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CFO

AWARDS 2016





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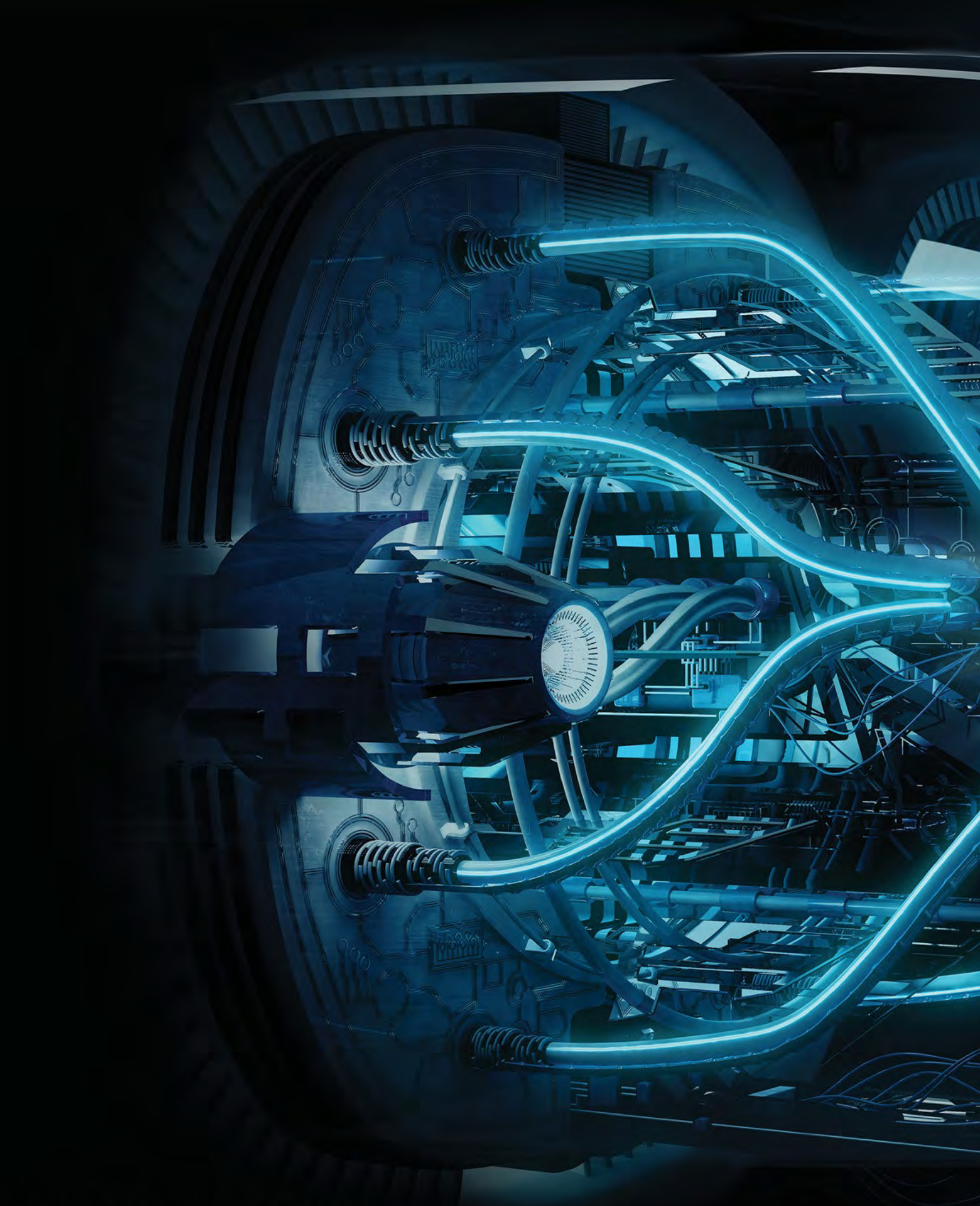


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CFO

AWARDS 2016

It is impossible for a company to properly function if it's not actively investigating and safeguarding its finances and it is the chief financial officers' performance that can help the company soar to great heights or reach rock bottom.

A CFO must be well –versed in all aspects of financial management ranging from simple accounting, through risk management and financial strategies, to broad investment and banking operations. Over the past decade, the role of a CFO has undoubtedly broadened and evolved. Today, many CFOs are given a bigger role in corporate portfolio management and capital allocation and have become prominent as the voice of the organisation in communications to the board and relations with investors and as leaders in performance management. In today's challenging economic environment, chief financial officers are faced with a challenging and complex medium which necessitates immense business shrewdness and practical knowledge.

With such a diverse set of attributes, characteristics and circumstances to consider and a role that seems to be continuously expanding, how does one determine a great CFO?

This question and many others were considered by the Finance Monthly research team when tasked with identifying the most talented CFOs from around the globe in order to produce this special awards edition. Each year Finance Monthly reports on over hundreds of transactions from M&As to IPOs, each requiring the expertise and involvement of a CFO. It was in this context that Finance Monthly commissioned its research team to carry out a comprehensive fact-finding exercise to identify some of the very best CFOs working in the corporate world today who are so deserving of recognition.

At Finance Monthly we are proud to present our 2016 CFO Awards, a celebration of the best in financial leadership.

Congratulations to our winners and finalists!

CFO

AWARDS 2016

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GROSS MARGIN?

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Europe

Jari Kinnunen

CFO at Elisa Corporation

About Jari Kinnunen

Jari Kinnunen is Elisa's Chief Financial officer and member of Elisa's Corporate Executive Board. As CFO he oversees accounting & business controlling, financial planning and analysis, treasury, M&A, investor relations, tax function and procurement.

Jari has over 17 years of experience in dynamic telecommunications industry. He joined Elisa in 1999 and his first positions were CFO of Elisa's German operations, and thereafter Managing Director of Yomi, a regional fixed line operator subsidiary. In 2005 Jari was appointed group CFO and member of Elisa's Corporate Executive Board.

Jari began his career as controller in electronic whole business, and thereafter worked in real estate business as controller and as Managing Director of Polar International.

Jari graduated as Master of Science in Business Administration at the University of Vaasa.



Firm Profile

Elisa is a telecommunications, ICT and online service company serving 2.3 million consumer, corporate and public administration organisation customers. Elisa provides environmentally sustainable services for communication and entertainment, and tools for improving operating methods and productivity of organisations. In Finland Elisa is the market leader in mobile subscriptions. Cooperation with Vodafone and Telenor enables globally competitive services. Elisa is listed on Nasdaq Helsinki Large Cap with approximately 200 000 shareholders. Elisa's revenue in 2015 was 1.57 billion euros and it employed 4,100 people. www.elisa.com



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Susanne Liepmann

EVP & Group CFO of Ethypharm

About Susanne Liepmann

Susanne Liepmann, a German national, has been appointed Executive Vice President, Group CFO of Ethypharm in 2015. She is member of the executive committee and leads a global team comprising finance, purchasing and IT.

Prior to joining Ethypharm, Susanne has held various roles in both field and corporate Finance at Automatic Data Processing in France, last as CFO for the French business. Susanne started her career with Arthur Andersen in Paris, focusing on manufacturing, long term contracting and French/German cross-border M&A.

Susanne holds a double degree BA (hons) from CESEM/NEOMA, Reims (France) and the European School of Business, Reutlingen Germany, as well as a Master in Finance.

In addition, she has served for 20 years on the board of the NEOMA Alumni organization and is currently the president of Fi Plus, a meta-network comprising 14 finance clubs of major Business Schools, engineer schools and universities in France.

Contact Details

Susanne Liepmann
EVP & Group CFO at Ethypharm
Web: www.ethypharm.com



What achievements have you made in your role thus far and how have they contributed to Ethypharm's performance in 2015/2016?

During my first year at Ethypharm, I have taken an active part in the sales process of the business to a private equity firm in a secondary LBO. Together with my team and the Executive Committee, I have as well led the effort on two major re-financings in 2015 and 2016. This was a very intense and challenging year. I am very proud of the joint effort that we have managed to deliver with my team on top of the day-to-day business. Building on my experience in a large American public company, I am looking forward to building up processes and expertise to sustain Ethypharm's promising future development to the next level of growth.

What motivates you most about your role?

Being a CFO in a business under LBO is very much having to face the issues of larger corporations with a smaller team and less resources. Those can be as diverse as putting into place a transfer pricing strategy, dealing with foreign currency exposure or understanding the economics of a new R&D project.

So you have to be agile, innovative and pragmatic. Build a solid team, leverage internal and external skills and be very close to the business, so that you do not lose sight of the underlying dynamics and are also able to explain the business to the shareholders, investors, banks or the rating agencies.

What I like best about the finance function in general is that it is truly transversal, because everything in a company arrives sooner or later in the numbers.

In your opinion, what might the future of CFOs look like in the upcoming years?

Given the tools that are now on the market, and the influence of big data analytics, they'll have to deal with more and more disparate sources of data and also integrate data that may only be directionally right – this is quite destabilizing for a profession that has been risen in the belief that everything has to balance. On the flipside, the CFO is really the one who has the legitimacy to host and coordinate that data. Given the universality of information in and outside the company, the CFO has also an important role to play in organizing that communication.

The CFO is clearly not in a support function any more but a driving part of the business. It is essential to have the mindset of a solution finder rather than of a backward looking bean counter.

Ethypharm is an independent French pharmaceutical company with global reach, specializing in the area of CNS with a focus on pain and addiction.

Ethypharm serves over 80 partner clients in more than 30 countries and has a direct distribution network in Europe and Canada.

Ethypharm has an ambitious and balanced strategy aimed at consolidating its position as a pharmaceutical company producing proprietary drugs, while pursuing the development and production of high added-value generic drugs.

Innovation is at the heart of Ethypharm's preoccupations, whether it may be for new products or new processes. Our ambition is to develop and bring to the market medical products which differ markedly from existing products and which bring an important added value, notably in fields of large unmet medical needs.

Jörg Kamphaus

CFO at Thyssengas GmbH



About Jörg Kamphaus

Jörg Kamphaus is the CFO of Dortmund-based Thyssengas GmbH. At Thyssengas, Jörg is responsible for Financing, Accounting and Controlling, as well as for Commercial Regulatory Matters. In this function, Jörg has been a pioneer in successfully bridging the requirements of a regulated business with those of the capital markets.

Prior to becoming CFO in 2011 he held various financial and commercial management positions at Thyssengas

incl. responsibilities for IT, Central Procurement, and Corporate Development. Before Thyssengas, he was Head of Controlling of RWE Gas.

He is a graduate in economics from Fachhochschule Dortmund majoring in controlling and marketing.

- Jörg has been instrumental in supporting the successful transition of Thyssengas into a commercially minded stand-alone regulated gas distribution company over the last four years. Some notable successes include: Managing the financial and administrative elements of carving out Thyssengas from RWE.
- Implementing stand-alone finance function and reporting processes to support the requirements of the new owners (financial investors).
- Restructuring the controlling & accounting processes to allow the company to maximize its revenue generation potential and improve profitability.
- Obtaining a formal Credit Rating and managing the relationships with the rating agencies: The Company initially obtained an A- rating in 2013, which was upgraded to an A in 2014/2015.
- Securing a refinancing of €370 million via an Private Placement.
- Coordinating all due diligence processes to support the successful sales process in 2016.
- Managing the commercial relationship with regulatory authorities in preparation for the various regulatory returns determinations.

Firm Profile

Thyssengas, based in Dortmund, operates the most extensive gas transmission network across North-Rhine Westphalia, Germany's industrial heartland and most densely populated federal state. Thanks to the importance of its critical gas infrastructure, Thyssengas is recognised as one of the leading Gas Transmission System Operators (TSO) in Germany.

The Thyssengas pipeline network stretches over 4,200 km. It has the highest number of exit points in Germany and an annual output up to 10,00 TWh gas. The company supplies gas to more than 150 industrial sites and power plants and into more than 50 municipal gas distribution networks which supply a population of more than 10 million people. Thyssengas, employing 270 people, has many years' experience in operating and maintaining gas pipeline networks and a strong track record of safety.

Over the next 10 years, Thyssengas is planning to significantly expand its network. As gas will become a more important source of energy as part of the German energy transition, the Thyssengas network is an essential part of the sustainable energy infrastructure in Germany. The company plans to invest c. € 400m over the next 10 years to support economic growth while also improving the environmental sustainability of energy production in the region.

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Paolo Matarazzo

CFO at TXT Group

About Paolo Matarazzo

After graduating from Milan's Bocconi University and majoring in business administration at the University of San Diego (California), has had significant experience in the financial world. He was initially an equity analyst in London for three years and then worked for the pharmaceutical group Recordati for seven in corporate finance and with responsibility for treasury management. In the following seven years he was Head of Finance, Administration & Control in Europe for Warburg Pincus- backed company Eurand (Aptalis) and contributed to its IPO on NASDAQ.

Paolo Matarazzo is TXT's Chief Financial Officer and member of Corporate Executive Board. As CFO is responsible for the group functions Controlling and Accounting, M&A, Investor Relation, HR, IT, Procurement, Taxes & Treasury. He is a Certified Public Accountant and a member of Italian Statutory Auditor Register.

Key highlights over the last 12 months have been:

- Acquisition of Pace GmbH, a German specialist in aerospace and aviation software based in Berlin.
- Rolled out new global ERP system (SAP) to support integrated controlling & accounting processes.
- Supported the establishment of TXT operations in Hong Kong and Singapore.

Firm Profile

TXT e-solutions is an international specialist in high-value software for large enterprises.

The main business areas are: **Integrated & Collaborative Planning Solutions**, with the TXT Retail Division, especially for **Luxury, Fashion, Retail and Consumer Goods**; **Software for Complex Operations & Manufacturing**, with the TXT Next Division, for **Aerospace, Defence, High-Tech and Finance**.

Listed in the Star Segment of Borsa Italiana (TXT.MI), TXT is based in Milan and has offices in **Australia, Canada, France, Germany, Hong Kong, Italy, Singapore, Spain, Switzerland, United Kingdom and United States**.

TXT revenues in 2015 were 62 million Euro and it employed 700 people.

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Andrew Browne

CFO at O3b Networks



About Andrew Browne

In early 2013, made the decision to move from the position of CFO of SES and board member of O3b, to joining O3b as CFO. The main reason to do so was the desire to assist with the ongoing development of the company and the opportunity to be part of a real endeavour to make the world a better place, in which to live, for billions of people. It was my desire to contribute to making this happen, and joining with the management team at O3b. There is much written and several plans under development to bring internet to those in need but the difference is that O3b is now actually doing it, today, and doing it very well.

