Curriculum Vitae

NAME: Robert Hector John Spence

Generali Asia
Regional Head M&A and Strategy, Asia (Hong Kong based)
Asia Regional Management Committee Member
Chairman of the Board – Generali Life Assurance Philippines Inc.

- Formulating and executing mergers and acquisitions,
- Fostering strategic alliances and partnerships
- Leading regional strategic and corporate development initiatives
- Executed the separation of Philippines joint venture with BDO, and established a new life insurer

WORK EXPERIENCE

Asian Capital Advisors: 2012 – 2015
Managing Director and Founder, Strategic Advisory Services based in Hong Kong

- Providing independent strategic advisory services for cross border Insurance and Asset Management transactions in Asia, including execution of merger and acquisitions, due diligence, strategic alliances, distribution partnerships and business development opportunities
- Responsible for originating mandates with direct access to a wide network of strategic investors, private equity funds, supranational investors and local investors
- Insurance and Asset Management Mandates undertaken include – Sell side: Hong Kong asset manager, Brunei non-life insurer, Bangladesh life insurer, Sri Lanka composite; Buy side: Indonesian life insurer, Hong Kong life insurer
- Other Mandates undertaken include: Buy side: Australian and New Zealand Wineries

Keefe, Bruyette & Woods: 2011 – 2012
Managing Director, Investment Banking based in Hong Kong

- M&A Advisory Insurance and Asset Management mandates – include Hong Kong/Singapore insurance broker, Chinese life insurer, Indonesian asset manager, Singapore direct non-life Insurer
- Advised Aviva Investors in selling their interest in a Chinese asset management joint venture
- Governance – Responsible Office for Hong Kong (Type:1,6)

Macquarie Funds Group: 2007 - 2011
Managing Director based in Hong Kong and Seoul

- Asset Management - Lead the established of Macquarie Samchully Asset Management Company in South Korea and raised over US$700 million
- Merger and Acquisitions - Lead due diligence on a range of asset manager acquisitions in Asia, participated in several USA and European asset management due diligence processes and integrated two multi-billion asset managers in Los Angeles
- Governance – Director and Responsible Office for Hong Kong Asset Manager (Type:1,4,9), Representative Director and qualified Korean Fund Manager for Korean Asset Manager

Manulife Financial – Asia Division: 2000 – 2007
Senior Vice President Regional Development based in Hong Kong
Member of Asia Division Executive Committee

- Wealth Management – region wide responsibilities include direct leadership of the Hong Kong Wealth Management for the period 2002 to 2006. From a zero base in 2000, the wealth management business grew to 20% of regional production and 40% of Hong Kong's individual production.
- Bancassurance – regional responsibility for leading Manulife's 40 different bancassurance arrangements in Asia with key regional relationships with Citibank, HSBC, and UOB. By mid 2007 production on a regional basis bancassurance represented 15% of overall production.
- Merger and Acquisitions – lead the merger and acquisition of 18 transactions across the Asian region – including CMG in Philippines and Zurich and ING in Indonesia
- Governance – responsible for Manulife's operations in Malaysia, Thailand, John Hancock Tianan in China. Responsible officer for Hong Kong Asset Manager, business (Type:1,4,9), Conducting Person for Luxembourg mutual funds and held multiple directorships for a range of businesses across the region including Commissioner for Indonesia Mutual Funds and Director of Thailand Asset Manager

Manulife Financial – Corporate Office and Canadian Division: 1998 - 2000
Vice President Business Development based in Toronto
Vice President Saving and Retirement Services based in Waterloo
Member of Canadian Leadership Team

- Merger and Acquisitions - Lead merger and acquisition teams in the evaluation and due diligence of potential acquisition in Canada.
- Wealth Management - Lead retail funds and insurance unit with assets under management of C$13 billion and an annual sales volume of C$ 2 billion

National Australia Bank 1996 - 1998
General Manager, Premium Financial Services based in Melbourne
General Manager, National Australia Financial Management based in Melbourne
Member of Australia Financial Services Leadership Team

