

Expert Evidence

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Aidan Applegarth Curriculum Vitae

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Nationality: British

PROFILE

Management Consultant and former senior Commercial and Investment banker. Enjoyed broad practical coverage of Strategy, Operations, Risk, Finance and strategic Product and Relationship Management having led banking businesses in the UK, Europe and Asia, and delivered consultancy and training to banks, SMEs and a Fortune 500 subsidiary. Holds MBA with distinction and blends strategic thinking and thought leadership with the practicalities of getting things done.



KEY ACHIEVEMENTS

- Consulted to HSBC on applicability of a new global customer proposition, articulating, presenting and winning business case approval – then hired as COO/CRO to deliver, devising and rolling out bespoke operating model across 15 countries, establishing relevant risk policies and processes to manage assets as an enabler to growing revenues from the commodities sector. Implemented systems to address gaps and ensured due governance and appropriateness of product suite and all aspects of transaction and portfolio credit risk management and regulatory compliance.
- Instigated and oversaw build of dedicated Collateral & Portfolio Management Systems for Barclays and HSBC to achieve reduction in Risk Weighted Assets. Drove market initiative to improve capital treatment resulting in a DEC'15 *afme* paper to the Basel Committee sponsored by the ICC.
- Initiated review of how trade operations were executed for UBS East Asia, exploring in-/out- and co-sourcing options, making recommendation for cost savings.
- Assisted BT as Lead Finance Consultant in bid to improve the Finance and Procurement Departments of a Midlands City Council through ERP and introduction of financial best practice.
- Provided turnaround strategy for Fortune 500's UK manufacturing subsidiary through identifying key capabilities and capacity weaknesses and offering a constructive outsourcing rationale, reducing costs and adding a new revenue stream. Principles then replicated across wider Group.
- Succeeded in repositioning SMEs for growth via expansion, acquisition or VC funding

AREAS of EXPERTISE

Operations Management/
Risk Management/
Finance

- Led roll-out of HSBC commodities proposition as guardian of effective commodity trader risk analysis, product offerings and risk mitigation plus best practice operational delivery, including AML/Sanctions/FCC.
- Trained in Credit & Risk Management, Loan Structuring & Derivatives
- Former Finance Consultant promoting CIPFA FM best practice to corporates and Public Sector



- Commercial & Investment Banking
(Credit & Lending, Export / Project / Structured Finance)
- Developed Commercial and Investment Banking businesses for leading global banks, becoming a Commodity & Structured Trade Finance (CSTF) specialist and author of Practitioner's Guide. Former adviser to UNCTAD and contributor to WTO's inaugural book.
- Relationship Management
- Former Senior Banker / Global Account Manager for diverse portfolio spread across investment and sub-investment grade clients.
- Strategic Leveraging/
Internationalisation/
Organisational Change
- Successful application of strategic leveraging to turnaround Fortune 500 UK subsidiary, leading to issue of a Practical Guide to Outsourcing.
 - Broad practical experience of building an international business
 - Leadership, change management, coaching & team building experiences are shared in a management book, *Leading Empowerment – a Practical Guide to Change (ISBN 1-84334-143-3)*

CAREER SUMMARY

Bankingwise Limited

December 15 – Current

Founder and Managing Director

Delivering bespoke management consultancy, advisory and training to banks and service providers:

- **Blackstar Asset Management Ltd.** Senior Credit Advisor and member of the Credit Committee of this diversified Alternative Credit Fund
- **Qbera Capital LLP.** Senior Advisor to this new Alternative Debt, Equity and Impact Advisory having provided them with an effective operations and risk management framework
- **Commodity Trade Finance Fund.** Provided advice and guidance on lending to the commodity trade sector, assisted with recruitment and prepared a guide for investors on Trade Finance as an asset class
- **Association of Corporate Treasurers.** Delivered bespoke Trade Credit Risk training to a major UK bank's Credit Risk and Relationship Management teams.
- **Pan-African Trade Bank.** Reviewed risk management practices and delivered operational policies for the Loans Administration Department, including collateral management and the provision of a structured commodity trade finance offering.
- **UAE regional bank.** Established governance and risk policies for a new commodity trade finance proposition.

