

BLAIR MEIGHEN ROBERTSON

Career in Industry: Over US\$100bn in completed transaction experience across the globe

- March 2013 - **Queen's University; Smith School of Business** **KINGSTON**
Current *Continuing Adjunct Lecturer (Since 2019)*
- Courses taught/teaching include: MFIN 840 (Investment Banking – Master of Finance); Comm 121 (Introduction to Finance – Bachelor of Commerce); Comm 324 (Investments and Portfolio Management – Bachelor of Commerce); Comm 501 (Directed Independent Studies in Business); MBUS 821 (Financial Management – Executive MBA); MBUS 925 (Financial Strategy – Executive MBA); MBAS 823 Corporate Valuation and M&A Analysis (MBA); MBUS 824 (Investments – MBA); MBAS 821 (Financial Management – GDB); MBUS 813 (Advanced Managerial Finance – AMBA) and MGBL 822 (International Investment Banking – MIB).
- July 2012 - **Queen's University; Smith School of Business; Career Advancement Centre (“CAC”)** **KINGSTON**
Current *Finance Advisor in Residence*
- Assist students in understanding, preparing and interviewing for a wide variety of career opportunities in the finance sector.
 - Support the CAC in a numerous ways to further career opportunities for students in the finance sector.
- March 2011 - **BNP Paribas** **HONG KONG**
Nov. 2011 *Managing Director, Head of Technology Sector, Asia-Pacific*
- Responsible for a new product-neutral Sector Coverage initiative across Asia-Pacific in the Technology Sector which worked closely with both the corporate and investment banking divisions to provide optimal solutions for clients across the bank's entire product suite. Began building a regional Technology practice in conjunction with the Asia-Pacific Country Heads and the various Regional Heads of Products. A particular area of focus was providing client coverage for first tier private equity firms for various divisions of BNP Paribas (including investment banking, commercial banking and wealth management).
- August 2001- **The Royal Bank of Scotland/ABN AMRO** **HONG KONG**
Dec. 2010 *Corporate Managing Director, Co-Head of Investment Banking, Head of Sectors, Asia*
- Revenue responsibility for all products of the bank across all Corporate Sectors in Asia. Completely restructured and rebuilt the investment banking business and created a product neutral coverage platform across corporate and investment banking. Led the business through the RBS/ABN merger as well as the financial crisis and was able to rebuild the team with world-class talent.
 - Committee responsibilities included: Co-Head of the Investment Banking Management Committee in Asia, Co-Head of the Regional M&A Engagement Committee, Member of the Regional Equities Engagement Committee, Regional Capital Allocation Committee, Asia Pacific Banking Management Committee, Global M&A Engagement Committee, Global TMT Management Committee, Global TMT Capital Allocation Committee and the Asian Global Clients Management Team.
 - Experience across a broad range of Sectors, including Telecommunications, Media, Technology, Utilities, Renewable Energy, Oil & Gas, Metals & Mining, Power & Infrastructure, Industrials and Transportation. Worked very closely with numerous Private Equity firms. Experience across a broad range of products, including M&A, ECM, DCM, restructuring, a wide range of debt products, foreign exchange, derivatives and carbon trading.
 - Extensive negotiation and structuring experience across Greater China, South East and Northern Asia.
 - Designed and implemented graduate and junior banker recruiting and training programs. Taught numerous training sessions on various valuation techniques, merger & acquisition analysis, capital markets, deal process, career management and other investment banking related topics. Also designed and implemented a mentorship program for junior banking professionals.
 - Award winning and notable transactions in Asia include: advising Sinochem on its attempted A\$2.8bn takeover of Nufarm in Australia, advised SSI (a Thai steel company) on its US\$500mm acquisition of Tata Steel's Teeside Cast Products plant in the UK, advised a South East Asian company on a potential C\$2.5bn Oil & Gas acquisition in Canada, advised a Chinese wind energy company on a private placement to a private equity firm, advised a Chinese SOE on a potential US\$5bn Oil & Gas acquisition in Eastern Europe, advised an iron mine in China on a potential pre-IPO private placement, advising China Unicom in relation to its attempted joint US\$2bn privatization of PCCW with PCRD in 2009, advising Chunghwa Picture Tubes on its sale of a US\$250mm convertible bond to Warburg Pincus in 2008, InnoLux's US\$1.4bn GDR in 2007 (mandate won despite lack of research coverage on the company, The Asset's Best GDR/ADR in Asia), Venture's US\$620mm acquisition of GES in 2006 (FinanceAsia's Best Domestic M&A Deal in Asia and FinanceAsia's Best Deal in Singapore), LG.Philips LCD US\$2.2bn ADR/ord. share equity deal in 2005 (mandate won despite lack of research coverage on the company and lack of domestic US investment banking business, The Asset's Best GDR/ADR in Asia, The Asset's Best Secondary Offering in Asia and Asiamoney's Best Korean Deal) and Compal Electronics' US\$300mm convertible bond in

2005 (Asiamoney's Best Equity-linked Deal in Asia).

