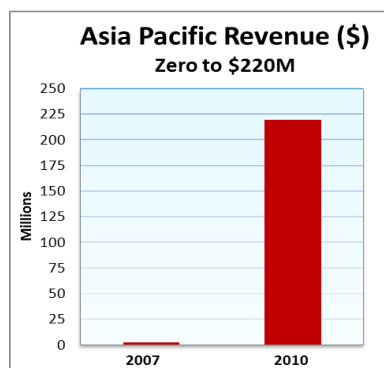
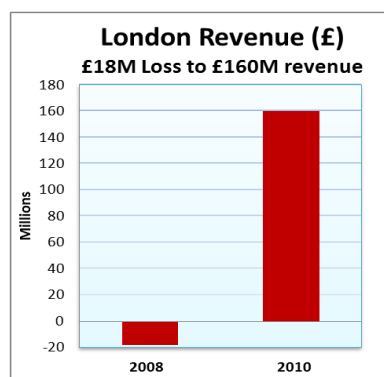
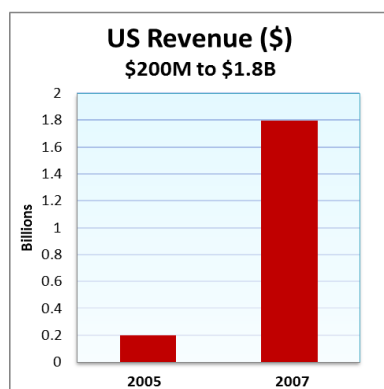


MANAGING DIRECTOR / CFO

--- Driver for business growth & change in multi-national and global environments ---

BUSINESS TURNAROUND ~ REVENUE & PROFIT GROWTH ~ MARKET SHARE GROWTH ~ STRATEGIC DIRECTION

C-Level visionary and change agent with an outstanding record for driving large scale change that builds organisational effectiveness and unprecedented revenue, profit and performance results.



PERFORMANCE HIGHLIGHTS

- ☑ Reversed an £18M loss to deliver revenues of £160M within 14-months for London business.
- ☑ Grew revenue from \$0 to \$220M for Asia Pacific business.
- ☑ Tripled stock from \$6 per share to \$19 per share, taking market capitalisation to \$1.3B.
- ☑ Delivered annualised cost savings of £15M by restructuring the London market businesses.
- ☑ Generated in excess of £120M by negotiating and securing contracts (reduced contract costs by £818K).
- ☑ Contributed to growing turnover from \$200M to \$1.8B by leading acquisitions.
- ☑ Increased market share by 12% by developing a new innovative marketing strategy which catapulted the organisation beyond its current boundaries.

“A leader is one who knows the way, goes the way and shows the way. By asking what needs to be done, setting priorities and then applying a ‘WE’ not ‘I’ mentality, I have achieved unprecedented results. This means thinking of the needs and the opportunities of the organisation first.”

Proven success at building and leading high performance finance and operational functions for a global group with annual revenues of \$800M and a market capitalisation of \$2.5B.

AREAS OF EXPERTISE

- ☑ Capital Raising
- ☑ Change Management
- ☑ Organisational Change
- ☑ Mergers & Acquisitions
- ☑ Infrastructure Development
- ☑ Treasury & Cash Management
- ☑ Risk Management
- ☑ Revenue Enhancement
- ☑ Corporate Development
- ☑ Financial Forecasting & Planning
- ☑ Risk Analysis & Policy Formation
- ☑ Operational & Financial Turnarounds
- ☑ Strategic Partnerships
- ☑ Executive Development
- ☑ Acquisitions & Disposals
- ☑ Strategic Planning & Execution
- ☑ Emerging & Developed Markets
- ☑ Business Process Re-engineering

PROFESSIONAL EXPERIENCE

THOMPSON YOUNG GROUP (TYG) PLC – London
Managing Director – London (Nov 2008 to Present)

Jul 2005 to Present

Main Board Director & Executive Committee Member for Fortune 500 company with a market capitalisation of US\$2.5B & multinational operations regulated in 25 countries.

Recalled from Asia Pacific to re-build operations and reverse an £18M loss following poor leadership and delivery of sub-standard products. Turned business around within 14 months to grow revenues by 300%+, rekindle growth momentum, and revitalise employee morale and enthusiasm through strong leadership practices, tough decision-making methods and aggressive business plans to rebuild the company's reputation.

The London operation is now thriving and a successful and profitable arm of the business with revenues expected to double within the next year.