HSBC Bank plc

January 11 – November 15

Managing Director, Global Head CSTF Operations & Risk

Key architect and driver of risk centric operating model across 15 countries, establishing policies to manage operational and credit/portfolio risks more effectively: managed assets \$38Bn, earnings to \$275M, and FTE to 169 (6 direct). Led acquisition of dedicated Collateral Management System to capture data for improved LGD/reduction in RWAs. Devised and oversaw operational risk controls and supervised audit of global business. Managed global budget and stakeholder reporting.

Bankingwise Limited

December 09 – December 10

Proprietor and Principal

Delivered bespoke management consultancy to banks and banking service providers

- **HSBC Group.** Advised on and articulated/presented a business case for a new revenue stream underpinned by best practice operations and risk management (then hired to make it happen)
- **Trade Finance Market.** Provided constructive challenge on prevailing risk models and Basel II / III

Barclays Bank Plc

November 07 – October 09

Global Head of Structured Trade & Commodity Finance

Approached by Barclays to build a Global STCF business. Tackled legacy issues to improve risk awareness, driving revenues to 150% of 2008 target. Challenged risk models and repositioned STCF as



a tactical tool to improve debt profile and capital usage.

Companywise Limited

September 04 – October 07

Proprietor and Principal

Associated with The Consultancy Company, Oxford, to deliver management consultancy covering strategic, operational and organisational issues to mid-Cap, SME and local government clients.

- **BT Group.** Supported BT as Lead Finance Consultant to improve Audit Commission rating for a Midlands City Council through systems/process re-engineering and adoption of the CIPFA FM Model.
- **Alfa Flow Industrial Finishers.** Undertook strategic review, establishing case for expansion and advised on acquisition. Integrated processes and prepared management and staff for changing roles.
- **Bouygues UK.** Project Managed bid by French construction company for build of Olympic Media Centre for London 2012 – succeeded to final pair (winner eventually changed to follow our proposal).

ABN Amro Bank, London

January – August 04

Senior Banker and Trade/Commodity Specialist

Retained key accounts by taking personal responsibility for delivery. Contributed to Sales Force's knowledge of practical/legal aspects of transactions. Promoted synergies with ABN Amro Futures.

Previous roles:

Private Consulting and Warwick Business School

April 00 – December 03

Undertook full-time MBA and pursued pre- and post-MBA business consulting

- **Fortune 500 subsidiary.** Provided strategic outsourcing framework and action plan to turnaround ailing UK manufacturer, enabling 15%+ cost savings and an additional revenue stream.
- **Stanmore Implants Worldwide Ltd.** Undertook critical review of business plan, drawing attention to flaws arising from a change in market dynamics. Advised on international expansion, financing and risk.

Harlow Sports Centre Charitable Trust

(2006 – 2011)

Non-Executive Director (Voluntary)

Deputy Chair of the Personnel Committee and member of the Governing Board which oversaw the stewardship of local government and bank funding as well as third-party grants, the build and transfer to a new Sports Centre, as well as the day-to-day running of the Trust's sports facilities.

ABN Amro Bank, Singapore

(1999 - 2000)

Senior Vice President, Head Trade & Commodity Finance, Asia Pacific

UBS Group, London / Zurich / Geneva / Singapore

(1989 – 1999)

Executive Director

ED - Head Institutional Banking & Global Trade Finance, Warburg Dillon Read, Singapore

MD - Regional Head East Asia, Trade/Structured Trade & Commodity Finance, Singapore

D - Head Trade & Commodity Finance, Geneva

VP - Deputy Head Commodity Finance, Zurich

AVP - Deputy Head Commodity Finance, London

Credit Lyonnais, London

(1986 – 1989)

Manager, Head Soft Commodities

United Mizrahi Bank, London

(1983 - 1986)

Senior Credit Officer



Midland Bank, International Division, London
Senior Securities Clerk

(1977 - 1983)

EDUCATION & QUALIFICATIONS

July 2004 Securities Institute
2001-2002 Warwick Business School*

Certificate in Corporate Finance
Master Business Administration (with Distinction)

Languages:

English: Mother tongue

French: Advanced

General:

- ProAct trained (Project Management: combines PRINCE2 process methodology with additional components for effective stakeholder management)
- Skilled in Account Development Strategies and trained in Corporate Finance
- Mentored start-ups at UniSdirect, commercialising research at University of Surrey (2002/3).
- Participated in leg of Clipper Round the World Yacht Race 2005/6 raising £1200 for charity.