

CURRICULUM VITAE

Abiodun Odubola

NIGERIA

CAREER SUMMARY

Nearly 3 decades of commercial banking experience covering relationship management, credit underwriting, credit risk management, country risk management and country audit within both local and global financial institutions. Retired as Chief Risk Officer/Executive Director of Nigeria's oldest and biggest banks. Held non-executive director (NED) roles at financial institutions within and outside of Nigeria, and currently sits on the board of a number of non-banking financial institutions. Founded Camrose Nigeria Limited, to offer risk consulting and financial advisory and other services to small and medium scale companies, as well as other financial institutions. Also, an investor is budding fintech and technology companies.

PERSONAL INFORMATION

Marital Status: Married

Date of Birth: December 25, 1959.

EDUCATION

(1) 1986 – 1988 University of Lagos, Lagos, Nigeria

Master of Business Administration (MBA), Finance. February 1988

(2) 1978 – 1983 University of Ibadan, Ibadan, Nigeria

B.Sc. in Agricultural Economics, November 1983

(3) 1973 – 1977 Ibadan Grammar School, Ibadan, Nigeria

West African School Certificate, July 1977

PROFESSIONAL ASSOCIATIONS

Botswana | Letshego Place, Plot 22, Khama Crescent | P.O. Box 381 | Gaborone | Tel: (+267) 364 3300 | Fax: (+267) 319 0416

Letshego Holdings Limited incorporated in Botswana, Registration Number Co.98/442. Letshego Holdings Limited is listed on the Botswana Stock Exchange ISIN BW 000 000 1247

Executive Directors: A. F. Okai (Group Chief Executive) (Ghana), G. Muteiwa (Chief Finance Officer) (Zimbabwe)

Non-Executive Directors: E.N. Banda (Chairman) (RSA); R.N. Alam (UK); H. Karuhanga (Uganda); C. Lesetedi (Botswana); S.D. Price (UK);

Dr. G. Somolekae (Botswana); G.L. van Heerde (RSA); A. Odubola (Nigeria); P. Odera (Kenya); R. Hoekman (Netherlands).

Alternate Directors: T.I. Mutasa (Zimbabwe - Alternate to R.N Alam); Michael Viljoen (RSA - Alternate to G.L. van Heerde).

Company Secretary: Matshidiso Kimwaga

- (1) Honorary Member of the Chartered Institute of Banking (HCIB)
- (2) Fellow, Institute of Credit Administration (ICA)
- (3) Member, Institute of Directors (IOD)

WORK EXPERIENCE/KEY JOB RESPONSIBILITIES

Camrose Nigeria Limited/Founder/CEO: July 1, 2016 to date

Scope of Services

- Independent consultant and financial advisor
- Bank debt restructuring and resolution
- Support with debt and equity raising activities
- Credit Training
- Due diligence services for mergers, acquisition, and on-lending

Notable contracts/assignments:

- Due Diligence services for Development Bank of Nigeria: from January 2018 to date
Contracts executed include due diligence for on-lending to two microfinance banks
- Senior Advisor – ARM Capital Partners Limited - from June 1, 2018
- Independent Consultant for African Export-Import Bank (Afreximbank) – April 2018 to date

June 1, 2013 to June 30, 2016 – First Bank Nigeria Limited

Acting Chief Risk Officer until Sept 10, 2013. Chief Risk Officer effective Sept 11, 2013

Executive Director effective January 16, 2014.

- Overall responsibility for the Risk Management Directorate comprising of the following departments: Credit Analysis and Processing; Specialized Lending; Credit Risk Management; Classified Assets Management; Operational Risk; Market Risk Management; Information Security; and Legal Services.