In terms of my own career experience, I worked initially for The Development Bank of Ireland. Having completed an MBA at Trinity College, I joined Advanced Micro Devices the semiconductor technology company in Silicon Valley for ten years and ran the worldwide financial sales and marketing operations. I then assumed the CFO position of Intelsat in Washington DC as the 170 country organisation prepared for privatisation, subsequently moving to assume the position of CFO of the newly privatised entity Newskies Satellites. We took the company public on the NYSE and on Euronext. I have also been on the board of OSN, the TV and media operator in the Middle East, and chairman of TomTom, the navigation technology company. I am a member of the board of the international space university (ISU) in Strasbourg.

What do you anticipate for the future of O3b Networks?

Today O3b is the fastest growing satellite operator in history, notwithstanding the company only commencing full operations since September 2014, and has experienced significant growth across many customer and product verticals on a dispersed global footprint. The satellite based technology combined with ground capabilities allows for a fully managed solution in addition to the provision of pure satellite capacity. When combined with the very attractive MEO based economics O3b's system allows extremely competitive price levels and capacity that are unprecedented in the traditional satellite based operations.

O3b has deployed a truly disruptive technology with the concept to connect the Other Three Billion while also developing multifaceted customer and product capabilities. O3b is the only company that can deliver data with the speed and performance of fiber; and the immediacy and reach of satellite. Because there is a highly scalable in-orbit constellation, O3b services can be delivered quickly and rapidly expanded without the need for significant customer investment to build in-ground or undersea cable.

In late 2015 O3b closed on a new USD460 million financing in respect to the build of an additional 8 satellites and rocket launch capabilities. Even with a 20 satellite constellation the current spectrum and orbit has the capability to scale up to 100 satellites.

Firm Profile

O3b is a unique company with a unique history. The name stands for the 'Other Three Billion' people who don't have high speed connectivity to the Internet today. O3b is a global satellite and ground based service provider offering a next-generation satellite network for telecommunications operators, Internet service providers, enterprise and government customers in emerging markets and beyond. The O3b system combines the global reach of a current 12 satellite MEO (Medium Earth Orbit) constellation, launched in 2013 and 2014, with the speed of a terrestrial fiber-optic network. O3b's services provide the capability for billions of consumers and businesses in nearly 180 countries to connect to low-cost, high-speed, low latency Internet and mobile data. O3b is bringing high performance broadband to the hardest places in the world to reach and positively impacting the lives of many. It is also the Fastest Growing Satellite Operator in History. O3b's unique and scalable architecture can grow to more than 100 satellites without the need for more spectrum in space.

O3b has built a global infrastructure with gateways, offices and facilities in the Netherlands, US, Brazil, Pakistan, Singapore, Australia, Peru and Greece. Product verticals have been developed to serve customers with IP Trunking, Mobile Backhaul, Maritime, Energy and Government.

The company has attracted world-class investors and lenders including SES, Google, Liberty Global, HSBC, Satya, Northbridge, IFC in Washington, DBSA (Dev. Bank Southern Africa) and AFDB (African Development Bank), FMO, EAI, Proparco, DEG, BII, Natixis and ING.

Total funding raised is approximately US\$1.8 Billion. As of 1st August 2016, we consolidated O3b with SES in a transaction with an enterprise value of approximately US\$2.5 Billion.

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Firm Profile

Idea Bank, incepted in 2010, is a Polish mid-size SME bank with a portfolio of over 240 thousand accounts. It is currently controlled by Leszek Czarnecki, who owns 79.46% of the bank both via directly-held shares and Gefin Holding. The bank posted PLN 312 mn (€ 71.9 mn) net income in Poland in 2015 (compared to PLN 241 mn in 2014) and the Group's total assets amounted to PLN 18.9 bn (€ 4.3 bn). At the end of 2015 it maintained a network of over 200 branches.

Idea Bank specializes in products targeted at sole proprietors, providing them with a wide range of innovative support mechanisms applicable at every stage of the business lifecycle – such as the Business Accelerator program, free co-working venues, business workshops, cloud technologies, mobile ATMs, etc. The bank's revolutionary projects are appreciated all around the world, scooping awards at the most prestigious programs – such as the BAI-Infosys Finacle Global Banking Innovation Awards, SABRE EMEA or the Efma Distribution & Marketing Awards. Idea Bank Group combines banking with other industries, so entrepreneurs can also benefit from the EU funding consultancy, leasing and factoring services provided by the bank's subsidiaries. The bank is open to startup clients.

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Małgorzata Szturmowicz

CFO at Idea Bank

About Małgorzata Szturmowicz



The youngest board member in the Polish banking sector and the country's youngest woman to ever hold that position, Małgorzata Szturmowicz (36) has been Idea Bank's CFO since 2012. Earlier she was associated i.a. with EY and TaxCare. Szturmowicz is a graduate of the Warsaw School of Economics.

Małgorzata is a successful executive experienced in stimulating and structuring business growth in fast-changing environments. Primarily she is responsible for IB's financial policy, but she has also coordinated multiple M&A initiatives, such as the 2014 takeovers of Idea Money (which resulted in Idea Bank's becoming the market's leading provider of factoring services) and GetBack (a breakthrough point for the Group. In Q1 2015 GetBack was sold at a price three times higher than its purchase costs). In 2015 Idea Bank bought VB Leasing, and most recently – Gefin Leasing. As a result it has become a market leader (with over PLN 6b annual sales and 15% market share) and currently owns the largest leasing company in East-Central Europe. Also, Małgorzata Szturmowicz actively participated in IB's preparations for an IPO, which took place in April 2015.

Małgorzata Szturmowicz has the widest range of responsibilities of all Idea Bank's board members – she supervises 8 different departments. Her job is to oversee the company's finances, accounts and controlling, but also HR, administration and investor relations' teams. Ms. Szturmowicz's extraordinary competencies ensure her a top position in various management rankings published by Poland's most prestigious business magazines. This year she was listed as one of the TOP10 'Women in the financial world' by the Gazeta Giełdy Parkiet, and in 2015 Dziennik Gazeta Prawna has named her 'a rising star of the Polish business sector'. She is also one of Gazeta Finansowa's 'Most Valuable CFOs'.

As a leader Malgorzata Szturmowicz strongly believes in teamwork as well as leadership through people by trusting, empowering and holding them accountable.





Mark A. Gyetvay

CFO and Deputy Chairman of the Management Board of OAO NOVATEK

Firm Profile

OAO NOVATEK is Russia's largest independent gas producer and the second-largest natural gas producer in Russia. Founded in 1994, the Company is engaged in the exploration, production, processing and marketing of natural gas and liquid hydrocarbons. The Company's upstream activities are concentrated in the prolific Yamal-Nenets Autonomous Region, which is the world's largest natural gas producing area and accounts for approximately 80% of Russia's gas production and approximately 16% of the world's gas production. NOVATEK is an open joint stock company established under the laws of the Russian Federation. The Company's shares are listed in Russia on Moscow Exchange (MOEX) and the London Stock Exchange (LSE) under the ticker symbol "NVTK".

About Mark A. Gyetvay

Mark Gyetvay is the Chief Financial Officer and Deputy Chairman of the Management Board of OAO NOVATEK. Mr. Gyetvay's main areas of responsibilities include external financial reporting and control, treasury, corporate finance, and capital market activities, including investor relations. Mr. Gyetvay previously served as a Member of the Board of Directors of OAO NOVATEK from 2005 to 2014 and served on the Board of Director's Strategy and Investment Committee (Chairman) and was a member of the Board's sub-committee on the Company's LNG Project. He currently participates in NOVATEK's Audit and Remuneration and Governance committees as part of his ongoing work responsibilities.

Prior to joining NOVATEK in June 2003, Mr. Gyetvay was an audit partner in the Global Energy, Mining and Utilities practice of PricewaterhouseCoopers based in Moscow responsible for providing overall project management, financial and operational expertise, and maintaining and supporting client service relationships, as well as serving as concurring partner on transaction





services and consulting engagement partner to the petroleum sector. He previously held various financial and economic positions at a number of independent oil and gas companies upon graduation from university in 1981 until joining the Strategic Energy Advisory Services practice of Coopers & Lybrand in 1994.

Mr. Gyetvay is a Certified Public Accountant, a member of American Institute of CPA, an associate member of the Society of Petroleum Engineers, and a former member of PwC's Petroleum Thought Leadership Council. He is a recognized expert in the oil and gas industry, a frequent speaker at various industry and investor conferences, and has published numerous articles on various oil and gas industry topics.

He has been consistently recognized by Investor Relations Magazine as one of the best CFO's in Russia and the CIS by winning numerous awards and accolades, and was recognized twice by Institutional Investor magazine as one of the Top Five CFO's in Europe's Oil and Gas sector. Mr. Gyetvay was the recipient of the Finance Monthly 2015 "Best CFO – Russia".



Contact Details

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NOVATEK



Göran Jansson

CFO & Deputy President of SAS Group

About Göran Jansson

I have more than 30 years of experience within the Scandinavian business sector, working with inter alia raising capital, company transformations, organic growth and acquisitions in different industries.

SAS Group: On the right course after vigorous measures

I am Chief Financial Officer and Deputy President of SAS Group since 2011

- Restructuring and refinancing the company through several different measures, including introduction of Defined Contribution pension plans, reducing pension obligations with SEK19billion.
- Participating in developing and implementing a new well focused strategy to leverage on SAS position as a leading brand. The digitalization and flexibility are key elements in this strategy as well lean.

ASSA ABLOY: Building the World's Leading Lock Manufacturing Group

(from 5 billion SEK in revenue when I started at the Group to 35 billion SEK when I left)

I spent almost ten years with ASSA ABLOY Group as Deputy CEO and CFO. I worked in close collaboration with CEO of the group - Carl-Henric Svanberg, (later CEO of Ericsson and chairman of BP and Volvo) developing the strategy to expand the group to the global leader in door locks. We made more than 50 acquisitions comprising over 100 companies in 40 countries, with practically no investment banks involved.

- Raised capital through a number of rights issues, syndicated bank loans, corporate bonds and private placements.
- Led the expansion of the Group in to more technologically advanced areas.
- Developed a well-functioning benchmarking system for monitoring performance.
- Chairperson of a number of operating companies within the Group.
- Received the price CFO Europe's Best Practices Award 2001.

Tele2 and Investment AB Kinnevik: Breaking monopolies and creating leading companies in traditional industries

I worked as CFO in both companies in close collaboration with Jan Stenbeck, a Swedish tycoon in TV-Media and Telecom.

- Listed Tele2 on the Stockholm Stock Exchange and the American Stock Exchange NASDAQ.
- Recovered trust from capital market for Kinnevik. Refinanced the group including the first "non-recourse" financing of a GSM network in Europe.
- Handled a number of start-ups and acquisitions in the television media and telecommunications.

Started as Chartered Accountant at KPMG, later PWC

Board Assignments

Over the years, I have been chairman and board member in private and listed companies within inter alia [insurance], [technology], health care, software development, [internet].



Firm Profile

SAS is Scandinavia's leading airline and has an attractive offering to frequent travelers. In 2014/2015, a total of 28.1 million passengers traveled with SAS to 119 destinations in Europe, the US and Asia. Membership in Star Alliance provides customers with access to a far reaching network. Altogether, Star Alliance offers more than 18,500 daily departures to 1,330 destinations in 192 countries around the world.

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SAS Group

Firm Profile

Sapro Temizlik Ürünleri Sanayi ve Ticaret A.S. was founded in 1997. It is located in İstanbul, TURKEY.

Sapro A.S. always follows the novelties and proposes innovative products according to its client's requirements and the market needs. Offering its over 15 years of experience and production facilities SAPRO is able to develop and offer various kinds of products to its clients. Thanks to careful attention and sensitivity to client's brand, on time delivery and customer centered service, SAPRO has become one of the most reliable worldwide private label wet wipe suppliers.

Our wet wipe production factory has been designed in compliance with GMP rules and equipped with "smart building" technologies.

Total quality management training programs are part of our human resource development policies. The goal of our employee training seminars is to fulfill customer satisfaction through continuous improvement.

Offering its experience SAPRO develops innovative and effective solutions to its customers with high quality products, quick and effective response capability to urgent demands, on time delivery and customer centered service. With a capacity of 300 million packs per year, 75% of the company's sales are exported worldwide, customers include well-known cosmetic brands, large chain stores and multiple retailers across Europe.

Beside the existing customer portfolio, the company identified key target markets and has invested in human resources for continuous customer satisfaction. The main focus markets are UK, Finland, Benelux, Poland, Romania, Russia and CIS countries.

As we are already one of the leading European private label wet wipes producers, our Corporate vision is to become one of the leading private label wet wipes producers of the World.

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Coşkun S. Cellek

CFO at Sapro Group



About Coşkun S. Cellek

Coşkun S. Cellek joined Sapro Group in 2012 as group Finance Manager and he was appointed as a member of executive committee in 2013, being responsible for the following areas; finance, budget, reporting, internal audit, risk management, cost control and IT.

Before joining Sapro Group he worked at Superlit Boru Sanayi A.Ş., which is amongst the most well-recognized companies in manufacturing and supplying GRP pipes and additional parts, from 2008 to 2012.

He joined Superlit from HARIBO, the world's biggest manufacturer of fruit gums products. He previously spent 7 years working within corporate banking section in Yapı ve Kredi Bankası A.Ş. (YKB). Whilst at YKB he was responsible for credit risk evaluation, financial analysis, cash flow plans in order to watch, secure and return the credits and advising a wide range of national and multinational companies on financial issues.

He is a highly motivated and top performing finance leader with over 18 years' experience of working at senior executive level in many sectors. He has extensive corporate governance experience and international business experience gained within large corporates. Project finance, trade finance, change management, corporate restructuring, internal audit and risk management are the areas of his expertise.

His main focus is supporting all the sales activities and encourage the growth of the business while at the same time analyzing and taking necessary measures of all the risks in all segments of the business operations and diminishing their negative effects on financial results.

He has Corporate Governance Rating Licence, Credit Rating Licence and Capital Market Activities Level 3 Licence.

He holds a BA degree from the Middle East Technical University where he studied Philosophy and Politics.

Darren Campo

CFO at Lee Longlands



About Darren Campo

Darren is CFO & Co-owner of the Lee Longland Group, having joined them in 2011 as part of the Business Turnaround Strategy, following a period of poor trading & financial losses.

Darren subsequently took a leading role in restructuring the business operations & Executive Board, returning the business to a profitable position (from a starting £1.2m loss) within the first 12 months.

He also implemented a best practise Corporate Governance framework (which was aligned to "Blue Chip PLC" standards) & refinanced the group to ensure the infrastructure was fit for purpose & adequate to support the future growth strategy.

Since then the business has gone from strength to strength achieving exceptional year on year growth to both the top line sales & more importantly, the bottom line profit.

Within the past two years, Darren has also lead a multi-million pound Management Buy Out (after 110 years of family ownership) & recently completed a major acquisition which will see the group profits double within the next three years.