- Built RBS/ABN AMRO Asia's Telecommunications, Media and Technology franchise into a league table leading and award winning investment banking business. RBS/ABN AMRO was the number two M&A advisor in Asia ex-Japan from 2007 to 2008 and was the number one capital raising bank in the TMT sector in Asia ex-Japan from 2005-2008. RBS/ABN AMRO assisted its Asian TMT clients in raising over US\$70bn under my leadership over several years across a variety of products, including ADRs, GDRs, domestic equity, convertible bonds and debt. Numerous clients did five or more transactions with RBS/ABN. Transactions completed by the TMT group in Asia were independently recognized with nineteen "Deal of the Year" awards across a broad spectrum of categories, including Best Domestic M&A Deal in Asia in 2006, Best Leverage Buyout in Asia in 2007 and Best GDR/ADR in Asia in both 2007 and 2005 and Best Equity-linked Deal in Asia in 2005. Transactions involving financial sponsors grew to become a large part of the business. Merchant banking transactions also played a key role at times.
- Speaker at numerous conferences regarding topics such as M&A in Asia, Renewable Energy in Asia and various TMT sector topics.

March 1999-
July 2001

Credit Suisse First Boston/Donaldson, Lufkin & Jenrette
Vice President, Technology Group

HONG KONG

- Focus on M&A, LBOs, financial sponsor coverage and private placements. Five M&A and two ECM transactions completed across Korea, Singapore, China, Hong Kong and Taiwan in the telecom and technology sectors, including advising Celestica on its US\$890mm acquisition of Omni Industries and KT Freetel on its \$612mm placement to Microsoft, Qualcomm and CDPQ. Spearheaded DLJ's Internet-based technology effort in Asia.

May 1995-
March 1999

LAZARD FRÈRES & CO. LLC

NEW YORK (5/95-12/97)/SAN FRANCISCO (12/97-3/99)

Associate, M&A, Telecommunications and Technology Group

- Over US\$150bn in M&A transaction experience (US\$82bn in completed transactions) for a variety of clients in the telecom, media and technology sectors. Transaction highlights include the largest and third largest M&A deals in history at the time of the transactions (MCI/Worldcom US\$42.7bn transaction, SBC/Pacific Telesis US\$23.8bn transaction) and the US\$6.3bn 360° Communications merger with ALLTEL. In addition, a potential US\$60+bn merger between a local telephone company and a long distance telephone company was nearly completed (it failed due to regulatory reasons).
- Developed, executed and presented financial and strategic analyses for a range of assignments, focusing primarily on mergers, acquisitions, divestitures and financial restructurings. Financial analysis experience includes: developing merger, recapitalization, spin-off and leveraged buyout models, both corporate and segment level valuation analyses and analyzing tax-efficient transaction structures.
- Managed sell-side and buy-side M&A processes: interacted with potential acquirors/targets, prepared and presented company description/evaluation materials, established/examined data rooms and analyzed offers.
- Assignments covered a variety of industries including: long distance telecom, local telecom, competitive access providers, cellular, PCS, satellite, paging, transaction processing, software, Internet commerce, communications equipment, telecom billing, broadcasting and others.

June 1994-
April 1995

SMITH BARNEY ASIA INC.

HONG KONG

Financial Analyst, Corporate Finance and Direct Investment

- Drafted presentations to win equity underwriting and financial advisory mandates and wrote direct investment proposals and assessments. Conducted extensive due diligence for direct investment and advisory clients.

August 1993-
May 1994

UNITED BEARING COMPANY

NANNING/WUHAN, CHINA

Assistant to President

- Created an infrastructure which could support rapid country-wide expansion out of one store (ultimate expansion was to 25 stores). Initiated, designed and executed a market analysis of Wuhan, solicited major clients, hired and trained personnel and mediated with suppliers.

Education and Awards

1988-1992

THE UNIVERSITY OF WESTERN ONTARIO

LONDON, CANADA

Honors Bachelor of Arts Degree in Business Administration, Richard Ivey School of Business. Continual Scholarship; Dean's Honor List.

Additional Information

- Conversant in Mandarin and Spanish.
- Enjoy skiing (former volunteer for the Canadian Ski Patrol Association), basketball and photography.