- Overall responsibility for a credit portfolio in excess of N2.0trn with the associated responsibility for ensuring, that the risk and relationship management staff are adequately developed to ensure the timely and appropriate monitoring and management of the portfolio.
- Providing support to the Group Managing Director as required on general management issues and sitting on various management committees.
- Senior Risk Officer Level 1 designation with an individual approval limit up to N2.5bn.
- General oversight over the Risk Management functions of the Bank's subsidiaries
- Membership of the Bank's Management Credit Committee (with an approval limit up to N15bn)
- Membership of the Bank's Board Credit Committee (with an approval limit of up to N59bn)

Jul 27, 2009 to May 31, 2013 Firstbank Nigeria Limited

Head-Credit Analysis and Processing Department (Deputy General Manager (2009)/General Manager (2012))

- Participating actively in the formulation and implementation of the bank's overall business strategy, credit portfolio plan, target market strategy, risk return criteria etc.
- Responsibility for improving the credit risk environment through review and approval of credit applications, credit programs, sound judgment calls, enforcing due diligence and underwriting standards
- Supervising six teams of credit analysts and provide support and training/mentoring for analysts under his supervision.
- Participating in the formal and informal credit appreciation training of the business team
- Advising the business on credit matters
- Responsible for day-to-day running of the department
- Other duties as directed by the Chief Risk Officer

May 2008 to Jun 30, 2009 Ecobank Nigeria PLC

Chief Risk Officer /Head- Risk Management Group (General Manager)

- Managing the Bank's entire risk profile with specific focus on – Credit Risk, Market Risk, and Operational Risk
- Contributing to the development of policies to ensure the bank achieves its Risk Management Goals.
- Communicating the bank's Risk Management Policy effectively to all staff
- Reviewing portfolio reports and ensuring that the bank's risk asset portfolio is of high quality
- Coordinating the preparation/updating of Target Market/Industry Studies
- Reviewing and approving CA packages and credit requests
- Reviewing and renewing product programs.
- Training and developing Risk Management staff in particular the bank's staff in general on credit related issues.
- Day to day running of the Risk Management Group
- Performing other tasks assigned by the MD and Group Chief Risk Officer

August 2007 to May 2008 Citibank NA, London, UK (Audit and Risk Review)

Senior Reviewer – Credit Risk (Senior Vice President/General Manager)

- Building a solid understanding of the key risk drivers and challenges faced by the assigned audit entities through a close working relationship with its management team. Assigned audit entities are North Africa (Algeria, Tunisia, and Morocco), East Africa (Kenya, Uganda, Zambia and Tanzania) and Pakistan.
- Undertaking ongoing monitoring of trends and changes in the risk fundamentals of assigned entities, including the effectiveness of the controls to manage key risks.
- Leading the periodic reviews of assigned audit entities focusing on validating the effectiveness of controls against key credit risks as well as adherence to Citibank policies and local laws and regulations.
- Active participation in other periodic credit reviews of audit entities in the CEEMEA regions organized by other Senior Reviewers.

January 2005 to July 2007 Citibank Nigeria Ltd, Lagos, Nigeria**Deputy Country Risk Manager (Vice President/Deputy General Manager)**

- Took primary responsibility for the country's scenario plan, ensuring that it captured all current and potential risk issues and serves as a critical planning and early warning tool for senior management.
- Participated actively in the formulation and implementation of the country's business strategy, portfolio plan, target market strategy, risk return criteria etc. and ensure accurate documentation in the Credit Risk Management Plan.
- Responsibility for improving the credit risk environment through review and approval of credit appraisals, sound judgment calls, enforcing due diligence and documentation standards, tracking and closing outstanding credit issues, etc.
- Conducting periodic stress tests and rapid portfolio reviews to ensure robustness and quality of the Bank's credit portfolio.
- Training and motivating analysts under his supervision on risk management issues.
- As a member of the Bank's Credit Committee, approving credit requests up to a limit of Ten million US dollars (US\$10,000,000).
- Deputizing for the Country Risk Manager.

Nov 2003 to October 2004 Metropolitan Bank Limited, Lagos, Nigeria**Divisional Head-Risk Management and Financial Control (General Manager)**

- Provided supervisory support for the efficient administration of the Risk Management function including, but not limited to: conduct of reviews to give independent opinion on credit requests; verification of supporting/security documentation; monitoring of compliance with loan covenant and credit policy and regulatory guidelines; conduct of risk asset portfolio review; corrective action/problem loan management and preparation of a credit risk management plan.
- Provided supervisory support for the bank's financial control function.