As well as being Head of Group Strategy, Darren's functional responsibilities also include:

- Chairing the Board meetings
- Financial infrastructure
- Corporate Governance
- Strategic planning & budgets
- Risk & Insurance
- Accounting & Financial reporting
- Distribution
- Customer Service, IT & HR

Darren is a Fellow of the Association of Chartered Certified Accountants & held senior financial / commercial roles within the DHL Group & Howdens Joinery before joining Lee Longlands.

Firm Profile

Lee Longlands is a Premium furniture & flooring retailer, which has been trading predominately from across the Midlands, for over 110 years.

The Iconic Flag Ship store & Corporate Head Office is situated along Broad Street in the City centre of Birmingham, where it has remained since its Grand Opening back in the early 1930's.

The Group incorporates three brands: Lee Longlands, Vineys of Abingdon & more recently via an acquisition, Furniture Barn. There are 10 stores in total which are supported by 2 Websites (Lee Longlands & Furniture Barn).

The business model is very much the same today as it has always been, which is helping discerning customers furnish their homes to the highest quality whilst offering a customer journey which is "second to none".

Lee Longlands (& its associated brands) are very much about putting the customer first throughout the lifecycle of the buying experience, from initial contact with the sales team, right the way through to post delivery care. These are the values the business was built upon & are the same values embedded into the Group culture today.

Contact Details

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 CFO at Lee Longlands
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LEE LONGLANDS



David Brockwell CFO of Tusker

Can you explain the scope of your role as CFO within your organisation?

My role is to oversee all aspects of the business, including legal, financial, planning and budgeting. However, because of the nature of our business (purchasing thousands of cars every year), I spend a large percentage of my time with funders, seeking innovative and imaginative funding solutions sufficient for our expanding portfolio.

My role involves a daily balancing act of helping to develop the strategy of the business as a whole, while managing the day to day details.

What are the key challenges for a CFO and how do you overcome these?

Not to be seen as 'Sales prevention' which archetypal CFO or FD are often portrayed as, seen to be saying 'no – now what's the question?' A key part of my role is to promote an environment where we can help the business to move forward. My team has removed this stereotype and is most definitely a positive influence, working in close partnership with the sales, marketing and operational functions. We are a service centre to the business to facilitate a 'can do' culture who are accommodating, learn what each department within the business is trying to achieve, and take a stance that facilitates initiative and innovation.

Our business is fast moving and is developing new products all the time. There is therefore a trade-off between long term objectives and the short term cash implications. We have to weigh up all the objectives in other areas of the business. Sometimes it's simply a case of using weighted probability and evidence based decision making to support 'gut feel'.

What motivates you most on a daily basis?

I love coming to work every day for a number of reasons:

Reason Number one - It's a cliché I know, but in this instance true. A business is about the people that it employs and we employ a great bunch of people. The behaviour and values of the business are reflected 100% in the attitude of every single person that works at Tusker. Doing the right thing by our customers, working hard to fulfil that and having fun at work whilst doing that makes it a pleasure coming to work.

Reason Number two – no two days are the same with fresh challenges and rewards.

Reason Number three – our business model is very simple but there are many factors that will/could influence the model. Keeping track of and managing that makes life interesting.

Which of your original goals have you achieved with Tusker and what do you hope to achieve in the future?

The goal from the beginning was to try and achieve a business that was a disrupter to the norm in our sector, something that was not done successfully

before, while achieving value for our Investors. Over a 10 year period I have helped to achieve that and more culminating in the refinancing with new investors in 2015. The goal is still to create a lasting legacy within the benefits and rewards industry and now we are generally regarded as thought and market leaders within the car benefit arena. The challenge is to maintain that status and ensure that all the 'me too' businesses that have seen our success and tried to copy, are kept at bay.

Tusker have enjoyed consistent growth for the past 5 years, how will you ensure this continues?

We will continue to innovate and evolve our product portfolio being several steps ahead of any competition and of course keep the 'family' culture within the business as we grow that energises the customer base we have.

How do you think the role of CFO is changing in modern businesses?

Traditionally the role of the Head of Finance in any organisation had the title of Finance Director and has been concerned with operational excellence of transaction processing and reporting. This is now taken for granted and the rules changed creating increasingly the function of CFO reflecting the need for financial strategy within dynamic economic environment on which their organisation operates compounded by the extraordinary rate of technological change. Technology is evolving very quickly providing the potential for CFOs to reconfigure processes and business insight through 'big data' analytics. In other words not just report on what has happened but provide insight as to why.

Risk mitigation is also a major influencing aspect of the role. Identification of those risks, adaptation within business models and mitigation scenarios are key to management of any organisation now.

Consequently there will be more pressure on CFOs to transform Finance functions to drive a better service to the business recognising the evolving complex economic environment in which the organisation operates.

Stakeholder management is also increasingly more important in that role as the voice of communicating strategy and financial direction of the business and becoming increasingly the financial face of the corporate brand. The financial strategy and evolution will be the increasing role of CFO delivering the vision and desires of CEOs and other key stakeholders.

A brighter spotlight will be shone on talent, capability and behaviours in the top finance role. There is a clear sense from CFOs that all these growing pressures and issues are keenly felt. This brings the question of how CFOs can best allocate their resources and time in the face of the huge and increasing responsibilities. The challenges include prioritisation and balancing short-term/long-term trade-offs as businesses seek to reduce

Cost but also plan for growth longer term within complex and competitive economic environments.

About David Brockwell

Having trained as a Chartered Accountant and qualified with KPMG in 1987, David then spent 18 months working on a number of special projects within the KPMG Reconstruction Department, where he assisted funders working with distressed businesses, identifying turnaround strategies across a wide variety of business environments.

Following promotion to Group Accountant at a Marketing Services Group, an acquisitive organisation integrating business units, David then moved to a software house in the city, establishing a sales and administration service unit in Dublin and then integrated acquired multi jurisdiction business units into the Group. David firmly believes that his mix of IT experience and a marketing focus is perfectly aligned with the unique culture at Tusker.

About Tusker

Tusker has enjoyed five consecutive years of organic growth in excess of 50% per annum, maintaining their market leading position for Salary Saving Car Schemes in the UK. The company was the first to launch the schemes which enable organisations to provide employees with a brand new, fully insured and maintained car for typically 3 years, at a cost lower than they could achieve in the retail market.

In February 2015, Tusker announced a new major shareholder in private equity group ECI Partners, to support the company's continued rapid growth.

www.tuskerdirect.com

Tusker.



James Bowles

Finance Director of ISG Technology Limited

Firm Profile

With a network of offices across the UK supported by a National Distribution Centre in Swindon and a European Support Centre in Bulgaria, ISG technology specialises in rapid multi site mass IT deployment to large multinational companies. Working both directly with some of Britains largest blue chip organisations and through partners and systems integrators, ISG can deliver projects across a range of customers from High Street retailers and fast food outlets to hotels and HM Prisons across the UK.

The opening of the national distribution centre in 2015, has allowed access into more direct relationships with customers who want their networks designed, deployed and managed by a single source ensuring an end-to-end solution in today's fast paced developing world where more and more devices are connecting to networks and marketing departments want to know more and more about their customers habits.

The company has over 30 years experience in delivering excellent service to a range of blue-chip companies and global ICT partners, working to numerous ISO standards also ensures a competitive edge and a quality guarantee.

In a rapidly moving environment the company has had to move with the times and react quickly to market forces and opportunities and now provides 365 24/7 support to customers provided from a low cost base yet highly technical and motivated team. A unique (for its size) onshore/offshore model allows for solutions to be custom built around a customers specific requirement.

This is how we got here...

Originally based in Sevenoaks, Kent, Information Systems Group (ISG) Ltd was created in 1982. The company became established as a Microsoft Certified Solution Partner, providing IT Consultancy, Technology Supply, Support and Technical Services.

In the same year Webb Electronics & Communications Ltd (WECL) was established providing networking, data and voice structured cabling solutions to the rapidly expanding information technology market.

Over the years we got to know each other, collaborating on several large-scale projects where we found the different skillsets of the two companies complemented each other and provided a comprehensive service sought by the market. Predictably, we joined forces in 1997. We think it's a mark of the strength of the new business that we were successful in getting financial backing at that time from 3i, the UK's largest and highly respected venture capitalist.

With other strategic acquisitions along the way, the newly combined forces of ISG gave us the experience and skills to help our clients plan, fulfil, support and evolve their Information Technology and Communications (ICT) infrastructure in this ever-changing, ever demanding industry. As our success grew, we created a dedicated Project Office team and established our own near-shore resources to help us deliver the most comprehensive range of deployment and managed services, and to deliver the best value.

About James Bowles

James Bowles graduated from the University of Birmingham business school in 1994 and spent 10 years at Ministry of Sound where he became CFO in 2005 before leaving in 2007 to join ISG technology as Finance Director. He led the company through 2 debt restructures and a nearshoring of the back office facilities to Bulgaria for the PE backed firm before assisting the CEO with a successful secondary management buyout backed by Westbridge Capital and Octopus investments with debt facilities supplied by Barclays, realising value for the exiting majority shareholder. The culmination of an 18 month process completed in July 2016. James revels in working the SME PE backed sector and highlights the multitude of skills a modern FD requires with stakeholder relationships particularly key to the success of both an FD and his business, delivering a no surprises environment and consistent management information to banks and investors alike whilst also being able to manage a team based in the UK and Eastern Europe. He feels A pro active attitude and a constant thirst for evolving the organisation and generating new ideas at all levels is also required rather than the traditional reactive reporting role of so many FDs, after all PE are high risk, high return vehicles for their investors and to be successful company directors need to recognise that a 3-5 year life cycle is not very long and growth needs to be achieved which often requires material structural changes throughout the business.

Contact Details

James Bowles
FD of ISG Technology Limited

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Transforming service delivery

Civica is a market-leading specialist in business-critical software, digital solutions and outsourcing services primarily for the public sector and regulated markets around the world.

The Group, which employs 3,500 people, delivers a wide range of software applications and end-to-end digital solutions together with managed IT and business process services, helping more than 2,000 major customers to transform the way they work.

The accelerating digital transformation agenda is encouraging organisations from across the public and private sector to harness digital technology and automation to achieve operational and financial efficiencies, deliver service improvements, commercialise services, and improve user experience whilst safeguarding data.

The acquisition of IPL created a market-leading digital solutions capability, adding to the specialist expertise within Civica to support more connected and efficient ways of working. The combined business has broad specialist expertise, from consulting and solution design services to application development and managed services, as well as ongoing support.

The Group's track record of delivering secure, business-critical applications means it is well placed to help organisations tackle the growing pace of change and expectation, to deliver savings through technology-based transformation incorporating big data, mobile working, analytics and cloud computing.

Civica helps customers across national, local and regional government, healthcare, travel and transport, financial services and public safety to deliver improved customer experience and significant financial savings.

Contact Details

Kay Sangha
CFO at IPL, a Civica Group company
Web: www.civica.co.uk

Kay Sangha

CFO at IPL, a Civica Group Company



About Kay Sangha

Kay Sangha is an experienced CFO who has held executive positions at several multinational public companies, with a career spanning Europe and Asia.

She spent the first 16 years of her career in manufacturing, with Courtaulds, Parker Hannifin and later at Cray Communications, before spending seven years as

managing director of Measurement Specialties' Control System Division (formerly Lucas/TRW).

Kay recently completed the sale of digital transformation specialist IPL Information Processing to Civica, a leading provider of business-critical software, digital services and outsourcing for the public sector and regulated markets, supporting the creation of a market-leading digital solutions business.

Prior to joining IPL, Kay was global CFO at ShipServ, Inc. leading a business transformation to achieve dramatic improvements in revenues, profits and market share. She is a non-executive director with Ninety Four Finance Ltd.

CIVICA

Transforming the way you work



Larry Berran

THE ENTIRE TEAM AT IPIPELINE

Congratulations Larry Berran – winner of a 2016 Finance Monthly CFO Award for his outstanding contribution and role in Thoma Bravo's acquisition of iPipeline.

Larry joined iPipeline in 2002, and served as President and CEO of the company through July 2008. Larry transitioned to the Chief Operating Officer and Chief Financial Officer positions in July 2008 in connection with and acquisition of COSS Development Corporation.

During Larry's tenure, iPipeline has grown from \$1 million in revenue to in excess of \$100 million, completed 6 strategic acquisitions, and raised over \$140 million in equity and debt from Fidelity Ventures, NewSpring Capital, Technology Crossover Ventures, Square I Bank and Capital One Bank for acquisitions and recapitalizations.

Pipeline UK (previously Assureweb) is a leading provider of business intelligence, e-quote, e-application, policy delivery, and policy holder services to the UK life and pensions market. iPipeline offers the UK's broadest range of integrated and licensed solutions used by leading providers, distributors, and their IFAs via their Websites or CRM systems.



iPipeline is revolutionizing the global insurance industry.

Our solutions streamline and accelerate indicative underwriting, e-quoting, e-application, policy delivery, policy holder services, and much more.

To learn how you can better use iPipeline's industry-leading solutions to streamline and accelerate your business activities, visit us at www.ipipeline.com/uk.

Mark Hampton

CFO at Collinson Group

About Mark Hampton

With more than two decades of track record in senior financial positions, Mark Hampton, CFO of Collinson Group, boasts a wealth of international experience. After spending eight years at Bupa, initially as Group treasurer in London and then as CFO of Health Dialog, a care management company based in Boston, Massachusetts, Mark joined Collinson Group in 2013 to take over stewardship of the Group's strategic financial management.

Mark's remit, however, is not confined to the traditional arenas of finance such as budgeting and reporting, tax, and treasury. With the Group's business interest spanning across the world, Mark plays an instrumental role in shaping the company's global strategy as well as ensuring its delivery is underpinned by sufficient financial and human resources. He also has responsibility for HR, Legal, Information Security and PMO across the group.

Contact Details

Mark Hampton
Chief Financial Officer
Collinson Group
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Firm Profile

Founded in 1991, Collinson Group, the company who owns the renowned Priority Pass, the first international lounge access programme, operates in 17 countries with more than 2000 employees. It has grown at a rate of more than 20 per cent in the past two years and records a turnover of more than £350 million. In order to preserve the entrepreneurial spirit of the company, Colin Evans, its founder and Chairman, has kept the firm in private hands to this day. How has this private status helped the company thrive?

"We have a culture of being alternative and disruptive, so without the external pressure to push up sales and profit figures every quarter, we can take a long-term view in the development of the company and take advantage of our nimbleness to react to opportunities as well as to experiment and innovate."

"In the last few years we have experienced solid organic growth from existing clients and the successful launch of new propositions. With our business capabilities encompassing lifestyle benefits, loyalty, insurance and assistance, we place huge emphasis on collaboration to provide unique products and services to our clients while driving greater efficiencies across the group."

