CHIEF OPERATING OFFICER & CHIEF FINANCIAL OFFICER | INVESTMENT MANAGENT

**Over 25-years of investment and management insight gained from senior roles as Board Director, COO & CFO, Head of Business Management, Head of Product Management and Fund Manager - spanning different investment disciplines including fixed income, equity, asset allocation, private equity and real estate investments | 12 years in Singapore with the Asian subsidiaries of Prudential PLC - M&G Real Estate Asia and Eastspring Investments | London Investment management experience was acquired mostly with the US global investment managers Merrill Lynch Investment Managers and JP Morgan Investment Management.**

**A self-starting leader with a collaborative hands-on approach to problem-solving. Results oriented, yet flexible and adaptable; able to deal with pressure, changing conditions and ambiguity | Special interests lie in strategic planning, investment strategy, HR & organisational development, product, fintech and risk management | Extensive experience in budgeting, business process optimization, technology and operations, HR strategy, risk and regulatory compliance | Have successfully managed complex business set up, migration and restructuring projects in Asia | Works closely with partners and stakeholders regionally and Globally.**

PROFILE

Personal British Citizen and Singapore Permanent Resident

Information: Executive Committee Member of The Singapore Ireland Fund, a Singapore registered charity

Education & Trinity College Dublin, Ireland - MA, BA Mathematics & BAI Civil Engineering

Award: Crampton Centenary Award

Professional Chartered Financial Analyst CFA

Qualifications: Associate of Institute of Investment Management Research AIIMR

Courses: CFA Investment Management Workshop, 2008 - Harvard Business School

Building the business: Strategies for Asia Pacific, 2010; Leading successful change, Oct 2013 - INSEAD

RECENT CAREER HISTORY

**Prudential PLC (Singapore)** Oct 2005 - May 2017

* **Chief Operating Officer & Chief Financial Officer, M&G Real Estate Asia (Singapore)** Nov 2009 - May 2017

COO and CFO for Prudential’s institutional real estate fund management business in Asia (M&G Real Estate Asia). Board member, member of the Global Operating Committee, Asia Business Group, Global Risk Committee and Asia Risk Committee. Responsible for Asia’s strategic operating plans for people, process, platform, performance and products. Directly responsible for the risk, compliance, legal, finance, operations and IT teams across the Asia offices. Appointed by the CEO to oversee implementation of the HR strategy for Asia.

Key achievements: Initiated and led the restructuring of the Asia business, creating a robust, efficient and scalable platform for future growth. This involved expanding and strengthening the capabilities across the region, including opening of offices in Tokyo and Seoul. During this seven year period Asia profits grew at a compound growth rate of 23% pa, and AUM grew at a compound growth rate of 21% pa. Key achievements are listed below in chronological order: -

* Led a strategic review of products, platform and profitability for the Asia fund management business and joint ventures, resulting in Asia Board approval for a restructuring and significant investment in the Asia platform.
* Negotiated and executed restructuring of the business ownership/management structure, paving the way for stakeholder support for business restructuring in 2012.
* Completed the JV/business restructuring, and build out of capability in Singapore, with new offices established in Tokyo and Seoul. This project was delivered while ensuring rigorous compliance, process and control requirements were met, partnering and leveraging resources across the firm.
* Strengthened the Asia compliance and risk team, obtaining licenses in Singapore and Japan, and upgraded AML/KYC processes shared with the London office; Supervised the rebranding of the business in Singapore, Japan and South Korea as M&G Real Estate. Actively supported successful capital raising in 2013 - 2015.
* Led significant infrastructure enhancements across the Asia business in the areas of IT, risk, compliance, legal, fund operations, tax and finance – integrating and harmonizing people and processes with the UK head office, and strengthening the Asia platform. An example being the complete transition of the entire Asia IT platform from the legacy Eastspring Asia infrastructure, to the M&G UK based IT infrastructure.
* Restructured the Asian entities under a newly formed holding company, and gained Board approval for set up of an Australian business. Strong fund and platform performance supported successful capital raising in 2015, with 1 billion USD of capital commitments available for investment in 2016, providing the underpinning for substantial profit growth in 2016-18.
* Led a service provider rationalization, and implementation of a new accounting (Sun), and investment (Voyager) IT platform in the Asia offices. Substantially exceeded 2016 plan profits in Asia.
* **Head of Business Management, Eastspring Investments (Singapore)** Feb 2007 - Nov 2009

A specialized Investment COO role reporting to the Asia Head of Investment, and partnering the equity, fixed income, asset allocation and alternatives fund management CIOs. With wide ranging platform responsibilities for front office functions such as Dealing, Product Management, Performance Measurement, Investment Support, and responsible for managing budgets and deliverables from all shared services support functions - IT, operations, compliance, finance, risk and internal audit. Responsible for the migration of the HK equity investment team to Singapore, re-developing the front office and middle office infrastructure as the team expanded from 25 to 120 staff in Singapore. (6 separate investment teams, 55 billion USD of assets - Asia ex-Japan equity, GEM, Japan equity, Singapore equity, Global asset allocation, fixed income, structured products). Responsible for the annual budget and strategic business plan for the 6 separate investment teams, in coordination with sales, product management, CIOs, finance and HR. Led the renegotiation of an internal client fee structure resulting in the creation of a new asset allocation team and product, and an additional 15m USD pa in extra fee income. Senior member of regional committees for new product approval, security pricing policy, projects, investment risk, operational risk and a member of the CIO management committee. The main projects accomplished were: -

* Led a centralization review and investment team restructuring project covering investment teams across eight countries in the region. Resulting in harmonization of investment technologies, process and risk management.
* Led the investment team leadership and culture initiative in 2009, enhancing the alignment of staff values and behaviours with the firm’s vision.
* **Head of Product Management, Eastspring Investments (Singapore)** Oct 2005 - Feb 2007

Responsible for regional product management of Asian equity, fixed income, and asset allocation products. Working in close partnership with the CIOs to ensure product integrity. Travelled extensively to provide regional leadership and key support to local sales, marketing and product development teams across 12 country locations in Asia in promoting both new and existing funds.

ADDITIONAL CAREER HISTORY

* **Asia Region Product Manager, Charles River Systems (Singapore)** Jan 2004 - Sept 2005
* **Foreign Exchange Sales Trader for Financial Institutions and Hedge Funds,** **Royal Bank of Canada Capital Markets (London)** Jun 2002 - Apr 2003
* **Director of Currency Investments,** **Merrill Lynch Investment Managers (London)** Sept 1996 - Sept 2001
* **Assistant Fixed Income Portfolio Manager, JP Morgan Investment Management (London)** Sept 1991 - Sept 1996
* **Trainee Actuary - Insurance and Investment Consulting, William M. Mercer Fraser (London)** Oct 1989 - Aug 1991