Jul 2003 to Nov 2003 Citibank Nigeria Ltd, Lagos, Nigeria

Risk Manager/Head - Risk Analysis Department (Assistant General Manager)

- As a member of the Bank's Credit Committee, approved credit requests up to a limit of One million US dollars (US\$1,000,000).
- Provided senior level support in the bank's portfolio strategy formulation and planning and support to the business units in risk origination and maintenance.
- Supervised a team of credit analysts and provided supervisory support for formal credit appreciation training for new/junior relationship managers in the bank
- Responsible for the day-to-day running of the department, covering general administration and management of the department's human and material resources.

May 2001 to Jul 2003 Citibank Nigeria Ltd, Lagos, Nigeria**Risk Manager/Deputy Head - Risk Analysis Department (Manager/Assistant General Manager)**

- Direct responsibility for preparing: Nigeria's Country Risk Review; the Bank's Target Market Plan and ad-hoc reports required for monitoring the health of the Bank's risk asset portfolio.
- Direct responsibility for preparing and monitoring the Bank's Scenario Planning process – an early warning system to protect the Bank's business against socioeconomic and political volatility.
- Supervised a team of Credit Analysts and credit appreciation training for new/junior relationship managers in the Corporate Bank Group.
- As a member of the Bank's Credit Committee, approved credit requests up to a limit of One million US dollars (US\$1,000,000).
- Assisted the department head in the day-to-day running of the department, covering general administration, motivation and career planning for the department's staff

May 1997 to May 2001 Citibank Nigeria Ltd, Lagos, Nigeria**Credit Analyst/Senior Credit Analyst (Assistant Manager)**

- Prepared credit appraisals for both corporate and commercial bank customers.
- Prepared relevant industry studies.

- Assisted in the preparation of the Target Market Plan and the Country Risk Review.
- As a member of the Bank's Credit Committee, approved credit requests up to a limit of \$100,000.

Apr 1995 to Apr 1997 Citibank Nigeria Ltd, Lagos, Nigeria

Relationship Manager (Executive Officer)

- Managed multinational accounts with direct responsibility for overseeing over =N2bn in risk assets from 15 credit relationships.
- Identified and developed marketing plans for new relationship prospects.
- Analyzed customers' credit requests, prepared credit proposals, and relevant industry studies.
- Provided advice on financial management and attended to customers banking needs.
- Prepared departmental annual budgets and monthly newsletters.

Feb. 1994 to Mar. 1995 KPMG Consulting, Lagos, Nigeria

Management Consultant (Senior Manager)

- Designed and executed client sponsored research projects.
- Prepared ad hoc reports and provided analytical briefs on agricultural sub-sector issues
- Identified and developed marketing plans for new customer prospects

Nov. 1989 to Jan. 1994 Public Opinion Polls Limited, Lagos, Nigeria

Business/Research Director (Manager thru to Managing Director)

- Supervised the operational units – HR/Admin, Finance, Research and Data Processing of the company.
- Managed the company's customer acquisition efforts.
- Designed and executed client-sponsored consumer and industrial research projects.
- Prepared company's annual budgets.

September 1987 to Oct. 1989 Public Opinion Polls Limited, Lagos, Nigeria

Business/Research Manager (Manager)

- Supervised the computer services bureau.
- Designed and supervised the conduct of opinion polls on various issues and marketed the results to newspapers/magazines.

Aug. to Dec 1987 Nigerian Bank for Commerce & Industry (A government owned Development Finance Institutions), Lagos, Nigeria**Industrial Attachee**

- Conducted marketing, financial and technical feasibility of projects (mostly small and medium scale enterprises) submitted for loan approval.