The analytical bent Mark naturally possesses as a CFO means that he is able to identify market opportunities and make strategic decisions to elevate the business to its next level. Despite strong organic growth Collinson Group does not shy away from acquiring firms that can further complement its own core capabilities and expertise. The latest example of which is the acquisition of idAlerts, a Toronto-based provider of identity protection solutions in Canada, in December last year, which has been incorporated into the globally accessible ID Assistance proposition offered by the Group.

"The growing risk of ID theft and fraud has been fuelled by the exponential growth of internet usage, digital devices and personal online activity/data creation. Over 707 million records were leaked worldwide in 2015 alone as a result of data breaches and cyber attacks. Last year, identity theft rose by a third in the UK, 80% of which was online, while cybercrime offences totalled 2.5 million."

With the introduction of ID Assistance, we support businesses that want to help their customers take the necessary steps to protect their identities. For businesses, demonstrating their commitment to customer security is critical and in offering the protection benefit firms can drive additional revenue and support customer acquisition, and retention."

As transacting online has become second nature, there is a clear market demand for ID protection. Research commissioned by Collinson Group amongst mass affluent consumers across 10 countries reveals that 57% of consumers regard ID protection as a highly valued product. Consumers who already use these types of ID protection services rated their perceived value at 72% compared to 32% of non-users.

Nearly 60% of transactional banking globally is done online. The figure resonates with the research conducted by Collinson Group which shows that 81 per cent of affluent middle class customers use banking and finance apps – up from 69 per cent in 2014.

"This is a double-edged sword for the industry. Whilst this growth gives banks a great opportunity to use the customer data to create a richer, more personalised digital experience, it also highlights the amount of customer data that could be at risk. New rules introduced by the General Data Protection Regulation, effective as of 2018, have the potential to fine firms up to €20 million or four per cent of their global turnover for failing to keep information as secure as they should have done."

With its innovative spirit, financial agility and prudent management, Collinson Group has charted an upward growth trajectory, but with Brexit now an unknown factor on the horizon, how is the business coping with all the associated uncertainties?

"As a global enterprise, we have an effective strategy and well-proven operational processes in place, along with a range of international network providers, to sustain top line growth amidst regional economic and political challenges. We will continue investment in our business to strengthen our capabilities, in particular within financial services and travel. With the rise of mass affluent consumers in emerging markets, the advance of digital technologies and its evolving impact on consumer behaviour, we anticipate there will be heightened market demand for our expertise and consumer insight in helping clients build customer loyalty and enhance customer engagement."

Martin Reed

CFO at SA Brain and Company Ltd.



About Martin Reed

Martin joined the Welsh brewer and pub owner/operator as Finance Director in 2002 at a time when the business was looking to modernise its retail operations and reinvigorate the brand. During his time a number of businesses have been bought and some subsequently sold to Heineken in 2009. Business acquisitions included a number of regional wholesalers, pub companies and in 2011 Coffee#1 Ltd which comprised 15 shops when purchased.

As well as Group Finance he is responsible for IT, Business Support which includes maintenance of the pubs, Group Purchasing and the Company's Health and Safety policies and operation throughout the business.

He was born and educated in Derbyshire, obtaining his ACCA qualification in 1985.

The first part of his career was spent in the accounting profession before joining The Boots Group in Nottingham, working for Boots Opticians, Halfords and Do It All both based in the West Midlands. In 1997 he left Boots to become Finance Director of AIS a retail buying group purchasing goods from all over the world for independent retail businesses throughout the UK.

Martin is Chair of the regional breweries Brewfit group. He is also Treasurer to the industry body the Independent Family Brewers of Britain (IFBB) and a Non Executive Director of the Welsh Whisky Company which produces Penderyn Whisky and Brecon Gin.

Firm Profile

Brains is Wales' most famous drink. It is the toast of a nation.

Still owned by the descendants of the founders that took over a fledgling brewery in a small stone building behind a Cardiff pub in 1882, you can now find the Brains name above the door of over 200 pubs, bars and hotels across Wales and the West of England.

Brewed at The Cardiff Brewery, Brains' award-winning beers are now widely available across Wales and can increasingly be found throughout the rest of Britain in Sainsbury's, Waitrose and Morrisons, as well as in pubs all over the country as guest ales.

The pub estate has expanded rapidly up to 2010 and nearly every pub now offers a good range of quality food. And if you are looking for somewhere to stay, entertain or celebrate, many Brains pubs now offer bedrooms and function rooms.

The business was expanded through the acquisition of drinks distribution businesses and pubs becoming a Welsh brand operating in the whole of Wales and near England. Following the sale of the Free Trade business to Heineken in 2009 and a subsequent restructure focusing more on the retail operations, Brains acquired Coffee#1. The chain of high street coffee shops has been expanded from the original 15 in 2011 to 70 in 2016 with a geographic coverage from Aberystwyth to Portsmouth.

Brains has always had close links with Welsh sport. A trip to Cardiff Arms Park or the Millennium Stadium to watch the famous red jerseys of Wales is not complete without a pint of Brains SA. For six years the family name was emblazoned across the national rugby team's chests, during which Wales famously won two Grand Slams in the RBS 6 Nations. Today Brains is the official ale of the WRU.

As well as sponsoring the Welsh Rugby Union, Brains is also the official beer of the Football Association of Wales.

The company is proud of its independence and the way that it has evolved over its colourful history.



Contact Details

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Firm Profile

The Innovia Group is one of the world's leading Advanced Polymer Solutions Providers. Our solutions provide customers in around 100 countries a combination of enhanced security and brand integrity; improved downstream manufacturing performance and cost; and reduced environmental impact.

We are technology-led with world leading R&D from two dedicated centres and over 60 scientists worldwide, most of whom are PhDs or graduates. Manufacturing processes are proprietary based on unique in-house engineering expertise. These purpose built assets combined with extensive know how, application expertise and customer knowledge produce a highly differentiated product portfolio across specialty polymer film, coating, printing and security applications.

Innovia has long standing customer relationships with strong global leadership positions in its targeted markets around the world. Foremost amongst these is the market for the production and printing of polymer banknote substrate. Innovia has produced close to 50 billion polymer banknotes across 24 different countries which represent more than 99% of all the polymer banknotes ever made in the world.

We serve our customers through a 4 site manufacturing footprint covering all main continents and 16 sales and technical offices across the world. We are headquartered in Cumbria, UK and across our business export over 90% of what we produce. We are proud to be an integral part of the local communities where we operate while delighting customers across the world.

The Innovia Group consists of three divisions: Films, Security and Systems.

Innovia Films has the longest heritage, established in 1933 supplying cellulose films into the tobacco and food industries. After completing the divestment of our Cellophane business in June 2016, Innovia Films is focused on a wide range of coated and uncoated Biaxially Oriented Polypropylene (BOPP) speciality films into the labels, flexible packaging, tobacco overwrap, technical industrial and security markets. One of our core competencies is surface engineering which optimises the films functionality and we work extensively with our customers to continue to deliver step change improvements and new products.

Innovia Security launched the first polymer banknotes in Australia in 1988. The business has continued to grow since then and today supplies 24 countries around the world with Guardian® polymer banknotes. We are very proud to be currently producing the £5 and £10 bank notes for the Bank of England which will be the 25th country on Guardian®. Key attributes of polymer banknotes are enhanced counterfeit resilience ensuring that a nation's currency is secure, durability resulting in significant cost savings across the cash chain, improved hygiene and ability to recycle used notes.

Innovia Systems was recently created to market a range of technical solutions for the validation and verification of Guardian® based banknotes as well as products that provide Central Banks independent analysis on quality of banknotes in circulation whether paper or polymer.

Each division has a strong management team leading experienced and dedicated workforces focused on delivering growth through innovation, customer understanding and market knowledge.



Omar Shafi Khan CFO at Innovia Group



About Omar Shafi Khan

Omar Shafi Khan is the CFO and Executive Board Member for the Innovia Group. He is involved with all aspects of the business alongside our group CEO, Mark Robertshaw. With a very lean and highly talented group team, Omar works with our very experienced divisional leadership groups to strong profit growth and high cash conversion business with industry-leading financial metrics.

The Innovia Group has been investing significantly in kit and capabilities over the last few years and with an updated and focused strategy, is very well positioned for rapid growth in its targeted markets. With the completion of the Cellophane business divestment in June 2016, in which Omar also played a leading role, to excellent long term owners who are completely aligned with Innovia's values including a very strong commitment to our local communities, we look forward to an exciting future focused on polymer solutions.

Prior to joining the Innovia Group, Omar worked in Royal Dutch Shell for 16 years. Over his career he held a range of leadership roles across strategy and business development, finance and treasury. He was responsible for improving and growing businesses in more than 70 countries providing him with hard earned experience in working successfully in different cultures and operating environments. He also worked across the energy value chain and has a deep understanding of this sector and the challenges and disruptions it faces.

Omar started his career with ABN Amro Bank in Asia covering corporate and project finance positions. He has a Bachelor of Arts degree from Rice University and is a fully qualified Chartered Management Accountant.

Contact Details:

Web: www.innoviaholdings.com



Ron Whitten

CFO at Henderson Group



About Ron Whitten

Ron Whitten was appointed CFO of John Henderson (Holdings) Limited in 2006. Ron joined the organisation in 1997 and prior to being appointed CFO he held a number of executive roles within the group including Finance Director for the Retail division, overseeing a 10 year strategic investment plan to grow the Company owned estate from turnover of £38m to £300m and from a loss making subsidiary to a profit contributor to the group in excess of £6m.

Having qualified as a Chartered Accountant with PWC, Ron joined their Corporate Recovery Division and was part of the PWC team to oversee the first Administration in Northern Ireland under the newly introduced Insolvency legislation, heading up the Finance function. This led to the move into Industry with a career starting as Head of Finance of the domestic divisions of Norbrook Laboratories Limited, a veterinary pharmaceutical manufacturer and another of Northern Ireland's leading private companies.

At Hendersons, Ron is responsible for the group functions Controlling and Accounting, M&A, Risk management and Internal Audit, I.S. and Retail Technology, Taxes and Treasury.

Group Turnover at Hendersons has doubled during the period in position to £660m. Last year, Henderson Group announced an investment of £25m in the transformation of their headquarters in Mallusk with the opening of a new office block and the construction of a new 180,000 sq ft warehouse with 31 Docking Stations.

Other Key highlights in the last 12 months:

Oversight of strategic capital investment program of £34million in new store acquisition, refurbishment of existing retail sites and associated expansion of wholesale facilities to support continued growth expectations.

Acquisition and Integration of Dargan Press Limited .

Record Group Turnover and Profit performance.

Firm Profile

- Henderson Group is a privately owned Northern Ireland based business achieving 91st place on the latest 2016 Sunday Times HSBC Top Track 100 league table of the U.K.'s private companies.
- Henderson Group is ranked 6th in Northern Ireland's Ulster Business Top 100 Companies 2016.
- The Group owns the SPAR, EUROSPAR, VIVO, VIVOXTRA and VIVO Essentials franchises in Northern Ireland. Four companies make up the Group - Henderson Wholesale, Henderson Retail, Henderson Group Property and Henderson Foodservice.
- Henderson Wholesale has been distributing food and grocery-related products to the convenience retail sector for over 100 years and is the largest operator of its kind in the country, supplying 422 stores.
- The Group is committed to sourcing local fresh foods from farmers, growers and suppliers, with over 75% of fresh products sourced on the island of Ireland. Henderson Retail owns and operates 79 SPAR and EUROSPAR stores in Northern Ireland.
- Henderson Foodservice is the market's leading supplier to the catering industry, providing a vast range of products to hotels, schools, restaurants etc. across Ireland.
- Operating out of its head office in Mallusk, the Group employs 3,017 employees across Northern Ireland.



Contact Details

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 CFO at Henderson Group
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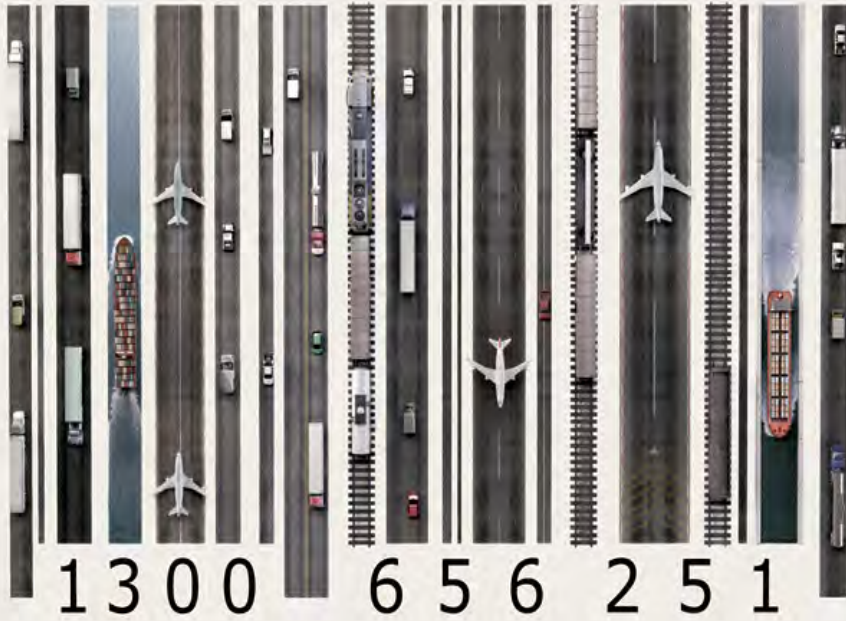




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North America

Chris Blaxall CFO at Performance Horizon

Firm Profile

Performance Horizon is the leading provider of SaaS solutions for digital partner marketing, enabling large enterprises to drive significant sales through their online marketing partners and affiliates. The world's top digital content, retail, travel and financial services companies rely on Performance Horizon's highly scalable platform to generate over \$3 billion in sales across 185,000 marketing partners. The benefits include highly flexible partner management capabilities; real-time measurement of performance on the web and on mobile apps; optimization through deep analytics across multiple performance models; and settlement in over 50 currencies in 183 countries around the world.

With offices in the U.S., UK, Japan and Australia, Performance Horizon is backed by top-tier investors, including Mithril, Greycroft Partners and DN Capital.

We continue to see increasing demand for our product in the key verticals in our geographical markets. With companies continuing to seek greater returns on their marketing spend, we provide the perfect solution to enable them to gain greater control over this area of expenditure and optimise their activities.

Better data and more sophisticated technology are shaping the marketing industry, including the partner marketing category. However, a lack of transparency into program performance coupled with outdated performance-based models and technology solutions that many advertisers continue to work with can force even the most seasoned advertisers to stagnate. Advertisers must also adapt their marketing activities to address changing consumer behavior as digital content is consumed across a wider variety of devices, and mobile in particular.

