

LESSONS FROM EXPERIENCE: BANK RESTRUCTURING



Creating Markets, Creating Opportunities

June 30, 2021

OPENING REMARKS



Creating Markets, Creating Opportunities



MR. NGUYEN KIM ANH

Deputy Governor - State Bank Of Vietnam



ALFONSO GARCIA MORA

IFC Regional Vice President, Asia and the Pacific

Alfonso Garcia Mora is IFC's Vice President for Asia and Pacific. In this capacity, Mr. Garcia Mora is responsible for all IFC operations in the region, including operationalizing IFC's COVID-19 crisis response, building a strong Upstream pipeline rooted in country strategies and fostering more collaboration opportunities with a range of key stakeholders for broader impact.

Previously, Mr. Garcia Mora was the Global Director for the Finance Competitiveness and Innovation Global Practice at the World Bank Group. He led the World Bank's work on financial stability and integrity; financial infrastructure, inclusion and access; long-term finance and capital markets; and crisis and disaster risk finance across all regions.

Since joining the World Bank Group in January 2013, Mr. Garcia Mora has led different regional responsibilities as Manager and Director in Latin America, Middle East and North Africa, and Eastern Europe and Central Asia, advising governments, supervisors and regulators on projects related to financial-sector development, access to finance, banking crises, capital markets and financial regulation. Mr. Garcia Mora managed the Financial Sector Assessment Program, leading several assessments, and represented the World Bank Group in different committees of the Financial Stability Board and other standard-setting bodies.

Before his World Bank Group career, Mr. Garcia Mora worked in the private sector for over 12 years, including as Partner-Managing Director at Analistas Financieros Internacionales Consulting Group.

Mr. Garcia Mora holds a PhD in Economics from Universidad Autonoma de Madrid and served as a visiting PhD student at Boston University. He also holds a Master of Finance from the Catholic University of Leuven. Mr. Garcia Mora has lectured and published extensively on banking and financial- sector issues.



ROSY KHANNA

IFC Financial Institutions Group Director, Asia

Ms. Rosy Khanna is the Regional Industry Director for Financial Institutions Asia Pacific at the International Finance Corporation. She has almost three decades of experience at IFC financing and investing in projects in emerging markets across the globe including Asia, Latin America, Europe and Africa.

She has held both technical and managerial roles including in the financial and real sectors and PE/VC funds. Before managing IFC's financial sector work in Asia Pacific, Rosy served in a similar capacity covering Latin America and the Caribbean. Her earlier roles have included serving as Chief Credit Officer in the Risk Department at IFC covering multiple industry verticals and before that as Chief Investment Officer Financial Institutions leading transformational and pathbreaking deals across the globe.

BANK RESTRUCTURING & IFC INNOVATIVE INSTRUMENTS



Creating Markets, Creating Opportunities



KATIA D'HULSTER

Lead Financial Sector Specialist, World Bank

Katia D'Hulster is a Lead Financial Sector Specialist at the World Bank and an expert in international standards for banking regulation and supervision, bank recovery and resolution, and crisis preparedness frameworks. In this capacity she advises central banks, supervisors, and governments on these topics including on COVID-19 response.

Dr D'Hulster has participated in many Financial Sector Stability Assessments (FSAPs) and has worked in many countries in South East Asia, Eastern Europe & Central Asia, South Asia, and the Pacific performing diagnostic work and providing technical assistance. Dr D'Hulster has held senior positions with the World Bank based in Washington DC, Vienna and Sydney. Before joining the World Bank, Dr D'Hulster was a Senior Manager with the Australian Prudential Regulation Authority (APRA) leading the prudential supervision team of one of the four major banking groups in Australia. She was seconded to the Bank for International Settlements (BIS) in Basel for two years.

Dr D'Hulster holds a Doctorate in Applied Economics (Commercial Engineering) from the University of Brussels. She passed the professional exams and took the oath of Chartered External Auditor in Belgium. She also holds the Global Association of Risk Professionals (GARP) FRM and Professional Risk Management (PRMIA) risk management certifications and is a Graduate of the Australian Institute of Company Directors (GAICD).

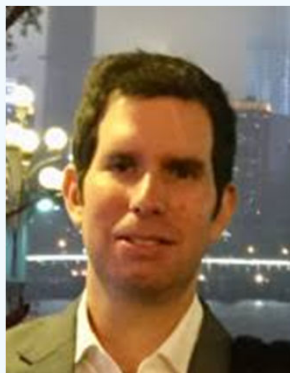


RAJAGOPAL RAMAN

IFC Global Equity Head, Financial Institutions Group

Rajagopal Raman is Global Equity Head, Financial Institutions Group, at the International Finance Corporation (IFC) in Washington, DC. The IFC is a member of the World Bank Group.

