

Curriculum Vitae

Personal Details

Name: Selva Pankaj, FRSA, FCMA, CGMA, MBA, Hon DLitt, Hon EdD
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Birth Date: 20th August 1970
Nationality: British Citizen
Personal Status: Married with two daughters

Qualifications & Memberships

- Master in Business Administration at Middlesex University. Master's Thesis on "**European Real Estate Investment Matrix**" sponsored by Prudential Financial Inc, assisted by SDA Bocconi - Milan
- Chartered Institute of Management Accountants – Associate membership in March 1997 and Fellow membership in December 2005
- Associate Member of Chartered Management Institute – January 2000
- Associate Member of Institute of Management Consultancy – December 2005
- Member of the Association of MBAs
- Fellowship of the Royal Society for the encouragement of Arts, Manufactures and Commerce
- Executive course - "Leading Change and Organizational Renewal" at the Stanford Graduate School of Business, October 2019
- Executive Course – Essentials of Leadership Programme at London Business School
- Executive Course – Disruptive and Sustainable Innovation (led by Prof Clayton Christensen) at Harvard Business School, August 2016
- Fellow Oxford Leadership, June 2017
- Certified Consultant – Proctor Gallagher Institute, United States, January 2018

Awards and Nominations:

- Winner of the Businessman of the Year award at the London Asian Business Awards 2019
- Winner of the Finance Monthly CEO Awards 2018
- Winner of the 'Entrepreneur of the year' award at the 16th Asian Achievers Awards, 2016
- Finalist of the 'Outstanding individual contribution' category at the EducationInvestor Awards 2014
- Regent Group has been shortlisted as the finalist of the 'Education business of the year' category at the EducationInvestor Awards 2014, 2015, 2016 and 2017
- Regent Learning Centre has been shortlisted as the finalist of the 'Private tuition centre operator' category at the EducationInvestor Awards 2014, 2015 and 2016
- Regent College Higher Education has been shortlisted as the finalist of the 'Higher or professional' category at the EducationInvestor Awards 2014, 2015, 2016 and 2017

Current Posts:

Executive Role:

- CEO: Regent Group - UK (January 2009 - Present)
- Principal: Regent College London (September 2019 – Present)

Non-executive Roles:

- Patron: Prince's Trust (October 2016 – Present)
- Proctor Gallagher Institute (PGI) Thinking into Results Certified Consultant (January 2018 - Present)

Previous Posts:

- Expert Panel Member: The Education and Training Foundation (August 2016 – November 2019)
- Benefactor: Combat Stress, UK's leading veterans' mental health charity (October 2016 – October 2017)
- Vice President: Harrow Business Club - UK (November 2013 – December 2017)
- Board Member: Epikurean Hospitality Group - Thailand (April 2013 – December 2017)
- Bright Futures Education Trust Board Member & Accounts Committee Chair (December 2015-January 2017)
- Executive Chairman: Innovation Academies Trust - UK (December 2012 – December 2015)
- Executive Vice-President: Fortress Investment Group (June 2006 - January 2009)
- Senior Associate: Grosvenor Property Fund Management (November 2005-June 2006)
- Senior Consultant: Rockspring Property Investment Managers (December 2004 – October 2005)
- Senior Associate: Schroders Property Investment Management (July 2004 – October 2004)
- Lecturer: Westminster University & Hendon College (September 1999 – July 2002)
- Deputy Finance Director: Prudential Financial Inc (January 1995 – June 2004)
- Financial Accountant: Carlton Property Group (January 1993 – December 1994)

Key Responsibilities & Major Achievements:

CEO: Regent Group (January 2009 – Present)

- ❖ Regent Group's goal is to become a global organisation HQ in London with an outstanding team of professionals and to achieve the following milestones through organic growth and by acquisitions/ M&A deals:

Regent Group 1 : Operating company T/O £100m, with 20% EBIT and enterprise valuation of £150m+

Regent Group 2 : Real Estate Company, GAV of £100m+

Regent Group 3 : RIM London Manages £1billion of GAV; £250m+ is owned by Regent Group Family office