While other channels have rapidly transformed to incorporate and leverage 'big data' (think ad exchanges, search, and display) to drive the online advertising marketplace, traditional affiliate marketing remains largely reliant on static historical performance as the core program driver to determine commissions. Advertisers who use data to optimize their partner marketing spend are increasingly migrating away from reactive data processed in Excel to proactive real-time data that allows them to escape crunching numbers and return their focus to advertising. In addition, advanced advertisers are using methodologies that help them understand how their customers use multiple devices to complete their customer journey.

About Chris Blaxall

Chris is Performance Horizon's CFO and is responsible for all finance and HR matters in addition to providing support across a range of commercial areas. Chris held a number of senior finance roles worldwide prior to joining Performance Horizon in 2014.

How did your career path lead your current position?

My early career followed the traditional route of qualifying as a chartered accountant by joining Touche Ross—a Big 4 practice—in London straight from Imperial College after completing a mathematics degree. I had a brief tenure at the 3i Group, where I learned many of the basics of venture capital investing, before I joined a 3i-funded company that took me out of London and up to the Newcastle area, where I am now based. This company was the Derwent Valley Food Group, which is best known for its Phileas Fogg snack foods. I ended up managing the company's successful sale to United Biscuits a few years later.

From 1997, I spent 8 years based in Sydney, Australia, where I first developed the national private equity advisory business as a Deloitte partner. I was later headhunted into a global CFO role for a software business that was headquartered locally, and this was my first real experience in a technology-led company. My work took me all over Australia, to many countries in Asia and across North and South America. My international experiences provided me with great insight into the cultural, structural and business differences in these locations.

I eventually returned to the UK in 2005. After some involvement in an early stage company with some former Phileas Fogg colleagues, I moved to a global business that sold its technology-led product in more than 50 countries world-wide. As combined COO and CFO, I assisted this 75 year-old company to expand its operations across Europe, USA and into China, increase its revenue by more than 400% over 4 years and move from losses to a significant profit.

I came across the Performance Horizon business in late 2013, at which time I was already involved in a different start-up of my own. However, after having helped set up processes and systems and recruited staff to manage day-to-day operations, I stepped back from day-to-day activities to become non-executive chairman. We sold this business successfully in mid-2015 to a major Publicly Limited Company.

When I met Mal Cowley, CEO and Paul Fellows, COO of Performance Horizon, I was really impressed not only by their drive and enthusiasm, but

also by their absolute belief that the company was going to succeed and grow into a major global market leader.

Having been involved in a number of companies in my career, I could see that Mal and Paul had identified a major market that was ripe for disruption, knew their market inside out, had the technical expertise with the team to develop the required scalable product and had already attracted interest from professional venture capital investors who were committed to the business' success.

It was an easy decision to join the team since it was clear that the business was poised for some enormous growth. Managing this growth effectively has certainly been interesting and challenging over the last few years!

What motivates you most about your role as a CFO?

As a member of the senior management team that drives the business, it is exciting to be in a position to influence and help drive the business as it expands its customer footprint around the globe. My broad role includes involvement in commercial discussions—including significant input into strategic and business planning— alongside the day-to-day running of the business.

Since arriving, I have looked to develop a great finance and HR team that delivers ahead of expectations even as we continue to rapidly grow. Continually seeking to nurture, mentor and motivate the team is top of my agenda. It was great for the team to be recognized for their excellent work and team spirit by winning "Finance Team of the Year" at the 2015 North East Accountancy awards.

Since our payments service plays an integral role in the sales process, it is really interesting to work with the sales teams in talking with prospects—mainly FTSE250 or Fortune 500 companies—who are looking to grow their business by using the Performance Horizon platform. This enables me to get closer to some of the operations in the business than would normally be expected of a CFO, particularly in the various global offices in USA, Japan and Australia.

I find that my overall role is enhanced by my active involvement across these many facets of the business, which also certainly leads to a challenging programme of activities!

This role also provides me with the opportunity to help support the drive for the recognition of the tech industry in the north of England, in particular the North East. Through Performance Horizon's involvement as a member of the Future Fifty programme managed by Tech City, I have the chance to spread this message in London and within Government whenever I can to ensure that we continue to grow and develop the resources we will require as a region to support future activity.



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Denise McGlone

CFO of PenFed Credit Union



About Denise McGlone

Denise McGlone is PenFed Credit Union's Chief Financial Officer. Denise is a seasoned executive whose corporate experience includes CFO and senior level Treasury positions at various organizations. McGlone's corporate positions are complemented by 10 years on Wall Street building and managing global derivatives units. McGlone is a recognized leader in the derivatives market and she served on the International Swap Dealer Association (ISDA) Board of directors; represented industry to Bank for International Settlement (BIS), US Congress, FASB and other governmental bodies.

As CFO of Sallie Mae, McGlone managed a \$50 billion balance sheet and a \$10 billion derivatives portfolio. Sallie Mae was an early adopter of derivatives and employed the tool to access cheaper funding and match assets and liabilities. Denise's expertise enabled Affinity Federal Credit Union to secure derivatives authority and successfully execute transactions to reduce Interest Rate Risk (IRR). McGlone's Wall Street experience includes: Global Head of Derivatives / Executive Vice President, Dai Ichi Kangyo Bank, New York, NY; Co-head Global Derivatives / Managing Director, Security Pacific National Bank; and Vice President, Marketing and Trading, Global Derivatives, First Chicago Corporation, Chicago, IL. Each of these institutions had large multi-product/multi-currency portfolios and McGlone was instrumental in setting up the systems, operations, legal documents, financial controls and credit risk management frameworks necessary to support large global operations. Managing the book required hedging to minimize capital at risk arising from pay fixed/receive fixed clients. During Denise's Wall Street tenure, McGlone advised major corporations on the utility of interest rate and currency derivatives to mitigate risk or secure access to cheaper funding. In addition, Denise was an expert witness on derivatives lawsuits.

Special recognition includes: Three Alexander Hamilton Awards for "overall excellence in treasury management, financial risk management and cash management"; 100 Most Influential People in Finance—Treasury and Risk Management Magazine; 50 Most Influential Risk Managers—Risk Magazine; CFO Superstars of 1997—Global Magazine; Euromoney's Top 50 Women in Finance; Recipient—Women's Bond Club Merit Award and Top 40 Bankers under 40—American Banker.

Areas of Expertise:

As the chief architect of PenFed Credit Union's financial strategy, Denise understands just how critical technological innovation is for the credit union. PenFed members using web and mobile devices account for 85 percent of all transactions. PenFed was an early adopter of the technology that enabled its members to conduct secure wireless financial transactions.

Denise has nested her financial strategy within the overarching PenFed strategy which is designed for success in the virtual space. Denise is funding investments in systems designed to meet the ever-increasing volume of web and mobile traffic and has given them a top priority. This is especially key because PenFed operates just 13 percent of the number of physical branches that its largest credit union competitor does. Denise's forward thinking also has a focus on internal investments designed to provide the PenFed workforce with the requisite technological applications to enhance productivity, collaboration and agility. Denise's ability to see clearly across the entire organization and understand the challenges faced by each department is truly impressive.

Denise is driven by an unwavering commitment to team play, fairness and integrity that has helped Denise form strong relationships throughout the firm. Denise's knowledge, Wall Street credentials, breadth and depth of experience in finance has inspired the utmost trust and confidence from PenFed's Board of Directors with regard to Denise's abilities.

Firm Profile

PenFed Credit Union's guiding philosophy is simple—take perfect care of the members, keep the institution safe and sound, create a work environment fitting of a destination employer by hiring, training and inspiring the best and brightest employees—all while serving as a community leader—this straightforward, no nonsense approach has become a powerful mantra that has propelled PenFed Credit Union across the threshold of \$20 billion in assets and 1.4 million members worldwide.

Established in 1935 as the War Department Credit Union, PenFed Credit Union is one of the largest credit unions in the country. Its long-standing mission has been to provide superior financial services in a cost effective manner, while being responsive to members' needs. PenFed Credit Union offers market-leading mortgages, automobile loans, credit cards, checking, and a wide range of other financial services with its members' interests always in mind.

Contact Details

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Ira Birns

CFO at World Fuel Services Corporation

About Ira Birns

Ira Birns is the executive vice president and chief financial officer of World Fuel Services Corporation, a Fortune 100 Corporation principally engaged in the downstream marketing and financing of aviation, marine and ground-based fuel products and related services in more than 200 countries and territories throughout the world.

Birns is responsible for the executive leadership of the company's financial organization including corporate development, financial planning and analysis, tax, treasury, controllership, indirect procurement, internal audit and investor relations.

Prior to World Fuel, Birns served as vice president and treasurer and vice president of investor relations for Arrow Electronics, Inc., a \$23 billion global provider of products, services, and solutions to industrial and commercial users of electronic components and enterprise computing solutions.

He is also a past Chairman of the Board of the Association for Financial Professionals, headquartered outside Washington D.C., which is the professional society that represents nearly 20,000 finance executives globally.

When living in New York, Birns served as President of the Holocaust Memorial Committee of Long Island and also served on the Board of the AHRC, an organization committed to enriching the lives of people with intellectual and developmental disabilities for the past 65 years.

Birns is currently a member of the Board of Directors of the New World Symphony in Miami, Florida and is also a member of the University of Miami, Miller School of Medicine UHealth Champions Program.

Birns holds a bachelor's degree in accounting from Hofstra University and is a certified public accountant as well as a certified treasury professional.

Firm Profile

Headquartered in Miami, Florida, World Fuel Services is a global fuel logistics, transaction management and payment processing company, principally engaged in the distribution of fuel and related products and services in the aviation, marine and land transportation industries. World Fuel Services sells fuel and delivers services to its clients at more than 8,000 locations in more than 200 countries and territories worldwide.

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Kenneth Hahn

CFO at Icontrol Networks, Inc.



About Kenneth Hahn

Ken Hahn currently serves as Chief Financial Officer of Icontrol Networks, Inc. and is responsible for the company's finance, accounting, HR, IT and legal functions.

His career spans more than 25 years, and he has served as Chief Financial Officer of three publicly listed technology companies, two of which he brought public in successful IPOs. Mr. Hahn's professional services background includes three years in strategy consulting with the Boston Consulting Group and five years of public accounting with Price Waterhouse.

His qualifications include Certified Public Accountant, Certified Management Accountant, an MBA from the Stanford Graduate School of Business as an Arjay Miller scholar, and a BA in Business from California State University Fullerton, summa cum laude.

Mr. Hahn has also served as the Audit Committee Chairman of the Hiller Aviation Museum for nine years.

CFO Insight

Can you tell us about the sale of Icontrol Networks?

Of course. It was a process that began well over a year ago when Comcast Corporation approached us to express interest in buying a portion of Icontrol – the Converge business unit, which operated the software platform hosting Comcast's home security customers. After agreeing approximate terms, Icontrol initiated a process to find buyers of its other two business units, ultimately resulting in an agreement with Alarm.com to buy both units in an asset deal. We had multiple bids on the assets, creating yet more complexity to navigate. So it was a year-long, complex process.

Why was the transaction complex?

A multi-party deal is naturally more difficult than a single transaction, but particularly when there are overlapping intellectual property rights with two buyers that will ultimately compete with the products they acquire. So it was the nature of the transaction itself, in addition to the fact that the two acquirers were both publicly listed companies with the attendant diligence and reporting rigor.

How did you navigate this complexity and bring the deals to closure?

Well, just like many things in business, it was all about the team. We had a stellar team, from the executives negotiating the economics, structure and terms to our Board of Directors' strategic insights to our expert advisors on the banking and legal fronts. That group included Bob Hagerty, our CEO; Rich Mosher, General Counsel; Evercore Partners as our financial advisors; and Wilson Sonsini Goodrich & Rosati as outside counsel. The depth of the team's experience and teamwork are what allowed us to navigate to the right outcome for Icontrol's shareholders.

Firm Profile

Icontrol Networks, Inc. offers a software as a service platform and "internet of things" devices for the home security and home automation markets. Its platforms service the home security and automation needs of more than three million households.

Icontrol is making the connected home a reality through its software platforms which are deployed by service providers and home security companies of all sizes, and the all-in-one Piper smart home security system for consumers. Icontrol is further pioneering the next generation of connected living through its Icontrol Developer Program, the first community for application and device makers to partner on a common platform.

Investors in the private company include Kleiner, Perkins, Caufield & Byers, Charles River Ventures, Comcast Ventures, Intel Capital and Cisco Systems.

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Manmeet S. Soni

CFO at ARIAD Pharmaceuticals, Inc.

Firm Profile

ARIAD Pharmaceuticals, Inc., headquartered in Cambridge, Massachusetts is focused on discovering, developing and commercializing precision therapies for patients with rare cancers. ARIAD is working on new medicines to advance the treatment of rare forms of chronic and acute leukemia, lung cancer and other rare cancers. ARIAD utilizes computational and structural approaches to design small-molecule drugs that overcome resistance to existing cancer medicines.

ARIAD is focused on becoming a leading discoverer and developer of small-molecule medicines to treat patients in the greatest areas of medical need. Equally important is to be known for the highest standards of integrity and stewardship in serving patients, the medical community, employees and shareholders.

ARIAD is making that vision a reality:

- By attracting, developing and retaining the best and brightest minds—building upon our solid team of people, seeking individuals from diverse backgrounds in drug discovery, development and commercialization, financial management, and business strategy.
- By leveraging ARIAD's strengths—scientific excellence and clinical scholarship—to broadly develop our lead oncology product candidates and build a pipeline of innovative follow-on product candidates.
- By building a world-class commercial organization to bring our new medicines to cancer patients on a global basis.

Contact Details

Manmeet S. Soni
 CFO at ARIAD Pharmaceuticals, Inc.,
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About Manmeet S. Soni

Manmeet S. Soni, joined ARIAD in March 2016 as the Company's Executive Vice President, Chief Financial Officer and Treasurer. Since joining ARIAD Mr. Soni has had a profound impact, overseeing the company's finance, corporate communications and investor relations, information technology and facilities departments. During his tenure he has been a leader in the Company's rapid progress in transforming its strategy, culture and financial position, most

visibly with the Company's successful divestiture of its European operations and outlicense of its approved drug for refractory chronic myeloid leukemia to Incyte. This major transaction helped ARIAD significantly improve its cash position/financial profile, reduce operating costs ~ \$65 million annually and to continue the royalty stream of its approved product while having strategic flexibility for the future.

Mr. Soni joined ARIAD from Pharmacyclics, where most recently he served as Chief Financial Officer until September 2015 having overall responsibility for finance, accounting, business development, procurement, IT, HR and commercial operations. While at Pharmacyclics, Mr. Soni was instrumental in securing its sale to AbbVie for more than \$20 billion. Before taking over CFO responsibility at Pharmacyclics, he also served as Corporate Controller. Pharmacyclics was acquired by AbbVie, Inc. in May 2015. Prior to joining Pharmacyclics in 2012, Mr. Soni worked at ZELTIQ Aesthetics Inc., where he served as controller and senior director of finance. Mr. Soni began his career at PricewaterhouseCoopers, India in 2001 and then in 2007 moved to PricewaterhouseCoopers San Jose, in the Life Science and Venture Capital Group.

