

## **WILLIAM MUSTARD**

### **PROFILE**

An entrepreneurial all rounder who started his career as a chartered accountant in the accounting profession, he built a cash starved investment holding company from scratch to \$200 million in sales revenues. At the personal request of the Chairman, he then took on the critical challenge to build and run the global risk management and financial investigative group for a fast growing international group with sales revenues of \$8 billion and 20,000 people in over 50 countries worldwide. Most recently, he has been developing and executing compelling growth strategies and aggregation initiatives for private equity and strategic buyers.

Bill Mustard is an experienced, commercially savvy senior executive, whose strong analytical skills and capabilities were honed in high growth, dynamic, international environments particularly in telecommunications, media and investment holdings, working directly for the Chairman who is regarded as one of the foremost entrepreneurs and businessmen.

His skills and capabilities include strong general management, accounting fundamentals and performance measurement; strategic and financial planning coupled with pragmatic financial management; business systems and processes; business risk management, financial investigation and corporate governance; raising finance and managing those relationships; reorganizations and restructuring including integration, mergers and acquisitions, joint ventures and private equity; and, tax planning and investor relations.

As a senior financial executive, he was promoted to Chief Financial Officer of Millicom Incorporated, the publicly-listed telecommunications and media group executing its financial reorganization and turnaround.

He grasped the challenge of building Great Universal Incorporated, a start up investment holding company, from scratch to sales revenues of about \$200 million in a largely cash starved environment.

At a crucial time and at the personal direction of the Chairman, he took on the challenge to build and run global business risk management, corporate governance and financial investigations for the Stenbeck organization.

Bill's professional foundation is in finance having been educated as an economist and trained as a chartered accountant practicing with Ernst & Young (Big Four) in the UK, USA and Europe. He provided corporate advisory and investigative services, financial consultancy and audit services to international private and public companies focusing specifically on the challenging sectors of telecommunications and oil and gas. He was extensively involved in the firm's recruitment program, professional training and technical development of accounting policies and practices under UK, US and international GAAP.

As an executive with the Stenbeck organization, he was extensively involved in the design and execution of complex cross border transactions involving reorganizations, restructurings, financings, dispositions and tax and legal analysis. These were often designed to identify, protect and then release shareholder value. In addition, he was a board director of a number of companies.

As a Managing Director with Smooth Engine, the New York-based growth consulting firm, he has developed value driven aggregation ideas and strategies for client organizations.

He thrives in an entrepreneurial environment where his rewards reflect the benefits that he brings to the organization. He has started or acquired more than 20 companies both domestically and internationally usually on tight cash resources. He understands the leadership and motivational skills needed to be successful.

His operational skills and experience cover a wide range of industries and he has a wealth of experience in M&A, contract negotiation, joint ventures, plus a proven ability to build and turnaround companies. His international business experience is extensive and embraces Europe, Asia and Latin America.

Tenacious, committed, with an unerring focus on the business goal, he is well matched to organizations that share his ambition for growth. The size of the organization is less important so long as the challenge is there.