SNAPSHOT
Revenue Generated: £300M+
Operating Budget: £8.6M
Supervised Staff: 25
Direct Reports: 12
Key Highlights:
▪ Reversed an £18M loss.
▪ Returned company to profitability in 14-months.
▪ Grew revenues by 300%+.

RESULTS / ACCOMPLISHMENTS:

- **Business Turnaround:** Reversed an £18M loss to deliver revenues of £160M, returning the company to profitability within 14-months and re-establishing it as a market leader through innovative products, mission critical project management, and stabilising client relationships.
- **Business Restructuring:** Delivered annualised cost savings of £15M by restructuring the London market businesses. Removed duplication by merging businesses to form one specialty business and oversaw the redundancy of approximately 100 London staff.
- **Risk Management:** Reduced operational risk by 80% by assisting the Board in tailoring governance principles, controls and practices to meet legislative requirements. Evaluated operating, risk, regulatory compliance, and auditing structures across several jurisdictions to minimise risk.
- **Revenue Growth:** Generated in excess of £120M by negotiating and securing contracts* which were initially thought impossible due to lengthy disputes and litigation with monopoly suppliers. Achieved an initial £698K reduction in contract costs, with a further £120K reduction as negotiations were closed.

**confidentiality agreement in place*



Managing Director – Asia Pacific (May 2007 to Nov 2008)

Relocated to establish Asia Pacific operations within a hostile market place and build it into a profitable business operation by bringing the strategic plan to fruition, defining a growth strategy and developing a roadmap which set the stage for expansion into new markets. Operation was developed into a successful business that remains in place today with annual revenues of \$220M. Drove revenue from zero to \$13.2M within 18 months prior to sudden departure to re-build the London operations.

SNAPSHOT
Revenue Generated: \$8.2m+
Operating Budget: \$1.4M
Direct Reports: 9
Key Responsibilities:
▪ Established & grew Asia Pacific operations.
▪ Grew revenues from \$0 to \$13.2M within 18-months.
▪ Increased market share by 12% within 18-months.

RESULTS / ACCOMPLISHMENTS:

- **Revenue Growth:** Tripled turnover by second year and increased gross profit by 60% through strong management, marketing, and first class customer service. Media exposure across print, radio and television contributed to a 50% increase in business within the first 3-4 months.
- **Contract Negotiation:** Increased margins by 50-60% by confidently leading negotiations and building trust with suppliers within the industry, resulting in acquiring the best quality products at the best price.
- **Market Expansion:** Increased market share by 12% and new business by 60% by developing a new innovative marketing strategy which catapulted the organisation beyond its current boundaries. Leveraged international contacts to establish in-country partners.

→ Led expansion into 4 key international markets and 2 national markets – The Indian Sub-Continent, South East Asia, New Zealand, South Pacific, PNG, Western Australia, and Northern Territory.

PROFESSIONAL EXPERIENCE CONTINUED...

- **Strategy Development:** Achieved optimum profitability across Asia Pacific operations, coupled with identifying further opportunities for sales and marketing performance improvement by directing and controlling the implementing of business strategies.



Managing Director (US) / Chief Financial Officer (Jul 2005 to May 2007)

Turned business around by disposing of loss making businesses, establishing a stronger and more robust finance function, pursuing bolt-on acquisitions, and developing a solid platform to take the Group to the next level through better communication, transparency, and disciplined leadership. Thomson Young achieved an organic revenue growth 400bps above major global competitors. Appointed as Acting Managing Director in January 2007 in conjunction with Chief Financial Officer role.

SNAPSHOT

Turnover: **Grew to \$1.8B**

Operating Budget: **\$100M**

Direct Reports: **22**

Key Highlights:

- **Tripled stock from \$6 to \$19 per share.**
- **Grew turnover from \$200M to \$1.8B.**
- **Improved staff performance by 30%.**

RESULTS / ACCOMPLISHMENTS:

- **Business Turnaround:** Worked closely with the CEO and Executive Committee in the successful TYG turnaround, resulting in TYG representing the best performing stock within the industry in 2006. Key architect for:
 - Tripled stock from \$6 per share to \$19 per share, taking market capitalisation to \$1.3B.
 - Implemented tight cost controls, resulting in an additional trading profit of \$11M (+20%).
 - Delivered annualised savings of \$2.6M through better tax management.
 - Refinanced and negotiated an unsecured 5-year committed bank facility for \$350M (savings of \$19M), positioning TYG in a major competitive advantage during the 2008 financial crisis.
- **Revenue Growth:** Contributed to growing turnover from \$200M to \$1.8B by leading acquisitions and implementing systems enabling TYG to rapidly acquire businesses with confidence and seamlessly merge operations/systems.
- **Management Performance:** Reduced attrition by 20% and improved performance by 30% by introducing a new performance based remuneration programme and appraisal system, leading to the concept being adopted and rolled out across the Group to all senior executives.
- **Investment Strategy:** Saved \$50M and reduced the value at risk following the strategic review and rebalancing of the Group's pension investments (\$2B in assets) into lower risk corporate bonds.
- **Control & Policy:** Safeguarded the Group with robust controls over counterparty risks, derivatives, gearing, internet banking and hedging by implementing new policies, controls, procedures and effective risk management which proved highly valuable in the 2008 financial crisis.



JNC INTERNATIONAL LTD – Hong Kong

Mar 1998 to Jun 2005

Mergers & Acquisitions (M&A) and Treasurer – (Mar 2002 to Jun 2005)

Led numerous M&A projects, quantitatively analysed M&A opportunities, and oversaw financial management of the company's growing operations, including liquidity risk management, banking relationships, cash management, foreign exchange and interest rate risk management, and oversight of capital structure and investor relations.

RESULTS / ACCOMPLISHMENTS:

- **Asset Management:** Led the sale of two of the Group's non-core assets for a profit of US\$65M by developing and implementing a tender sale process which added significant value for hard to sell assets.
- **Sale/Leaseback Transactions:** Yielded US\$100M in sale proceeds and a gain of US\$15M by structuring the sale and lease back of all JNC properties in Singapore to Central Provident Fund (CPF). The lease back structure was so effective it became a benchmark within JNC.

PROFESSIONAL EXPERIENCE CONTINUED...

- **Bolt-On Acquisitions:** Positioned JNC as a leading retailer in Asia, exceeded projected sales, profitability and IRR by leading 6 acquisitions (80 stores) as part of JNC's strategy of bolt-on acquisitions. Included Indonesia / Malaysia (US\$8M), Singapore (US\$37M) and Hong Kong / Taiwan (US\$27M).



Group Financial Controller (Aug 2000 to Feb 2002)

Created a value-add corporate finance and accounting function, established best practices and lifted the bar in terms of the quality of reporting, commercial insight and decision support whilst forming a key part of a very collegiate senior management team.

RESULTS / ACCOMPLISHMENTS:

- **Senior Management Team:** Transformed JNC over a 5-year repositioning program that resulted in JNC being consistently rated in the Top 5 companies for returns to shareholders on the Singapore stock exchange. Underlying EPS moved from US\$2.06 to US\$23.48.
- **Management Reporting:** Improved accountability, tightened controls and modernised accounts by bringing budget and expenditure reporting in line with international best practice using Hyperion management reporting framework and new KPI data.



Finance Director - Jakarta (Mar 1998 to Aug 2000)

Repositioned Indonesia retail operations and guided it through the Asian financial crisis and Jakarta riots by establishing strategic direction, improving operational and financial performance and implementing successful investor relations programs. Restored profitability and financial stability to position operations as one of JNC's best emerging market prospects.

EDUCATION & QUALIFICATIONS

Master Business Administration (MBA)

AUSTRALIAN GRADUATE SCHOOL OF MANAGEMENT - Sydney

B.Bus (Accounting)

UNIVERSITY OF SYDNEY - Sydney

Affiliations: Member, Institute of Chartered Accountants in Australia (ICAA)

Strategy Explanation

This client approached me as he wanted to relocate back to Australia and needed a resume to showcase his skills, contributions and achievements for Managing Director / CEO roles. I leveraged his CFO title to position him as a 'C-level' visionary.

Please note the resume quote and other factors have been fictionalised to protect the client.

As his results for business turnaround and start-up were impressive, I utilised graphs to capture the reader's attention and added short bullet points to the side of the graphs to help drive home his value. This was followed by a quote from himself (which has now been fictionalised).

Page 1 was basically just to set the stage and bring his results to the forefront. The following pages then went into details about how he achieved these results and to back up his tag-line 'Driver for business growth & change' on the front page.

A web portfolio was also developed for the client with the address put on Page 1 (of course this is a fictionalised address now) so recruiters / potential employers could easily access his complete portfolio without the hassle of having to worry about opening attachments (viruses) and worrying about files been too large.