

▶ Curriculum Vitae for Nigel Vaughan

▶ Summary

Focused on creating shareholder value & driving growth in businesses through developing new strategies & enhancing operational effectiveness. Widely experienced in mentoring key executives, based on a significant personal track record of success:

Over thirty years of international Board level experience (UK plc, US multinational, investor backed enterprise & a private German group) in both an executive & non-executive capacity.

Success in both large & small companies, including substantially growing companies within the plc sector and building an early stage business that was sold for \$100M after 7 years.

Significant skills in growing companies internationally, building teams, making acquisitions and implementing change management so as to maximise shareholder value.

Hands-on experience in all disciplines & team development allows rapid contribution to new and complex situations, plus ensure that key projects are delivered on time and to budget.

▶ Non-Executive Career

▶ Board Advisory Roles: October 2003 to date

- ▶ Chairman of leading-edge semiconductor Design Company (www.sondrel.com) operating internationally (teams across the UK, Europe, China, India, Israel, Morocco & USA).
- ▶ Non-Executive Director of international technology company (www.quantex-arc.com).
- ▶ Advising Boards (both private and plc) on business and strategic development to maximise shareholder value, typically retained by 3 or 4 companies at a time (e.g. www.ilika.com).
- ▶ Advising investors in respect of potential acquisitions / investments (e.g. for www.bairdcapital.com).
- ▶ Advisory Board member, regional accountancy & professional services company (www.inspire.uk.net).
- ▶ NED for 3 years on the Board of John Heathcoat & Company (Holdings) Limited, a highly successful, 200-year-old textile manufacturing group (www.heathcoat.co.uk).
- ▶ NED on the Board of Lamina Dielectrics Limited for 7 years, originally appointed by 3i Group plc to represent their interests (www.lamina.uk.com).
- ▶ Retained advisor on business & strategic development, e.g. chair of working group developing options for the next growth phase of an international institute (www.warsashacademy.co.uk).
- ▶ Mentor on internationally recognised high growth businesses programme (www.setsquared.co.uk).

▶ Added value

- ▶ Guided a business whose growth had stalled into profitably growing almost sevenfold in three years.
- ▶ Significantly contributed to the transformation of a client company by helping it to re-engineer all of its business processes and re-direct its market focus.
- ▶ Transformed the international business development processes of a plc, providing a sound platform for international growth based on strategic account management.
- ▶ Developed a series of business plans to provide executive teams with a clear direction and key implementation actions, plus comprehensive investment rationale for growth funding.
- ▶ Resolved serious Board and Shareholder disputes, organising share buy-backs, Board restructuring and enabling the company to return its focus to its core business activities.
- ▶ Lighter touch advice to a wide range of businesses in diverse sectors where being able to tap into my significant international business experience helped the team resolve key issues.
- ▶ Rapidly assessed the strategic options for a plc who were under shareholder pressure to make a decision about the future of a subsidiary.
- ▶ Assessed an acquisition target for a major Private Equity firm by examining the business model, market, team and likely development potential, resulting agreement not to proceed.

▶ **Executive Career**

▶ **Krohne (German Group): UK Managing Director – July 1998 to September 2003**

▶ **Scenario:**

- ▶ Private, German, process control group, UK one of 4 R&D / manufacturing “centres of excellence”.
- ▶ High degree of autonomy to address major, long term problems.

▶ **Actions:**

- ▶ Defined strategy, translated into outstanding new products via best practice development processes.
- ▶ Cost reduction & product improvements, plus cellular production and outsourcing.
- ▶ Defined financial and task orientated targets (e.g. levels of customer service).
- ▶ Restructured management and recruited key managers (Finance & Production).
- ▶ Significant sales to Japan & USA, including 3rd party branding of Krohne products.

▶ **Achievements:**

- ▶ Sales doubled in 2003 alone, with gross margins and profits significantly increased.
- ▶ Delivery times down from 14 weeks to 3, at 98% on-time performance.
- ▶ Best practice installed in Research & Development, Manufacturing & Administration.
- ▶ New ERP system implemented.

▶ **Sifam (Private Company): Managing Director – Nov. 1991 to June 1998**

▶ **Scenario:**

- ▶ Shareholders: 70% institutional, 15% founding family & 15% management options.
- ▶ Business: Fibre Optics, Meters and Moulding.
- ▶ Lack of strategy & management skills meant Sifam had drifted. In the 2 years prior to my joining, core product sales halved & no new products were developed. Losses were high & morale low.

▶ **Results:**

- ▶ After 1 year, Sifam was profitable & an excellent management team built.
- ▶ Plastics became UK’s technological leader in multi-shot moulding. Embryonic fibre optics business sales growth accelerated rapidly.
- ▶ Increased profits facilitated 3 acquisitions and a new factory.

▶ **Exit:**

- ▶ I proposed that each business be divested individually and a Finance Director be recruited to implement the exit programme as the incumbent wished to retire.
- ▶ My recommendation was accepted, the FD recruited & corporate advisors appointed. The exit plan was completed in 18 months, allowing me to exercise my share options.
- ▶ ***When I joined, Sifam’s value was <£1M, with no recovery prospects. I accepted the challenge. The final exit realised £70M.***

▶ **Racal: (UK PLC) – 1982 to 1991**

- ▶ Sales & Marketing Director, Racal Recorders Ltd - August 1982 to August 1985
- ▶ Sales & Marketing Director, Racal Recorders & Instrumentation - August ‘85 to October ‘91
- ▶ From break-even to one of the highest net R.O.S. in the Racal Group.

▶ **Gould UK (subsidiary of US Corporation) – 1972 to 1982**

- ▶ Sales & Marketing Director 1.5 years
- ▶ Sales Engineer 1.0 year
- ▶ Electronic Engineer 3.0 years
- ▶ Product Manager 1.0 year
- ▶ Production Manager 3.5 years