- Ensure effective operation of the Board and its committees in conformity with the highest standards of corporate governance.
- Ensure effective communication with shareholders, host governments and other relevant constituencies and that the views of these groups are understood by the Board.
- Set the agenda, style and tone of Board discussions to promote constructive debate and effective decision-making.
- Chair the Academic board Meetings and build an effective and complementary Board, initiating change and planning succession on Board and Group Executive appointments.
- Ensure that all Board committees are properly established, composed and operated.
- Ensure comprehensive induction programmes for senior management team and updates for all directors as and when necessary.
- Support the Managing Director in the development of strategy and, more broadly, to support and advise the Managing Director.
- Maintain access to senior management as is necessary and useful, but not intrude on the Managing Director's responsibilities.

- Promote effective relationships and communications between non-executive directors and members of the Group Executive Committee.
- Ensure that the performance of the Board, its main committees and individual directors is formally evaluated on an annual basis.
- Establish a harmonious and open relationship with the Advisory Board.
- Develop strategy proposals for recommendation to the Board and ensure that agreed strategies are reflected in the business.
- Develop annual plans, consistent with agreed strategies, for presentation to the Board for support. Plan human resourcing to ensure that the Company has the capabilities and resources required to achieve its plans.
- Develop an organisational structure and establish processes and systems to ensure the efficient organisation of resources.
- Be responsible to the Board for the performance of the business consistent with agreed plans, strategies and policies.
- Lead the executive team, including the development of performance contracts and appraisals. Ensure that financial result, business strategies and, where appropriate, targets and milestones are communicated to the investment community.
- Develop and promote effective communication with shareholders and other relevant constituencies and joint venture partners.
- Ensure that business performance is consistent with the Business Principles.
- Ensure that robust management succession and management development plans are in place and presented to the Board from time to time.
- Develop processes and structures to ensure that capital investment proposals are reviewed thoroughly, that associated risks are identified and appropriate steps taken to manage the risks.
- Develop and maintain an effective framework of internal controls over risk in relation to all business activities including the Group's trading activities.
- Ensure that the flow of information to the Board is accurate, timely and clear.
- Setting the culture, developing strategy and direction, leading the executive/senior management of the Group;
- Take a leadership role in the organisation's development program including mergers and acquisitions;
- Identify appropriate funding opportunities from wealth funds, institutional investors and corporate; Orient, educate and engage Board members to maximize their effectiveness;
- Maintain sound financial management practices including developing an annual and strategic budgets and business plans;
- Provide concise, relevant and timely information to the board so that it can fulfil its policy and decision making responsibilities;
- Develop, implement and monitor a long-term institutional plan and vision in coordination with the board and senior management team;
- Create a strategic operating plan and assume responsibility with the Board for its implementation, reporting progress towards goals regularly;
- Direct administrative personal relations to ensure that the organisation is effectively structured and staffed with competent teachers and managers;
- Effectively cultivate and maintain strong relationships with parents, clients, customers, banks, corporate, financiers, equity providers, Hedge funds and government bodies;
- Guide the creation of a comprehensive development program and assume a leading and active role in Capital Raising in consultation and corporation with the Board;
- Guide, direct and support the senior management team in their duties in terms of customer service, governance and strategy:

- Ensure the Group's obligations to its stakeholders, legally and ethically are fully achieved.
- Liaison with regulatory bodies such as DfE, HEFCE (OfS), QAA, Ofsted etc
- Development of a 2030 strategy and building a team of functional and divisional leaders
- Change management initiative and nurturing the leaders to become a cohesive team
- Community and charity initiatives

Consultant & Guest Speaker: Huete & Co (March 2014 – December 2017)

Huete & co are a team of professionals who bring intellectual strength and the spirit of service in our DNA. The best choice for companies looking for 'trusted advisors' to accompany them in their design and implementation challenges of transformation processes of your business and its culture and experts in enhancing the heart of business, we regenerate its business model and culture working with their managers and employees. We believe that companies, when they have a sense of purpose and passion for the job, improve their performance and make them more sustainable. We work for it. We have already served 700 companies in 70 countries.