As Global Equity Head, Raj oversees IFC's equity investment business in the financial sector, including banks, insurance companies, non-banking financial institutions, fintechs and other financial services companies, working with IFC's regional financial sector investment departments. He chairs the Investment Committee on new equity investments and is a member of IFC's Fintech Investment Committee. Raj has over twenty five years of investment experience in leading financial sector investments, including debt and equities, across emerging markets including South & East Asia, Europe, Africa and Latin America/Caribbean. Since joining IFC in 1998, he has held a number of positions across both the Financial Institutions Investment department as well as the Investment Risk department.

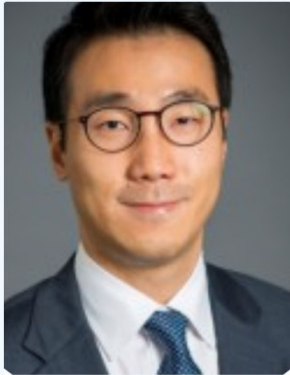


ANDRES GOMEZ

IFC Asia Equity Lead, Financial Institutions Group

Andres Gomez is a Principal Investment Officer and Equity Lead for IFC's Financial Institutions Group in East Asia and the Pacific (EAP), currently based in Singapore.

As Equity Lead Andres is in charge of sourcing, structuring and monitoring IFC's equity investment across financial intermediaries, including banks, insurance companies and non-bank financial institutions across EAP. Andres joined IFC in 2007 and since then he has worked across asset classes, including debt, structured credit, distressed assets, equity, and quasi-equity. Over the years Andres has worked in multiple regions primarily Latin America, and Asia since 2014.



TAEHO KANG

IFC Distressed Asset Recovery Program Asia Lead

Taeho Kang is the Asia Lead for IFC's Distressed Assets Recovery Program (DARP). Prior to DARP, Taeho worked with the IFC Asset Management Company investing in financial institutions in emerging markets. Before joining IFC, Taeho worked at Morgan Stanley's investment banking division where he worked on numerous M&As and IPOs across diverse sectors. Taeho has an MBA from the Wharton School and a BA from Yonsei University.



MICHAEL IPSON

Former Commercial Banker and IFC Advisor

Michael Ipson began his banking career with Chemical Bank's Asia Division (one of the banks that was a precursor of JP Morgan-Chase) in 1979, serving in New York, Hong Kong Branch and Beijing as Chief China Representative. He returned to Hong Kong from Beijing where he headed financial institutions, became Branch Manager and chief executive of the regional merchant bank, Chemical Asia Ltd.

He then joined International Bank of Asia, listed on the stock exchange and majority owned by Arab Banking Corporation in Bahrain and 20% by China Everbright Group, as Executive Vice President and board director. In 2005 he joined IFC of the World Bank Group as a Principal Banking Specialist based in Beijing. In 2007 he was appointed Country Manager for China and Mongolia. He was an IFC nominated director of Bank of Beijing (2005-2019) and Xian City Commercial Bank (2005-2009). After retirement from IFC, he served as an IFC nominated director at Jiangsu Leasing Company headquartered in Nanjing (2011-2018), China-ASEAN Cooperative Investment Fund (2013-2019) and Vietnam Joint Stock Bank for Industry and Trade (2011-2017). His primary focus is on corporate governance, risk management, SME banking and sustainable finance.



WILLIAM C. HAWORTH

Former Chief Strategist for IFC and IFC Advisor

Mr. Haworth recently retired as the Chief Strategist for IFC's Financial Institutions Group. He focuses on strategic issues related to the global economy and local financial markets development. He remains intensively involved in the financial sector strategy formulation for IFC and has worked in many of IFC's largest client countries including: China, India, Russia, Brazil, and Turkey. He led IFC's Global FinTech Strategy in 2017 and continues to work on IFC's Joint Capital Markets Development Project.

Mr. Haworth joined IFC in 2003 as a Chief Credit Officer, Financial Sector and Funds, and between August 2005 and 2007 assumed responsibilities for IFC's financial markets portfolio in Asia. He was chief strategist from 2008 until 2017, when he retired.

Before his IFC career, Mr. Haworth was a Partner in several major consulting firms dealing with financial sector development, institutional restructuring, performance improvement and privatization with global exposure, including being CEO of Barents Group in Washington D.C until the group was merged into KPMG Consulting in 2000 and working on the ground in over 25 banks of 18 countries regarding financial crisis resolution such as Mexico, Indonesia, Korea, Australia, Russia, etc. He is highly experienced in working at the Board level and has served on Boards for IFC.

Mr. Haworth is a certified Financial Risk Manager through the Global Association of Risk Professionals, as of January 2005, and has a FinTech Certificate from MIT (2016). His prior educational experience includes an MBA from University of California at Berkeley which he received in 1977.