Mr. Soni currently serves on the board of Genoscience Pharma. He graduated from Hansraj College at Delhi University in India. He is a Certified Public Accountant, licensed in the State of California. He also completed his Chartered Accountancy from the Institute of Chartered Accountant of India.

Matthew Fish

CFO of etouches



Firm Profile

etouches is a global end-to-end event management software solution based in Norwalk, Connecticut. Founded in 2008, etouches provides innovative technology solutions to streamline the event process and increase ROI. Since the company's inception, etouches has continuously looked for ways to break the mold in the event SaaS technology space. Bringing on veteran software industry executive Oni Chukwu as CEO in late 2013, he started etouches down the path for exceptional customer growth, results-driven financial performance and execution for market-dominant global enterprise software.

Striving on innovation, etouches mission is to assist event professionals in finding a better way to manage their events through automated processes and a completely integrated enterprise event management software. As a result, since 2015 etouches has made significant strides to grow the enterprise platform through organic development and strategic M&A. The knowledge and experience that comes with etouches executive team has allowed all the product developments and M&A to be fully vetted to ensure the positive impact that the new features will have on both the company from a financial and growth stand point and to the events industry as a whole.

To-date, etouches offers enterprise clients a full service platform for managing events from registration and mobile apps to venue sourcing and ROI. Many of the key features and function that etouches has today are because of the influential M&A that were made. After raising \$34 million in capital, in 2015 etouches acquired both Belgium mobile app platform TapCrowd and proprietary venue sourcing software Invention; And in June 2016, etouches acquired award-winning venue sourcing and booking platform Zentila. These deals were integral in making etouches the full enterprise event software platform that it is today. The money raised by investors was also put towards the development of products such as Strategic Meetings Management (SMM) and an event ROI tool.

Through the new products of venue sourcing and event ROI, etouches has become a platform that is focused on data and analytics. Both products offer the industry a way to better manage their event process through intelligent technology. Venue sourcing automates 100% of the request for proposal process, finding event planners the best locations based on their needs. The event ROI tool captures data and analytics arounds events and gives clients real-time insights to optimize their events to add greater value to their organization.

All three companies were vetted by etouches finance team, under the direction of CFO Matthew Fish, to ensure through the diligent process that the company has, that they will add value to etouches bottom line. Within the next coming years, the venue sourcing platforms acquired will begin to represent 1/3 of the company's revenue through a new business module.

As an award-winning platform with five consecutive years on the Inc. 5000 list and named one of Deloitte's Fast 500 of 2015, etouches growth is measured by the work that is put in by the entire team. By carefully measuring metrics such as LTV, etouches heavily invests in client support and products, giving unparalleled customer retention in the industry. All of this allows etouches to be the full service enterprise event management platform.

About Matthew Fish

Matthew Fish is the Chief Financial Officer for etouches event management software. He is focused on leading and aligning the finance function to be in lock-step with the needs of the business. Matt oversees all aspects of financial activities including M&A, capital funding, financial planning and reporting, investor relations, taxes, treasury and risk management. Over the course of almost two years, Matt has been influential in helping etouches to grow into the enterprise position that it is in today. With three acquisitions taking place since coming on board, Matt helped to raise the \$34M in capital needed to close those deals and to build out new key product features organically.

With over 20 years of experience in the technology, financial services and business consulting industry, Matt brings to etouches a wealth of knowledge in helping to build an enterprise financial infrastructure. Matt holds a Bachelor of Science in Business Administration and Management Information Systems from the University of Albany, SUNY.

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About Rich Antoneck & Veritext Corp

When I joined in 2011 the business was not operating in most efficient manner possible. I spent the first two years of my time here working closely with our accounting, technology and operational teams to automate and centralize as many financial processes as possible. The success of this effort has allowed Veritext to grow at double digits every year without adding to our infrastructure costs.

At Veritext we aim to work with and enhance the opportunities and experiences of our three constituents every day. This includes (1) our employees, (2) the very best independent contractor / court reporters and (3) our clients. Focusing on best in class customer service with each of these constituents is the back-bone of our company culture.

The days of a CFO being just a “numbers” person are over. CFO’s of today and tomorrow must know the operations of the business and be a leader in developing and deploying the strategies of the business. The CFO must be a partner to the CEO and all other managers at the company!

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Rich Antoneck

CFO at Veritext Corp



Rich Antoneck

Rich Antoneck – CFO of Veritext Corp in Livingston, New Jersey since November 2011. As CFO at Veritext, I lead all of our finance, accounting, human resources and acquisition efforts. I also manage all relationships with our lending groups and banks.

I started my career in public accounting at a small firm in New York City and after 2 years moved over to Thomson Reuters where I spent almost 10 years. While at Thomson I had great exposure to many of the senior management team and was able to gain valuable experience in acquisitions, new product development, internal business re-alignments and ultimately business divestitures. My last project at Thomson was the sale of Thomson Media to private equity firm, Investcorp International. I was offered a great opportunity as part of this transaction to shift my career to that of a CFO in the private equity world. I went on to work as CFO of three different successful portfolio companies of Investcorp from 2004 to 2016. The last of these three companies was Veritext, where I am still CFO today. Veritext was recently sold from Investcorp to private equity firm Pamplona Capital Management in January 2016.

I work daily with all of our Regional Vice Presidents around deploying our business and acquisition strategies. We are a very acquisitive company, having completed 15 acquisitions in the last 26 months. I also work with our finance and human resources teams daily to ensure that our employees and financial reporting are all running smoothly. When you are the leader in your market space, you have to work harder than everyone as someone is always looking to take that top spot. We are fortunate to work with the very best independent court reporters in the industry and pride ourselves on customer service. These two attributes are what allow us to continue to lead our industry.

Theresa E. Wagler

EVP & CFO of Steel Dynamics, Inc.

About Theresa E. Wagler

Theresa is executive Vice President and Chief Financial Officer of Steel Dynamics, Inc. She joined the Steel Dynamics corporate finance team in 1998, and has held various finance and accounting positions, including Chief Accounting Officer and Vice President and corporate controller, and was appointed to her current position in May 2007. She is responsible for and oversees accounting, risk management, taxation, treasury, and information-technology functions, as well as, financial planning and analysis, investor relations, and corporate communications.

In addition to her SDI corporate EVP responsibilities, Theresa serves as a director of CF Industries Holdings Inc. and of the Steel Dynamics Foundation, which focuses heavily on education, children's resources and development, and community support for those areas in which the company's employees work and live. Theresa is also a trustee and audit committee chairperson of Trine University.

Theresa is personally involved in numerous charitable and community organizations, with a focus on areas that benefit children through education, growth opportunities and services. Theresa is proud to be a part of a company that echoes her strong belief in the necessity and obligation to "give back" with both personal time and finances.

Firm Profile

Steel Dynamics, Inc. (SDI) is one of the largest and fastest growing steel producers and metals recyclers in the United States, with annual steelmaking capability of approximately 11.0 million tons. SDI has one of the most diversified steel product portfolios, serving numerous key steel consuming industries, including automotive, residential and non-residential construction, industrial manufacturing, transportation, appliance and energy sectors. The Company provides a vertically integrated business model. The Company's primary source of revenue is generated from its steel operations, comprised of six steelmaking plants, whose primary raw material is recycled scrap metal used in the steel production process.

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Firm Profile

Headquartered in Allen, Texas, PFSweb, Inc. (NASDAQ: PFSW) is a leading provider of eCommerce and multi-channel outsourcing solutions for global consumer brands, online retailers, and brand manufacturers. PFSweb provides a broad range of services, including eCommerce technology, digital agency, order management, customer care, global logistics and fulfillment services. PFSweb crafts fully integrated solutions that are customized to each client's unique set of requirements to create Commerce Without Compromise. PFSweb's solutions provide optimal customer experiences, high-performance operations, cost savings, easy seamless entry into international markets, and client freedom to concentrate on core competencies.

PFSweb expertly serves both direct-to-consumer (D2C) and business-to-business (B2B) initiatives, providing services to more than 160 clients who operate in a range of national and international markets, including fashion apparel and accessories, fragrance and beauty products, consumer packaged goods, home furnishings and housewares, collectibles and toys, consumer electronics, office technology and network connectivity products. PFSweb supports clients including Procter & Gamble, L'Oreal, LEGO, Canada Goose, ASICS, Roots Canada Ltd., PANDORA, Diageo, Anastasia Beverly Hills, T.J. Maxx, the United States Mint, and many more.

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Thomas J. Madden

CFO at PFSweb, Inc.



About Thomas J. Madden

Thomas J. Madden (Tom) has served in the roles of Chief Accounting Officer and Chief Financial Officer for PFSweb, Inc. since its inception in 1994. His responsibilities include global oversight of accounting, corporate financial reporting, planning and analysis, mergers and acquisitions, investor relations, capital market activities, and strategic projects.

Tom's leadership over the past 20 years at PFS has helped transform the company into one of the leading global commerce service providers in the industry. During his tenure, the company has accomplished significant milestones including: its IPO in 1999, expansion of distribution and call center services into Canadian and European markets, development of an end-to-end eCommerce solution in 2008, and strategic partnerships with companies like Demandware, SAP Hybris, Oracle Commerce, IBM, transcosmos, Shopatron (now KIBO), and more.

Over the past two years as the company expanded its digital agency and technology professional services offerings, Tom led the financial due diligence and planning process to acquire five companies across the United States and Europe. These efforts substantially expanded the company's total addressable market and created significant operating leverage to drive margin expansion and profit growth.

Tom previously worked as Chief Financial Officer of Daisytek (PFSweb's former parent company) from 1997 to 2000; acted as Vice President of Finance, Treasurer and Chief Accounting Officer of Daisytek from 1994 to 1997 and as Controller of Daisytek from 1992 to 1994. Prior to joining Daisytek, he served as a financial consultant and audit manager with Arthur Andersen & Co. for 9 years.

Tom received his Bachelor of Science in Accountancy degree from The University of Illinois.



Tom Hemmings

CFO at Renovate America

Capital Markets Activity at Renovate America

The HERO bond platform is the first asset-backed securities (ABS) platform to solely produce green bonds. Each of the company's eight securitizations has been designated as green by Sustainalytics, an investment research firm specialized in environmental, social and governance (ESG) research and analysis. HERO bonds also adhere to the Green Bond Principles, a set of commonly agreed standards in the capital markets on what constitutes a Green bond. Renovate America's latest securitization of PACE bonds is the largest such deal completed by any issuer. Moody's Investor Service also assigned the notes it's highest Green Bond Assessment grade – GB1.

PACE green bonds such as those issued by Renovate America have received significant investor interest in part because they do not fund aspirational or speculative projects; the proceeds have already been invested in projects with verified environmental impact.

The HERO bond platform was most recently recognized by GlobalCapital for the Best Green/SRI ABS Deal of the Year Award and was ranked second for the North American Green/SRI Deal of the Year.

About Renovate America

Renovate America partners with state and local governments to offer HERO, a property assessed clean energy (PACE) financing program, to communities. HERO is the leading residential PACE program in the U.S. and has financed more than \$1.75 billion of improvements. This unique public-private partnership offers consumers access to financing for more than 60 types of home energy improvements without the need for government funding. The HERO Program has received a number of recognitions including a Climate Leadership Certificate for Innovative Partnerships by the U.S. Environmental Protection Agency, inclusion in the 2016 White House Water Summit, the Governor's Environmental and Economic Leadership Award in California, and the Urban Land Institute Best of the Best.



About Tom Hemmings

As CFO, Tom oversees the numerous financial, legal and government matters associated with providing an entirely new type of financing solution in partnership with public and private entities. Under his guidance, Renovate America has become the world's only asset-backed green bond platform -- generating more than \$1.3 billion in securitizations over eight offerings. Tom is well-versed in strategic planning, growth performance, negotiation, and profit. He has negotiated numerous bank credit facilities, as well as the public offering of debt. Tom is a Certified Public Accountant, and a graduate of the University of Colorado.

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RENOVATEAMERICA™

Firm Profile

Serving the industry for more than three decades, Blackbaud is the world's leading cloud software company powering social good. Leading uniquely at the intersection point of technology and social good, Blackbaud provides software, services, expertise, and data intelligence that empowers and connects people to advance the social good movement. The Blackbaud portfolio is tailored to the unique needs of vertical markets, with solutions for fundraising and relationship management, digital marketing, advocacy, accounting, payments, analytics, school management, grant management, corporate social responsibility, and volunteerism.

Blackbaud believes the world will be a better place when good takes over and its vision is to power an ecosystem of good that builds a better world. The company brings more than 35 years of software and services leadership to the sector, with industry-optimized solutions spanning fundraising & relationship management, financials & payments, analytics, marketing, and more. Blackbaud houses the largest database of philanthropic giving trends, and uses that information to publish research and build intelligence into its new innovations. The company serves more than 35,000 customers today in 60 countries (and rapidly growing), spanning many verticals and its total addressable market is ~\$6B. Organizations that use Blackbaud technology raise, invest, manage and award more than \$100 billion each year.

Contact Details

Tony Boor
CFO at Blackbaud
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Tony Boor

CFO at Blackbaud



About Tony Boor

Since joining as Blackbaud's Chief Financial Officer in November 2011, Tony Boor has transformed the corporate finance, information technology, facilities and legal departments into highly functioning teams. He is responsible for the management of financial reporting and planning, investor relations, enterprise risk management, legal, internal auditing, pricing, real estate and facility management, and long range planning, as well as all tax and treasury

functions. Tony also served as both Blackbaud's CFO and interim CEO for six months from September 2013 to February 2014.

Over the last 3 years, Blackbaud has grown its customer base by more than 15% and stock price by more than 70%; with revenue growth from \$503 million to \$635 million. Tony's financial guidance proved instrumental as Blackbaud achieved double-digit growth in both revenue and profitability when the company transitioned its entire on-premises software portfolio to the cloud in less than two years (where many software companies lack revenue growth during a cloud transition). As a result, Blackbaud was ranked on Forbes' 2016 Fast Tech: 25 Fastest Growing Public Tech Companies and Forbes' 2016 World's Most Innovative Growth Companies listings, which recognize companies for their financial performance and accelerated growth rates. Tony's leadership efforts have also resulted in Blackbaud having three times the equity analyst coverage today, including the #1 Institutional Investor rated tech team, Bank of America Merrill Lynch; and helped propel the company to one of the best "buy" ratings in the vertical software technology sector.