- Distribution and Client Segment Management - Increased Personal Banker sales volume productivity by 75% and Financial Planner sales volume by 50% with revisions to remuneration structure, product launches and sales management
- Life Insurance - Responsible for life insurance, unit trusts and superannuation product manufacturing, revised life protection product range increasing sales via Bank branches
- Industry: National Board Member of Financial Planning Association of Australia and Treasurer of Life, Insurance and Superannuation Association

Summary of Prior Roles:

Legal & General	General Manager – Retail Distribution	1995-1996
Colonial Mutual	General Manager – Retail Investments	1994-1995
AMP Society	General Manager Hillross Financial	1990-1994
	Roles in Group Strategy, Retail Unit Trusts	
Capita Financial Manager	Marketing Funds	1986-1990
Friends Provident Assistant	Company Secretary	1984-1986
Sentry Insurance	Accountant	1983-1984
KPMG	Auditor	1978-1983

SUMMARY OF QUALIFICATIONS:

John is a seasoned international executive, bringing deep and practiced expertise in developing life insurance, wealth and asset management businesses. He has lead a range of financial services businesses in Australia, Canada and across Asia with firms such as Macquarie, Manulife, National Australia Bank and AMP. His business focus has been to take underperforming operations and transform them. Further, he has leverage his operational business experience to lead merger and acquisition activities and business development initiatives.

John combines sharp analytical judgment with a pragmatic and energetic focus on results. He executes by simplifying the complexity of the opportunity by communicating a way forward and overlaying structure, process and accountability. He is resilient, persistent and resolute about reaching goals.

John drives enterprise value by developing and executing winning market strategies, engaging key stakeholders and partners, and leveraging new business opportunities

KEY ACHIEVEMENTS

- **Leading personal financial services distribution channels** – by refocusing product offerings, simplifying remuneration frameworks and executing disciplined sales practices, drove significant increases in insurance, asset management and banking products sales at AMP, NAB and Manulife.
- **Delivering innovative wealth management offerings across Asia** – responsible for Manulife's UCITS platform; development of single premium product offering in Hong Kong generating significant sales; introduced "first to market" GMWB variable annuities to Hong Kong, Singapore, and Taiwan
- **Developing asset management businesses** - raised US$700 million for Macquarie's South Korea joint venture start up; lead US$ 2 billion increase in Manulife's assets under management
- **Executing and advising on M&A transactions for insurance and asset management** – over twenty transaction completed including CMG, MetLife, Prudential Financial, Zurich and BDO in The Philippines, ING, Principal and Zurich in Indonesia, Aviva Investors in China
- **Demonstrating regional leadership** - by collaborating with country, regional and global management teams to craft strategies, drive execution and providing implementation governance

EDUCATIONAL PROFILE

Master of Business Administration
Australian Graduate School of Management 1985-1986

Bachelor of Economics
University of Sydney 1978-1980

Licenses/Professional Designation

Associate of Institute of Chartered Accountants in Australia and New Zealand 1983
Fellow of the Taxation Institute of Australia 1983
Associate of the Governance Institute of Australia 1984
Fellow of the Australian Institute of Company Directors 1996
Member of the Graduate Management Association of Australia Inc 1997
Fellow of the Australian Institute of Banking and Finance 1998
Certified Financial Planner, Financial Planning Association of Australia 1998
Fellow of the Hong Kong Institute of Directors 2013

Community and Industry Involvement

Current Community Involvement:
Member of UNSW Business School Hong Kong Alumni Network Committee 2014 - Present
Member of Australian Institute of Company Directors Hong Kong Committee 2015 - Present

Mentor, AustCham Hong Kong Mentor Programme 2016 - Present

Current Industry Roles:
Generali Representative on EU-Asean Business Council 2015 - Present
Chairman of Insurance M&A in Asia Conference - Asia Insurance Review 2016
Director of Pacific Insurance Conference 2016 - Present

Recent Directorship:
Ashmore CCSC Fund Management Limited 2013 – 2016
Independent Non-Executive Director. Sino-Foreign Funds Management Joint Venture based in Shanghai.
Roles include: Chairman of the Qualification and Remuneration Committee and Member of the Risk and
Compliance Committee

PERSONAL

Date of Birth	February 9, 1960
Nationality	Australian