Board Member: Epikurean Hospitality Group (April 2013 – December 2016)

Epikurean is a management & marketing service company specializing in today's trends and lifestyle; we strive towards delivering attractive financial returns with the latest in hospitality concepts where our partners, guests and hosts embrace Epicureanism: The philosophy of enjoying life through the pleasure of eyes, taste and the soul, indulging and enhancing the art of good living. Epikurean believe in providing experiences to our customers whilst being socially and environmentally responsible. Our approach to any project is unique and individual; attention to tremendous detail in design and conceptualization ensuring the project is special and competitive in the industry, enriching it with personal and local "accents".

Vice-President: Harrow Business Club (November 2013 – December 2015)

This has been created as an initiative to help Harrow's business community to connect, promote and grow. It brings together some of the largest business owners, managers and service providers in the area. With the involvement of Government ministers Harrow Business Club want the views of Harrow's businesses to be heard. Patrons of Harrow Business Club are Lord Howard Leigh, Lord Sheikh and Ravi Gidar.

Expert Panel Member: The Education and Training Foundation (August 2016 – Present)

A registered charity, the Education and Training Foundation, which was launched in October 2013, aims to improve the quality of learning through empowering the professionals of the further and vocational education and training sector at the core of the Foundation's operations. The Expert Panels work alongside the Foundation's Executive team and report to the Foundation Board through its Audit & Performance Committee. The Panels advice on the core activity of the Foundation, sharing expertise, sector need, desire and perspective, assist in shaping and monitoring the evaluation of relevant areas of work, including advising on key performance indicators and impact measures and receives and endorses high level specification for future programmes.

Executive Chairman: Innovation Academies Trust (December 2012 – December 2015)

Innovation Academies Trust was founded as a multi-academy trust. It was approved by the Secretary of State for Education for its first school: Gateway Academy, a secondary establishment to be based in north-west London. Regrettably the Department was unable to find a suitable site for the school in the space of two years, and therefore we mutually agreed to conclude the project.

CFO - Executive Vice-President: Fortress Investment Group (June 2006 - January 2009)

Fortress Investment group is a leading global alternative asset manager listed in NYSE with approximately \$35 billion in assets under management in private equity funds, hedge funds and in publicly traded investment companies "Castles".

Eurocastle is a Guernsey based closed-end investment company that invests and manages a diverse portfolio consisting primarily of German Commercial Real Estate assets, listed in Euronext Amsterdam and Frankfurt Stock Exchange.

Group Board Participation and Senior Management Involvement:

- Providing operational support to the Chief Executive Officer;
- Evaluating and implementing strategic opportunities across the business regions;
- Ensure timely and accurate financial reporting in-line with IFRS;
- Provide financial support and strategic advice to the Group board and investment committee;
- Co-ordinate reporting throughout the Finance Team to ensure deadlines are met;
- Maintain the consolidation system as an effective tool;
- Provide support to the board on capital allocation decisions;
- Identification of appropriate internal controls, evaluation of business risk and documentation of standards;
- Working closely with the senior management team to develop and deliver a strategy to enable Eurocastle to meet the five-year growth plan;
- Elaborate and contribute to business and financial strategies as a key member of the Executive Team.
- All regular management, statutory financial reports, other relevant financial and business plans are presented to the executive committee and management board on a timely basis.
- Management of Capital projects, underpinned by rigorous financial risk management strategies and cost controls initiatives.

Financial Accounting and Reporting:

- Co-ordination and review of Group Management Accounts across London, Germany and Luxembourg on a monthly basis.
- Supervision and review of preparation of statutory year end accounts for audit for all group companies together with group consolidation, including liaison with auditors.

Taxation:

- Tax planning including liaison with External tax advisors on a regular basis and in connection with specific matters.
- Dealing with tax issues on a group wide basis in Germany and Luxembourg.

Banking and Treasury:

- Assist CEO/ CFO with loan finance negotiations.
- Monitoring the group banking facility and supervision and control of operating cash balances / forecasting with effective liquidity management

Accounting Systems and Processes:

- Supervision of finance department personal in London, Germany and Luxemburg, including review, design and implementation of internal financial control procedures.
- Responsible for maintaining the group wide accounting procedure manual.

General Management and other:

- Managerial assistance with organisation, personal and other matters arising, including finance department staff recruitment, evaluation and training.
- Liaising with Company Secretary and Guernsey registrars for statistical and statutory information.

