Marital Status:****Interests:**

Spending time with the family
 Hold a Private Pilots Licence
 Have a black belt in Martial Arts.