Prior to Blackbaud, he served as an executive with Brightpoint, Inc., beginning in 1999, most recently as its Executive Vice President, Chief Financial Officer and Treasurer. He also served as the interim President of Europe, Middle East and Africa during the company's significant restructuring of that region. Prior to Brightpoint, Tony was employed in various financial positions with Macmillan Computer Publishing, Inc., Day Dream Publishing, Inc., Ernst & Young LLP, Expo New Mexico, KPMG LLP, and Ernst & Whinney LLP. A dedicated servant leader, he serves on the board of directors for Charleston Metro Chamber of Commerce, and is a former board member of the Lord's Pantry at Anna's House and Make-A-Wish Foundation of Greater Ohio, Kentucky and Indiana. He received his bachelor's degree in accounting from New Mexico State University.

Vishal Chhibbar

EVP & CFO at EXL Service



About Vishal Chhibbar

Vishal Chhibbar has over 25 years of extensive experience working with blue chip companies in the areas of M&A, business & financial planning, strategy formulation and evaluation, joint venture management, SEC financial accounting & reporting, procurement, treasury & risk management in diverse markets and economic cycles.

Vishal currently serves as Executive Vice President and Chief Financial Officer of EXL Service. Under Vishal's leadership, EXL Service developed a disciplined global financial strategy supported by best-in-class systems and procedures, and has led EXL Service to significant growth in revenue, market cap and a strong balance

sheet. In addition to the current role, Vishal is also the head of Finance and Accounting business at EXL.

Vishal joined EXL in 2009 and since then, EXL's EBITDA has grown from \$38 million to more than \$115 million in 2015 and its market cap increased from 0.3 billion to \$1.8 billion today.

Vishal has led the company's strategic growth initiatives which are designed to enhance the economic value of the company. During his tenure at EXL, Vishal has accomplished nine acquisitions and played a catalytic role in key investment decisions to drive business objectives and build capability for the organization to stay ahead of the curve.

Under his stewardship and continuous focus on corporate governance and reliability of the information, EXL has earned the trust of investors and the market for the financial integrity of company's performance. EXL was recognized as one of "The 100 Most Trustworthy Companies in America" for the year 2015 by Forbes, a leading business magazine in the US and stood at 36th as overall rank Today, EXL has key marquee investors and a strong investor base.

Apart from this, Vishal works with NASSCOM, AMCHAM and other industry to contribute and influence policy making. He works with his peer group to share best practices and industry updates.

Before joining EXL, Vishal was with GE Capital for over 10 years. His senior leadership roles included Regional Head of Group Financial Planning for Strategy and Treasury, GE Capital, Australia and New Zealand, and Chief Financial Officer in South Korea, Indonesia and Malaysia. Prior to this, Vishal spent the earlier part of his career at American Express Bank as well as Xerox in India.

Vishal is a Chartered Accountant and an Associate Member of Certified Practising Accountant (CPA) Australia and Six Sigma Black Belt Certified.

Firm Profile

EXL (NASDAQ:EXLS) is a leading operations management and analytics company that helps businesses enhance growth and profitability in the face of relentless competition and continuous disruption. Using our proprietary award-winning Business EXLerator Framework™, which integrates analytics, automation, benchmarking, BPO, consulting, industry best practices and technology platforms, EXL looks deeper to help companies improve global operations, enhance data-driven insights, increase customer satisfaction, and manage risk and compliance.

EXL's Finance & Accounting practice focuses on helping CFOs influence enterprise-wide strategy and provide insights that improve business performance and better manage risk. Through a global approach the practice offers full suite of Finance & Accounting services that extend well beyond transactional F&A BPO. It takes a targeted, industry-centric approach, whether implementing global-delivery models, redesigning processes for dozens of business units, creating shared services centers, optimizing ongoing SOX programs, or redesigning cost-allocation models. With over 7,500 professionals, it is founded on Big 4 experience and degreed, certified F&A professionals.

Over the past year, EXL's Finance & Accounting practice has been included in the "Winner's Circle" in "HFS Blueprint: Finance As-a-Service 2016" and as a "Major Contender" in Everest Group's "Finance and Accounting Outsourcing (FAO) – Service Provider Landscape with PEAK Matrix™ Assessment 2016". The company as a whole was included in the 2015 Forbes list of the 100 most trustworthy companies in America.

Dedicated to the pursuit of being a responsible corporate citizen, EXL is committed to finding meaningful ways to help the communities in which it operates and serves. These include education initiatives that include funding schools and scholarships, as well as purchasing clothing, computers, food and other materials in all our locations. EXL also supports recycling initiatives and has managed programs including disaster relief efforts.

EXL serves the insurance, healthcare, banking and financial services, utilities, travel, transportation and logistics industries. Headquartered in New York, New York, EXL has approximately 25,000 professionals in locations throughout the United States, Europe, Asia (primarily India and Philippines), Latin America, Australia and South Africa. To learn more visit www.exlservice.com



Contact Details

Vishal Chhibbar
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BACK WHEN THE FOOTSTEP WAS STILL IN BOOTS.

And we've learned a lot along the way, trust us. Seriously, trust us. Because that's the main thing we've learned over the years, that trust is the single most important thing that can exist between a client and their investment manager. And we work at it. So there are no 'relationship managers', no call-centres, no computers making buying and selling stock decisions. Every investment relationship begins with a blank sheet of paper and the individual, not a set of products. It seems obvious to us, but maybe that's why we've been around so long, because everything we do stems from one simple philosophy: that **the first thing we earn is your trust.**



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Latin America

Frederico Brito e Abreu CFO at Kroton Educational S.A.



About Frederico Brito e Abreu

Mr. Brito e Abreu received an MBA from INSEAD, with an exchange program at Wharton Business School, and a bachelor's degree in Business Administration from Catholic University of Portugal in Lisbon, Portugal.

He currently serves as Chief Financial Officer at Kroton Educacional S.A., responsible for Treasury, Tax & Accounting, Credit and Collections, Planning and Control, Compliance, Procurement, Legal and IT. He is also head of the M&A department.

Prior to joining Kroton, he performed as a Director at the private equity firm Advent International and at McKinsey & Company in São Paulo, at New York and Lisbon offices.

Frederico joined Kroton in 2009 and led Kroton's M&A process involving a total investment of R\$ 16,5 billion, which included 8 high level acquisitions, such as Unopar, Unisasselvi, Iuni Educacional, Anhanguera Educacional and more recently the merger with Estácio.

Since then, Kroton has grown exponentially from 44k students for over a million, from R\$ 50 million EBITDA to more than R\$ 2,2 billion in 2016, and from R\$ 800 million Market cap at Bovespa to more than R\$ 23 billion today.

All these achievements made him one of the most prominent CFOs in Latin America. He was awarded with several corporative governance recognitions and others. Mr. Brito e Abreu has also won for 3 years in a row (2013, 2014 and 2015) as the best CFO of Latin America in education business for Institutional Investor.

With his help, Kroton has been on the spotlights and had the biggest stock valuations among the companies in Ibovespa from 2012 to 2014.

Firm Profile

Kroton is one of the largest private educational organizations in Brazil and worldwide, operating in the primary and secondary education segment for over 50 years and in the postsecondary education segment for more than 10 years. In 2010, the Company acquired IUNI Educacional, an institution that offered undergraduate and graduate programs. In 2011, the Company acquired Universidade Norte do Paraná (Unopar), the largest distance learning institution in Brazil. To crown this intense pace of acquisitions, in 2013 Kroton announced its biggest-ever deal: its merger with Anhanguera, thereby consolidating its leadership in both the in-class and distance learning segments.


After the merger with Anhanguera, Kroton have 120 higher education units, with presence in 13 Brazilian states and 74 cities, in addition to the 910 Distance-Learning Graduation Centers accredited by the Ministry of Education (MEC) located in all Brazilian states and in the Federal District. The Company also has, in Basic Education, 669 associated schools in all Brazilian states. Finally, the merger with Anhanguera added more than 400 free and preparatory course centers to the portfolio.





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Asia

Sudhir Jain

CFO at UNO MINDA

Firm Profile

Making its mark in the International Grid of Automobile Components manufacturing, UNO MINDA steers ahead as a leading Tier 1 supplier of Proprietary Automotive Solutions to Original Equipment Manufacturers (OEMs). Incepted way back in 1958 with a meagre start-up capital and now notching up a group turnover beyond US\$ 662 million, speaks volumes of the conglomerate that it is today.

For nearly five decades, UNO MINDA has made significant contributions to the automotive industry supply chain with innovative products, designed and engineered for efficiency with an emphasis on enhanced comfort levels and fine tuned response.

UNO MINDA has 40 manufacturing plants in India, Indonesia, Vietnam, Spain & Colombia, design centers in Taiwan, Japan & Spain.

With the human edge of a highly motivated workforce of 11000 team members the Group is headquartered in Manesar, Haryana, India. We have engineering, research and development centers in Manesar, Pune & Sonapat.

The UNO MINDA strategic alignment ensures the maintenance of leadership in providing the ideal product support for their customers. Drawing on the benefits of this long-term customer support relation, UNO MINDA forges ahead as a Tier-1 supplier. We manufacture 2 Wheeler Switches and Handle Bar Assemblies, Electronics & Sensors, 4 Wheeler Switches and Heater Control Panels, Automotive Lamps, Automotive Horns, Alternate Fuel Systems and CNG-LPG Kits, Automotive Batteries, Blow Molding Components, Seat Belts, Alloy Wheels, Wheel Covers, Air Filtration Systems, Canisters, Die Casting Components, Steering Wheels, Airbags, Fuel Caps, Body Sealing, Brake & Fuel Hoses, Car Infotainment Systems, Air Brakes, Clutch Actuation Systems and Automatic Gear Shifters for OEMs.

Technology and innovation are two key pillars of UNO MINDA philosophy. Our underlying vision is to create a culture that fosters great ideas that can be the basis for planning ingenious products, successfully manufactured to deliver value to our customers.



About Sudhir Jain

Sudhir Jain is the Chief Financial Officer of UNO MINDA Group. A Chartered Accountant and a Company Secretary by qualification, he has been with the Group for more than 20 years.

He has been actively involved in all strategic planning activities of the Group, global acquisitions, Collaborations, Group restructuring besides others.

Other key activities undertaken:

- Globalisation of operations i.e. setting up manufacturing base in ASEAN country.
- International funding.
- Domestic and Global Benchmarking of key performance indicators, including PPM Levels, Technology level, Methods and Processes.

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Executive Director & Gr. CFO at UNO MINDA
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Firm Profile

Apollo Towers is a leading independent telecom tower company, owning and operating a growing portfolio of integrated tower and power sites. One of the largest Private Equity firm TPG is Apollo's largest shareholder.

We offer construction, leasing and management of tower and power solutions to all telecommunications service providers in Myanmar.

Our strategy of tenancy sharing enables Apollo Towers to offer exceptional value to Operators and allows us to contribute to a sustainable telecom infrastructure network across Myanmar. Based in Yangon and with offices in Nay Pyi Taw and Mandalay, Apollo Towers have established a strong country presence and our world class services have given us a leading reputation for tower construction and management.

Our vision includes enabling a full spectrum of advanced telecommunications services for all Myanmar technology providers

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Shyam Sunder

CFO at Apollo Towers Myanmar Ltd.

About Shyam Sunder



Shyam is an Internationally experienced, MBA qualified Chief Financial Officer (CFO) and Business President, with demonstrated business leadership experience in global MNCs and Fortune500 companies. He has broad industry experience covering the full value chain of steel industry, telco, manufacturing, engineering and construction sectors across Australia, South East Asia and South Asia.

Shyam has proven track record in business development, business turn-around, greenfield development, M&A, joint venture and private equity management.

Shyam holds MBA qualifications from Australia and is a Fellow of the Certified Practising Accountants in Australia (FCPA), Fellow of the Chartered Management Accountants, UK (FCMA) and Chartered Global Management Accountants (CGMA).

He describes himself as commercially savvy, culturally diverse and results driven individual with the skill to mobilise organisations behind key strategic objectives.



APOLLO TOWERS MYANMAR
Leading Telecom Infrastructure Provider

Vishal Goenka

Group CFO at Renaissance Services SAOG



About Vishal Goenka

Mr. Goenka is a business professional with over 20 years' experience. Currently working as Group CFO of Renaissance Services SAOG, a publicly listed Omani multinational company.

Mr. Goenka has been working with Renaissance over the last 15 years. In that time, he has witnessed and participated in the growth of Renaissance, from a company with a turnover of USD 50 million to its current turnover of over USD 650 million with a total asset base of over USD 2 billion. Prior to joining

Renaissance Mr. Goenka worked with one of the largest business houses in India and also with one of the big four global audit firms.

His professional qualifications in Accountancy, Finance, Management and Information Technology have helped him to understand and provide right solutions to business demands.

During his tenure at Renaissance, Mr. Goenka has raised funding of over USD 1.5 billion to support the growth ambitions of the company. He has been instrumental in raising various forms of financing to suit the requirements of the company. These include Term Loans, Subordinated Debt, Mandatory Convertible Bonds, IPO, Capital Market Bonds, Perpetual Notes, private equity, joint venture funds etc.

Under his stewardship, and as part of its long term business strategy, the company divested its non-core businesses, and the capital raised from this was invested in the core business. Mr. Goenka is a founder member of Investors Relations Society, Oman.

He believes in the Law of Karma and enjoys spending time with his family and nature. Gardening and walking in natural settings inspire him. His passion is to build a great team and set them on a path to deliver excellence. At the heart of his philosophical outlook on business, is that leadership is not about being liked, it is about doing what is right. He also believes in the mantra that if you "treat your people well, they will treat your customers well and if you help people to get to their goals, they will happily help you to get to yours.

Mr. Goenka has great admiration for the Omani people and Oman, where he currently resides with his family. He feels that Oman's strategy for development in the current low oil price environment is correct. Its focus on large, well planned investments in infrastructure development, such as ports, special economic zones, hospitality, healthcare and education will help Oman to deliver a proper path to success when sentiment improves. He believes that these are the steps that will lead Oman in the right direction. Mr. Goenka has spent the best part of his years in Oman with Renaissance, and is committed to ensure that Renaissance continues to deliver what is expected by all its stakeholders.

Firm Profile

The company has two core businesses; Offshore Support Vessels, providing marine solutions to the global energy industry, where the company is seen as one of the top 10 leading players in the world in this sector. The second is in Integrated Facilities Management, where the company, a key player in Oman, has been providing turnkey solutions in facilities management in Oman for the past 25 years, with an expanding regional presence.

Over the last five years, the company has invested over USD 1.5 billion in its two core businesses, and these investments have improved growth and visibility for the future. In addition, several strategic market entry and acquisitions were made under Mr. Goenka's watch.

The company has also achieved excellence in corporate governance, management information systems, and investor relationships under his leadership as Group CFO.

Renaissance has flourished and grown in Oman. Renaissance Management Team, Board Members and all employees have put forward their best efforts to make Renaissance the success story that it is today.

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Joerg Ayrlle CFO at Thai Union

About Joerg Ayrlle

Mr. Ayrlle brings in depth financial experience in key functions including accounting, treasury, mergers, acquisitions and post-merger integration. Prior to joining Thai Union, he enjoyed a long tenure with German conglomerate - SIEMENS group and worked across multiple business units and geographies including Germany, Singapore, China and the United States.