Key Accomplishments:

- Involved in two major capital raises amounting to over €1.5 billion of capital raised assisted by major investments banks, including Goldman Sachs, JP Morgan and Merrill Lynch. Responsibility also includes preparation of prospectus, dealing with auditors and lawyers.
- Successfully implemented a Management Information System called “Yardi” across the regions and including linking with Property Managers in Germany – JLL, DTZ and BNP.
- Re-structured Eurocastle tax structures after the introduction of German Corporate Tax legislation changes in 2008 and co-ordinated to minimise tax and took advantage of the “Escape Clause” in Germany. As a result of this the Group’s effective tax rate was less than 1%, with the Net profit of circa €135 million.
- Assisted management in a Share buy back program through a “Tender Offer” to bridge the gap between sliding share price and Net Asset Value of the Group.
- Planned, organised and set up the finance function in Germany and Luxembourg and successfully appointed Finance Directors in both regions.
- Group corporate structuring, including securitisation of Holding company structures in Luxembourg to minimise tax to the group and to upstream cash in an efficient manner.
- Assisted transaction team on Real Estate Acquisition, including €2 billion purchase of Mars portfolio from an open ended German fund.
- Assisted on a sale programme to dispose non core assets over €1 billion to various institutional investors, including a major transaction with Goldman Sachs Asset Management called “Wentworth” consists of corporate and asset sales.
- Considered and assisted a Split Project, in terms of splitting Eurocastle into two separate listed companies to take advantage of the segments of the business – Real Estate Business and Debt business, specialises in CMBS and RMBS sector in particular CDO and direct Real Estate Business.
- In the recent credit crunch environment, assisted senior management negotiating favourable covenant calculations with leading and syndicate banks.
- Co-ordinated the project to re-class over €1.5 billion of Available for sale assets to Loans and Receivables after the recent introduction of IAS 39 & IFRS 7 in light of the recent volatile market condition.

Senior Associate: Grosvenor Estates (November 2005-June 2006)

Grosvenor Fund Management is a subsidiary company of Grosvenor Group, which is owned by the Duke of Westminster. Grosvenor has a long history in real estate investments dating back to the 1700's. Grosvenor has approximately US\$17.3 billion (£10.0bn) in real estate assets under management across the group in 17 countries.

Acquisition of Legg Mason Real Estate Inc:

- Worked with the Managing Director in terms of deal negotiations, establishing the purchase price, working with the lawyers on the SPA (Sale and Purchase Agreement), cash flow management, senior executives’ incentive plan transition and finalisation of the closing financial position and tax liabilities

- Responsible for providing advise on legal structuring, tax implication management, financial due diligence, Human resources management and compliance monitoring;
- Preparation of financial plan on a 3-5 years for the business, coupled with an assumptions book listing the principal uncertainties in the projections and the factors which determine their outcome, producing a mid, high and low projection and key determining factors;
- Test financial plan against operational metrics and historic performance;
- Responsible for financial due diligence, review employment costs, incentive fees payable to staff and retention and other incentives and produce comparisons of costs assuming intermediate and long term incentive arrangements in place;
- Responsible for post implementation integration, change management, establish reporting structures and system integration;
- Devise the accounting policy and technical justification for the approach adopted for the acquisition and ongoing reporting on IFRS basis.

Senior Consultant: Rockspring Property Investment Managers (December 2004 – October 2005)

Rockspring Property Investment Managers was established after the management buyout of PRICOA Property Investment Management Ltd. Rockspring manages £3.0 Billion of real estate investments.

Financial Management

- Assist Managing Director with loan finance negotiations;
- Monitoring the Group's banking facilities and liaising with senior banking personnel;
- Supervision of liaison with banks with regard to day to day banking matters including transfer of funds for interest payments and loan reductions;
- Cash position and cash management activities;
- Cash flow forecast;
- Debt/security position;
- Preparation and review of projected group profit and loss account, cash flow and balance sheet on a quarterly basis, including analysis and explanation of variance from budget and previous forecast.

