

Curriculum Vitae

Gordon Smith

**82 Rochfort Road
Havelock North 4130
06 877 0447 021 913 006
gordon@smithsolutions.co.nz**

Key Competencies

Governance

- With 12 years of experience as a Director I am dedicated to a strong governance mentality and am able to identify and understand where an organisation needs to concentrate its activity, challenging fellow directors to focus on key business aspects
- I take pride in my experience as a Director, Board and Committee Chairman which has given me a clear ability to understand the boundaries between governance and management

Vision & Strategy

- I am dedicated to assisting an organisation in the exploration and development of strategy as part of a value adding Board
- I thrive on assisting business acquisition and joint ventures through considerable experience at management and director level

Providing Solutions

- I quickly understand how an organisation operates and work tirelessly to exceed members' aspirations and expectations. No issue is insurmountable with a rational and logical approach

Leadership & Communications

- I enjoy motivating and encouraging others to achieve their potential
- Working with a number of SME's through my consultancy business, mentoring is a large part of my daily role and I am able to regularly achieve positive results with individuals, which gives me considerable pleasure
- Setting my own high standards and goals, I aim to lead by example

Key Skills

- I spent 20 years in executive management roles in the finance and insurance sectors, with great success. Working in the New Zealand and Australian environment has provided me insight into the regulatory environment in both countries.
- I have a natural ability to work as a Director and Business Consultant with a range of organisations. Strategic direction, diversification, growth and change management are my passion and important considerations for all organisations. I enjoy the challenge of mastering the appropriate direction for each entity.
- I pursue strategy formulation with a passion and have proved to be an excellent leader at management and board level. I coach SME owners in business planning and strategy formulation and have enabled a number of businesses to grow and succeed with greatly increased profitability.
- My past work life has taught me sound financial skills and I diligently pursue excellence in this area at all times.
- Successfully undertaking new directions for a company and restructuring organisations is second nature to me and having employed a great number of staff over the years I have developed a skill of understanding and getting the best from people.

Current Directorships

- | | |
|--|------------------------|
| - Earthquake Commission – Commissioner | October 2011 – current |
| ▪ Member of Audit & Risk Committee | |
| - CodeBlue Hawkes Bay Limited – Chairman | April 2011 – current |
| CodeBlue is a technology provider to Hawkes Bay businesses | |
| - Smith Business Solutions Limited | August 2010 – current |
| SBSL is a private company and a Hawkes Bay based business growth consultancy | |
| - Calliden Group Limited – Australia | October 2008 – current |
| Calliden is an ASX listed general insurance company based in Sydney with services Australia wide | |
| ▪ Chairman of Remuneration & Nominations Committee | |
| ▪ Member of Risk Management and Audit Committees | |

Current Advisory Board Directorships

- | | |
|--|----------------------|
| - Cole Murray Group Limited - Chairman | March 2011 – current |
| Cole Murray Group is a financial services broker based in Hastings | |

Current Service Organisation Directorships

- Manfeild Park Electoral College June 2005 – current

Past Directorships

- Longview Group Holdings Limited - Chairman 2011 – 2012
- Stocktake of ACC Accounts
Stocktake Steering Group Independent Advisor 2009 – 2010
- Chairman FMG Insurance Limited 2006 – 2008
- Farmers' Mutual Finance Limited 2001 – 2008
- Chairman of six FMG subsidiaries 2001 – 2006
- Chairman Agricultural Resources Limited 2001 – 2004

Past Service Organisation Directorships

- Insurance Council of New Zealand 2006 – 2008
- International Co-operative & Mutual Insurance
Federation – United Kingdom 2003 – 2008
- Councillor NZ Co-operatives Association Inc 2005 – 2008
- Trustee Farmers Mutual Staff Superannuation Fund 2001 – 2004
- Chairman Manfeild Board of Trustees 2003 – 2004
- Chairman Arena Manawatu 2002 – 2003
- Director Trust Bank Group Trustees Limited 1993 – 1995

Relevant Commercial Experience

August 2010 to current

SMITH BUSINESS SOLUTIONS LIMITED

Managing Director

Achievements

Working with larger businesses as a director and a number of SME's as a business improvement advisor or mentor has produced success for the companies I am involved with. The diversity of business types has ensured I remain abreast of many sectors of the market and the technology to assist them.

March 2009 to November 2010 *DOUBLESHOT GROUP LIMITED*

Managing Director

Achievements

Acquired 336 insurance clients in the first 12 months and formed three Strategic Alliances with financial organisations providing access to some 20,000 potential clients. Sold the business very profitably.

January 2001 to December 2008

FARMERS' MUTUAL GROUP

Chief Executive Officer

Overall responsibility for management and performance of Group business operation reporting to the Board of Directors

Achievements

Restructured the Group, divesting seven companies, forming two joint ventures.

During my years with FMG we:

- Increased profit 500% to \$25 million
- Increased total operating revenue 63% to \$194 million
- Increased equity 134% to \$118 million
- Increased market share 9% to 39%
- Created a unique business ownership structure for the Group
- Formed a new strategic direction for the Group to provide a unique offering in the market for business sustainability and growth

1998 to 2001

RABOBANK NEW ZEALAND LIMITED

National Manager, Credit

Responsible for the New Zealand credit and lending operation. Member of Executive Management team of two, reporting to the Director Credit in Sydney.

Achievements

- Created a leading edge New Zealand Credit function from zero in nine months.
- Created technology to support loan approval, documentation and collections processes which were subsequently adopted for Australia.
- Won Department of the year for business growth and innovation across Australasia 1999.

1996 to 1998

WRIGHTSON LIMITED

Regional Manager - Financial Services

Responsible for the performance of the Finance, Insurance, and Real Estate streams for eastern and lower North Island. Member of the Executive Management Team of eight, reporting to the General Manager.

Achievements

Restructured finance, insurance and real estate divisions across five regions, achieving top regional result for New Zealand.

1988 to 1996

TRUST BANK CENTRAL

Regional Manager – Northern

Responsible for managing the performance of 13 branches and 2 commercial/rural banking divisions (128 staff) from Gisborne to Dannevirke, reporting directly to Chief Executive.

Member of Trust Bank Central Executive
Management Team.
Member of Credit Committee.

Achievements

Consistently achieved top region for the Bank for all nine years with record growth in revenue and profits, whilst lowering expense ratios.

Affiliations

Member Institute of Directors in New Zealand (Inc)
Member Australian Institute of Company Directors