Aside from his expertise and passion for key financial disciplines, Mr. Ayrlle is also a seasoned strategic business partner who has spearheaded critical business turnaround projects that have significantly improved financial and organizational performances.

His most recent position was as Chief Financial Officer and Treasurer at Ostram Sylvania, a US subsidiary of SIEMENS. Prior to this role, he served as SIEMENS' Managing Director of Corporate Finance Mergers and Acquisitions Asia, based in Beijing. He has held a number of senior executive roles within SIEMENS while based in China and Germany.

Since joining Thai Union, Joerg and his team have been instrumental in building a strong insight driven performance culture, adding a clear cash flow focus to the companies KPI and building a Bangkok-based treasury center on the back of a global treasury license granted by the Bank of Thailand. The global treasury operations have been able to release 40m USD in idle cash from Thai Union's balance sheet, while introducing a supply chain finance process which reduced working capital by 50m USD and lowered foreign currency volatility. Together with Thai Union's Strategy team, he was able to close 7 acquisitions and joint ventures.

Mr. Ayrlle holds an MBA from the University of Augsburg, Germany.

Firm Profile

Thai Union Group PCL is the world's seafood leader bringing high quality, healthy, tasty and innovative seafood products to customers across the world for almost 40 years, proud of our global brand portfolio. Our vision is to become the world's most trusted seafood leader, caring for our resources to nurture generations to come. As a company, we are firmly committed to innovative, sustainable and ethical business practices, encouraging globally responsible behavior at every level. Thai Union is a proud member of the United Nations Global Compact, a founding member of the International Seafood Sustainable Foundation and the company's work in sustainability has been recognized by the Dow Jones Sustainability Index for two years running.

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Dr. Obaid Saif Hamad Al Zaabi CEO at Securities and Commodities Authority

About Dr. Obaid Saif Hamad Al Zaabi

Dr. Obaid Al Zaabi is the CEO of the Securities and Commodities Authority (SCA). He has over 25 years of experience in financial legislation, accounting, banking, finance and investment, and shari'ah-compliant finance from many leading financial institutions in the United Arab Emirates, such as the UAE Central Bank, the Dubai Islamic Bank, Amlak Finance, and the Securities and Commodities Authority (SCA).

He received a BSc in Business Administration and Accounting, an MBA with distinction in 2000, and a PhD in Finance and Banking from the UK-based Durham University in 2006.

Prior to becoming a CEO, he held various financial and management positions, including:

- Deputy CEO for Issuance and Legal Affairs at SCA from 2014 to 2015.
- Senior Manager for International Business at Amlak Finance PJSC in 2007.
- Head of Follow Up and Supervision at the Dubai Islamic Bank from 2005 to 2007.
- Branch Manager at the Dubai Islamic Bank from 1998 to 2005.
- Branch Manager at Emirates Transport.
- Accounting Section Head at the UAE Ministry of Defence from 1990 to 1997.
- Internal Auditor at the U.A.E. Central Bank from 1990 to 1998.

Dr. Al Zaabi is a member at several organizations and associations. He was granted full membership in the Australia-based Institute of Certified Management Accountants (ICMA). He is also a member at the Institute of Financial Consultants (IFC), the Accountant and Auditors Association (AAA), the International Federation of Accountants (IFAC), and the Islamic Financial Services Board (IFSB) in Malaysia. He is also a board member at the GCC Accounting and Auditing Organization (GCCAAO) and a member of the Advisory Board of the College of Business and Economics at the United Arab Emirates University (UAEU). He received Certified Cost Accountant (CCA) designation from the US-based American Academy of Financial Management (AAFMM) and Certified Islamic Professional Accountant (CIPA) designation from the Accounting and Auditing Organization for Islamic Financial Institutes (AAOIFI).

Dr. Al Zaabi obtained several prestigious awards, including: the Sheikh Rashid Award for Academic Excellence in 2006, the Best Branch Manager Award in Dubai Islamic Bank in 1998, and the Outstanding Impact Award in International Relations in 2014.

Firm Profile

The Emirates Securities and Commodities Authority (ESCA), which was established under Federal Law No. (4) of 2000, arguably plays a pivotal role in the financial and economic stability of the United Arab Emirates (UAE). With its headquarters in the UAE capital, Abu Dhabi, the ESCA is a corporate entity which enjoys financial and administrative independence and wields the necessary authority to discharge its tasks and mission of ensuring sound and fair transactions on UAE securities markets through effective supervision and monitoring of securities and commodities markets in the country and unstinting efforts to improve the level of performance on those markets. Admirably, the ESCA has succeeded in playing its supervisory and monitoring roles on the markets, as well as in the promulgation of legislations and regulations which ensure soundness and promote best practices on the market, in a way that guarantee protection for the rights of investors on the markets.

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Africa

Dumisani Dlamini

CFO at National Arts Council of South Africa

About Dumisani Dlamini

Holding a firm belief that 'no matter how hard things can be, your time will come and no one can stop anything that is meant to be', Dumisani Dlamini is a living example of dedication and commitment to his cause. An alumnus of the University of Kwa-Zulu Natal, Dlamini is a qualified professional accountant, member of SAIPA with a Masters of Commerce Degree, Certificate in International Financial Reporting Standards, Post Graduate Diploma in Business Management, and Bachelor of Technology in Taxation and a Diploma in Accounting.

The road to success has been long and windy for the Durban boy 'but life has its own way dealing with things' Dlamini recalls today. In 1999 he started his career journey as Temporary Bookkeeper at Ithala Finance Development Corporation Ltd in Durban, where he was subsequently appointed as the Bookkeeper for Creditors.

"In August 2002 I joined SARS as an Accountant for Customs Operations in Richards Bay and then moved to Finance at the Head Office, as a Divisional Financial Accountant." It was not long until Dlamini was appointed as the SARS Finance Manager, then Senior Manager heading Finance Operations in one of the biggest divisions at SARS - the Business Enablement and Delivery Services. This division was responsible for Assessment Centres, Contact Centres, Compliance, Enterprise Business Enablement and Business Resource Services.

"Accountancy is not an easy profession," says Dlamini. As a Finance Manager he had to strategically support the General Manager: Finance and manage the organization's finances with caution. This included a host of responsibilities such as, expenditure accounting, revenue accounting, management accounting, procurement, financial transformation, and activity based management.

Recognised for his hard work and dedication, Dlamini was involved with various municipalities as a Chairperson of the Audit Committee, assisting them to apply effective financial management and good governance.

Currently employed as the Chief Financial Officer of the National Arts Council, Dlamini continues to evolve the accounting profession. "The accounting profession is always evolving; one has to keep up with ever changing accounting standards and other information to ensure that one applies the latest in information in my occupation", says Dlamini.

As CFO, Dlamini believes in improving the quality of governmental accounting high standards. In 2014, when he joined the NAC, he took the organisation from 56 findings to a clean audit, assisted in correcting faulty administrative processes, revised and simplified documents, as well as improved the skills confidence of his finance team. He strongly believes in assembling great teams to do great things by professionalising the finance team and ensuring continued professional development.



Firm Profile

National Arts Council South Africa: was established in April, 1997 through an Act of parliament (Act No.56 of 1997). The NAC is a national agency mandated by the Department of Arts and Culture, with the responsibility of developing South Africa's creative industry by awarding grants to individuals and organisations in the arts. This is embedded the organisation's mission which is to develop and promote excellence in the arts.

Contact Details

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 CFO at National Arts Council of South Africa
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NATIONAL ARTS COUNCIL
 OF SOUTH AFRICA

an agency of the
 Department of Arts and Culture



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Investment Management,
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SOME OF OUR
RELATIONSHIPS
GO BACK
FOUR GENERATIONS.

THAT'S NOT JUST GREAT.

THAT'S GREAT-GREAT.

Our investment managers have found themselves doing some strange things for their clients over the years. They've turned out for local cricket teams, fed fish, even looked after pet dogs. Unusual, but with such a willingness to go beyond the call of duty it's no surprise that clients tend to stay with us a long time. But neither is it unusual for relationships to last beyond a lifetime. Some of our investment managers have helped several generations of the same family. So, as well as all the other things we do, you could say we look after people's kids too. Perfect testimony to the simple philosophy that guides everything we do: that **the first thing we earn is your trust.**



Australasia

Paul Altschwager

CFO at Charter Hall



About Paul Altschwager

Paul Altschwager is the Chief Financial Officer for Charter Hall Group, a A\$17.5 billion property funds management group. Paul is responsible for the management and direction of Charter Hall's finance and corporate operations across the Group and managed funds, including finance, planning and analysis, treasury, tax, group planning, insurance, risk and compliance. Paul manages a

highly diverse A\$7 billion debt platform across 27 property funds and two ASX listed entities.

Paul joined Charter Hall Group in 2012 and has over 25 years' experience in corporate finance, mergers and acquisitions, finance, capital management and operational finance in the property, airline, wine and banking sectors.

Prior to joining Charter Hall Group, Paul held senior finance roles with the Westfield Group for 9 years, including 6 years as Chief Financial Officer for Australia and New Zealand, the A\$35 billion largest component of the Westfield global shopping centre business. Paul was responsible for all operational finance areas including shopping centre finance and development, design and construction. A key achievement for Paul in his tenure at Westfield was acting as the financial planning lead for the three way merger of Westfield Holdings Limited, Westfield Trust and Westfield America Trust in 2004, which at the time was the largest ever real estate transaction in history at A\$22 billion.

Prior to Westfield Paul spent 7 years with Qantas Airways Limited in senior finance roles including General Manager of Mergers and Acquisitions.

Paul is a member of the Institute of Chartered Accountants in Australia and New Zealand and The Finance and Treasury Association of Australia and holds a Bachelor Degree in Economics from the University of Adelaide, a Masters Degree in Applied Finance from Macquarie University and a Graduate Diploma in Applied Finance and Investment from the Financial Services Institute of Australasia.

Firm Profile

Charter Hall Group (ASX:CHC) is one of Australia's leading fully integrated property groups, with over 25 years' experience managing high quality property on behalf of institutional, wholesale and retail clients. Charter Hall has over A\$17.5 billion of funds under management across the office, retail and industrial real estate sectors. Charter Hall Group's real estate is located solely in Australia and its integrated business model of accessing, deploying, managing and investing capital ensures that its funds platform produces sustainable returns for its investors and positive experiences for its tenants, people and the community.

Charter Hall Group is a stapled security comprising a share in Charter Hall Limited, the operating business, and a unit in Charter Hall Property Trust, which predominantly co-invests in the funds and partnerships managed by the Group.

Since 2010, the total funds under management has grown by a compound 15.9% per annum and distributions per security to security holders has grown by 11.6% per annum.

The Group's success is underpinned by a highly skilled and motivated team with diverse expertise across property sectors and risk-return profiles. Sustainability is a key element of its business approach and by ensuring its actions are commercially sound and make a difference to its people, customers and the environment, Charter Hall Group can make a positive impact for its customers, the community and security holders.

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Firm Profile

In April 2010, Z was formed following the purchase of Shell's New Zealand downstream energy business by infrastructure investor Infratil and the New Zealand Superannuation Fund.

Z aims to be a 'world class kiwi company' and has the purpose of 'solving what matters for a moving world'.

Prior to the acquisition of Chevron New Zealand, Z comprised 213 service stations, 90 truckstops, seven terminals and interests in industry owned infrastructure. Z also has around 60 million customer transactions per year making it one of New Zealand's largest retailers.

The acquisition of Chevron New Zealand has seen Z acquire around 150 more service stations, 73 truckstops, seven terminals and further holdings in industry infrastructure.

Z supplies fuel to retail customers and large commercial customers such as airlines, trucking companies, mines, shipping companies and vehicle fleet operators. We also provide bitumen to roading contractors. The combined business sells around 4 billion litres of fuel annually.

Z's aim is to bring our purpose to life for our customers, shareholders and stakeholders. That purpose which guides everything we do is to simply 'solve what matters for a moving world'.

For more information on Z please refer to z.co.nz

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Chris Day

CFO at Z Energy Limited



About Chris Day

Chris leads the finance and ICT team (Business Services) at Z Energy Limited. He has held general management, CFO and financial controller roles in a range of listed and commercial companies and has extensive experience in both New Zealand and overseas. He is a member of Chartered Accountants Australia and New Zealand, Institute of Finance Professionals New Zealand and the New Zealand Institute of Directors.

At Z we place a high priority on effective engaged leadership. My leadership at Z has identified the following five distinctive areas of my contribution to Z:

Investor relations – integrity in reporting, communication, leadership

As an NZX10 company listed on two exchanges with a diverse shareholder register, how Z communicates with the market is incredibly important to me. There is a large and growing interest in Z from the global investment community and typically I'd hold more than 100 structured meetings and conversations with investors, potential investors, analysts and brokers every year. I believe quality investor relations is as much about personal relationships, trust and the way we communicate as it is about delivering the numbers.

Z listed in August 2013 at NZ\$3.50 per share and currently trades at NZ\$8.30 per share having also paid circa NZ 73 cents per share in dividends. While the share price growth is a reflection of our strategy and the strength of our business, I believe it is also about taking the time to communicate clearly, consistently and on building strong personal relationships.

Backing people

It's a privilege to lead Z's Business Services Team. This team comprises professionals in Risk and Assurance; Financial Control; Treasury; Business Planning, Performance and Procurement; and ICT, including Projects and Programme Services.

I take my leadership responsibilities seriously, both in role modelling Z's organisational values and leadership behaviours and particularly in terms of the responsibility I feel to actively back and develop the potential in people.

Of all the feedback I receive from others, that I am most pleased with is the strong recognition of my commitment to the success of others. At its essence, it has been boiled down to 'backing people', which is one of Z's organisational values and one which I believe is the foundation of real leadership.

Financing and M&A

One of the most stimulating professional challenges of my career has been the transaction just completed which saw Z gain regulatory approval to purchase the downstream business of Chevron in New Zealand - which trades under the Caltex brand. This NZ\$785 million transaction settled on 1 June 2016 and has seen Z achieve real scale in the local market with circa 47% market share. Importantly this scale opens up options and opportunities for the company in an evolving and dynamic energy sector. Sourcing financing through Z's banking syndicate, working with investment bankers and external accountants while at the same time developing a package that addressed the Board's appetite for risk was a particular highlight.

Embracing the potential of technology; continuous improvement

I am passionate about the value that Z's investment in technology can create. We have commenced an enterprise wide ERP 'reinstancing' project to broaden, deepen and leverage Z's ERP to enable finance and customer facing roles more easily generate much greater business insight.

Our programme is also about reducing complexity and lifting productivity in a competitive and dynamic market environment to enable Z to deliver on its strategy and generate shareholder value through to 2025 and beyond.



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