Senior Associate: Schroders Property Investment Management (July 2004 – October 2004)

- Responsible for all UK fund accounting and administration of income distribution, taxation, performance reporting, external financial reporting, off shore fund structuring, external audit co- ordination, board reporting, attending board meeting on and off shore and participated in the audit committee;
- Preparation of financial models to evaluate acquisitions, disposals and corporate transactions;
- This evaluation includes the effect of transactions on current fund budgets, forecasts, projections and funding requirements and will include liaison with outside advisors on accounting treatment and policies and taxation effects.

Lecturer: Westminster University & Hendon College (September 1999 – July 2002)

- Taught professional finance courses to students. This included involvement in marking and assessment panels. Also was jointly responsible for work on standardisation of assessment.

Deputy Finance Director: Prudential Financial Inc (January 1995 – June 2004)

PRICOA Property PLC is a wholly owned subsidiary of Prudential Financial Inc. PRICOA Property conducted its activity in direct property fund management, private equity in real estate transactions and capital markets.

Deputy Finance Director

- Built and developed the senior management team, which includes functional heads of finance, IT, admin and fund management. Member of group executive board and participated in the UK and European investment committee, advisory board and audit committee. Managed 20 direct and indirect reports based in UK and rest of the world.

Board representation and strategic management:

- Worked closely with the executive board to develop and deliver a strategy to enable PRICOA to meet its strategic targets;
- Responsible for financial management, external reporting, systems and good governance;
- Deputising for the finance director to manage the business affairs in his absence, as appropriate;
- Operate as a key business partner to senior management, helping drive superior performance through progressive improvements in management reporting, including developing appropriate Key performance indicators;
- Undertake ad-hoc project work for the Group CFO and CEO on a broad range of issues, including competitor and industry trend analysis.

Financial management, reporting and general management:

- Produce consolidated financial reports (management and statutory accounts, forecasts, budgets and strategic plans) on time and to a high standard of accuracy. Analyse the key commercial and financial factors affecting performance in close liaison with the Investment and Development Finance Directors;
- Strategic Planning: Worked with Finance Director in developing, implementing and administering corporate financial structures;
- Budgeting and Re-projections: Multi-year plan co-ordination;
- Financial Policy Design and Administration: Worked with external auditors and third parties to develop and design financial policy and procedures;
- Compliance Liaison: Worked with Regulators, Auditors/Examiners, Compliance and Investment Management to co-ordinate and facilitate regulatory requests of FSA / SEC and examinations;
- Co-ordinating role in respect of corporate affairs: Foreign and UK corporate taxes and Company secretarial - Directorship and Corporate filing;
- Relationship Management: Review and appointing of Financial Professional Firms (Third Party Accountants);
- Staff Review & Development – Assessment and training;
- Third Party Monitoring – Monitoring outsourced services;
- Transaction Management – Due diligence, pre and post acquisition management;
- Ensure overall risk management including hedging policies;
- Financial Risk Analysis and currency Risk Management;
- Interest Rate Risk Management;
- Business Continuation Planning;
- Ownership and development of reporting processes and systems in line with growth and introduction of IFRS.

Key Accomplishments:

- Merger & Acquisition: Headed the acquisition team and responsible for integration strategies, financial reporting, post-acquisition management and establishment of controls and procedures of TMW Immobilien.

- System Implementation: Project leader for Oracle 11i European implementation for the finance function, this project was a worldwide project implementing the financial system across US, Europe and Asian offices.
- MRI Project Management: Successfully completed MRI Property Finance package implementation for the fund accounting team and for the fund management professionals.
- Off-Shore Fund Migration: Responsible for the migration process and worked with trustees, lawyers, accountants and off-shore administrators of Northern Retail Property LP into a Jersey based off shore unit trust.

Financial Controller

- Responsible for financial reporting of UK/European operation and staff management, implementation of financial strategy, including planning, market repositioning, team performance review and financial reporting for all UK / Global entities and real estate funds.

Property Fund Accountant

- Responsible for UK funds: Hanover Property Unit Trust, Northern Retail Limited Partnership and Industrial Partnership; European funds: Pan European Property Unit Trust and Tran European property unit trust.

Financial Accountant: Carlton Property Group (January 1993 – December 1994)