**December 1983 to November 1984 Ugbokodo Grammar School Ugbokodo via Warri, Nigeria
National Youth Service Corps****SPECIAL ASSIGNMENTS**

- FBN HOLDINGS International Non-Deal Equity Roadshow, London, Johannesburg, Capetown, June 8–12, 2015.
- FBN HOLDINGS International Non-Deal Equity Roadshow, Frankfurt, London, Johannesburg, Cape Town. June 23 – 27, 2014
- FirstBank Eurobond Roadshow, London & New York July 10 – 16, 2014
- FirstBank Eurobond Roadshow, London, Zurich and Geneva, 24-26 July, 2013
- Team Leader (Credit Workstream) for the due diligence for the acquisition of the West African operations (Ghana, Senegal, Gambia, Guinea and Sierra Leone) of the Swiss-based International Commercial Bank (ICB) Financial Holdings Group – Firstbank Nigeria Limited, November 2013.
- Due diligence for the acquisition of Oceanic Bank PLC – Firstbank Nigeria Ltd, Feb 2011
- Credit Line Review – Citibank, N.A, Nairobi, Kenya – September 2006
- Credit Peer Review – Citibank N.A, Douala, Cameroon – February, 2006
- Credit Line/Peer Review – Citibank Magreb, Morocco – November 2005
- Credit Line/Peer Review – Citibank, NA, Tunisia – May & July 2005

COURSES ATTENDED

- September 2014, Chief Risk Officer Academy, Organized by Euromoney.
- September 2012, High Impact-Leadership, Organized by Columbia Business School Executive Education, New York.
- October 2011, Advanced Portfolio Credit Risk Masterclass (Basel III). Organized by Euromoney.
- Nov 2010, Introduction to Trade & Commodity Finance. Organized by Moodys Training.
- December 2009, Leadership and Management Training for Financial Institutions, Organized by Euromoney.
- November 2008, Seminar of Market Risk, Organized by Euromoney.
- September 2007, Fast Auditors Assimilation Structured Training, Organized by Citibank
- January 2007, Leadership Training, Organized by Citibank
- April 2006, Financial Modeling in Excel. Organized by Euromoney
- December 2005, Customer Care & Services Training, organized by Citibank
- Aug. 2003, Intermediate Credit Seminar, Johannesburg, South Africa. Organized by Citibank
- June 2003, Performance Management & Interviewing Skills, Lagos. Organized by Citibank
- May 2003, Early Problem Recognition Course, Lagos. Organized by Citibank
- Nov 2000, EMGRANS (Financial Spreading & forecasting software) Train-the Trainer Course London, UK. Organized by Citibank
- Aug 1999, Intermediate Credit Seminar, Lagos. Organized by Citibank
- March 1999, Nigeria in the World Economy - A seminar on Country Risk Assessment, Lagos, organized by Lagos Business School (LBS)
- Oct 1998, Effective Management Seminar, Lagos. Organized by Citibank
- May 1998, Introducing Citibank Quality, Lagos. Organized by Citibank
- July 1997, Emerging Market Customer Franchise Seminar, Lagos. Organized by Citibank
- November 1996, Core Credit Course (Elementary Credit Administration), Lagos. Organized by Citibank

- September 1996, Bourse Game Seminar (Foreign Exchange & Money Market Simulation Course), Lagos. Organized by Citibank
- June 1996, Effective Negotiating Skills, Lagos. Organized by Citibank
- June 1996, Time Management, Lagos. Organized by Citibank
- June 1995, Service Excellence Training, Lagos. Organized by Citibank

BOARD APPOINTMENTS

- Firstbank Nigeria Ltd – Jan 2014-June 2016 (Executive Director/Chief Risk Officer)
- FBNbank Gambia – Chairman of the Board (2014 to 2016)
- FBNbank Ghana – Non-executive Director. Served as Chairman of the Board Credit Committee, Member of the Board Audit and Risk Assessment Committee (BARAC) and member of the Board Governance Committee (2014 to 2016)
- CRC Credit Bureau – Non-executive Director (2013-2016)
- Camrose Nigeria Limited – CEO (2017 to date)
- CR Info SPC (Holding company for CR Services, Credit Bureau) (2018 till date)
- Sthenic Financial and Advisory Limited (2019 till date)