



As a seasoned Chief Executive and Managing Director with the benefit of an exceptional career and a reputation as an inspirational and transformational leader who is driven by an unwavering focus on operational excellence. During my tenures I have been responsible for the direct management of 15million sq ft of prime UK commercial property with a combined value of £10billion and £450million operating P&L with 2,400 national retailers and stakeholder relationship management. Acknowledged as having laid the foundations for a major change of emphasis in the prime commercial property, retail, catering and entertainment concepts in the UK's most successful landmark commercial developments.

At Westfield Corporation, The Peel Group and Stadium Developments, I reported at board level and introduced ground breaking initiatives, setting industry standards in operational and service charge excellence, delivering stakeholders substantial return on investments.

BOARD LEVEL EXPERIENCE, EXECUTIVE LEADERSHIP, LARGE SCALE PROJECTS

- Currently as Chief Executive and Company Secretary I have the sole fiscal and corporate governance of the company. At Westfield I was a member of the UK executive committee reporting at board level to the global company, Westfield Corporation. At The Trafford Centre, I reported at board level to The Peel Group and at Meadowhall, I reported at board level to Stadium Developments.
- During my tenures as Director with assets under management, I have managed a combined £10billion prime commercial property value, 15million sq ft lettable retail space with a £450million P&L. Delivered and managed multi-billion pound large scale retail project set up at Westfield London, Westfield Stratford, Westfield Derby, Merryhill in Birmingham, The Trafford Centre in Manchester, Meadowhall in Sheffield and other centres in refurbishment, inputting concept and design, retail and catering strategies, operational management effectiveness, ensuring the delivery of robust systems policies and procedures.
- Under the share purchase agreement I retained the Intellectual Property rights of Royal Vauxhall Tavern and agreed a five year lease to continue to trade the business with a new trading company.
- Managing Partner at Alpine Commercial Recruitment and Management, leading the management and recruitment services to the commercial property industry across the UK, Europe and UEA. Responsible for headhunting and senior commercial property positions.
- Advising 2,400 national retailers, consistently increased property valuations, exceeded rental expectations, developed and implemented operational and commercial strategies and provided retailers with operational standards and levels of service charge excellence.
- Recognition by The Peel Group for doubling rental expectation at The Trafford Centre to £52million retail lettings and from Westfield and Trafford in providing operational standards of excellence, fiscal reporting and profit delivery whilst transforming the emphasis of prime commercial property, retail, food, leisure and entertainment concepts in the UK market within landmark commercial retail developments.
- Created the Trafford Centre and Meadowhall Centre Brand Identity. The emphasis was to evolve the customer, stakeholder and retailer perception at the heart of decision making, ensuring brand positioning, marketing, performance and value and to establish a best in practise service level provisions. In Westfield this was to adapt a global brand into the UK retail model in the shopping centre portfolio.
- Liaised and worked with central government as I pioneered and championed the cause of Sunday trading in the UK shopping centre industry and led the way for this to be successfully introduced in the early 90's.
- As part of setting up The Trafford Centre, I delivered a number of 'firsts' in the shopping centre industry, including establishing a business partnership with leveraging a new partnership increasing the business market by pioneering a fair trading zone with 300 national retailers and the Office of Fair Trading.
- Set up and manage a School Programme and Community Integration where The Trafford Centre Curriculum Resource Pack was developed in liaison with the local authority and central government to provide a range of resources materials and suggested activities for students aged 11 to 16 years in key stages 3 & 4 of the of their schooling.
- Pioneered the Trafford Centre Recruitment and Training Foundation with Manchester Tec, partnering with over 200 national retailers for re-skilling 7,000 industrial sector workers to NVQ level to equip them for management positions, administration, office retail, security, catering, mechanical, electrical, building service and customer service roles within The Trafford Centre and the retail units.

CORPORATE GOVERNANCE

- Validated and monitoring the company's corporate governance processes, due diligence, statutory and regulatory audits demonstrating high standards of integrity whilst reducing exposure to the business during my tenure with all assets under management.

Commercial Property, Asset Management/Complex Operational Decisions

- During my tenures I directly managed 15million sq ft of prime UK commercial property with a combined value of £10billion and £450million operating profit and loss. Advised property owners, stakeholders and 2,400 retailers on movements and performance.
- Accomplished the multi-million pound sale through a share purchase agreement to an international property company. RVT experienced 4 year consistent loss making. I executed The Royal Vauxhall Tavern turnaround strategy, making the business commercially viable with six figure pre-tax profits within 3 year trading period. Profits are forecast to double at year end, June 2018.
- Oversaw Olympic Park Megastore and 4 additional retail units at the Olympic Park during the 2012 games. Generating exceptional footfall traffic and achieving £90million retail sales across the 5 retail units.
- Revitalised the commercially deficient York Designer Outlet, £80million retail sales, through reviewing and developing strategy and securing Winter Wonderland from York City Centre for retail integration and introducing a leisure destination to the retail offer.
- Interim Managing Director, exercised P&L accountability for Warner Estates £720million portfolio, £65million P&L, comprising 9 shopping centres, 700 retailers with 240,000 square metres of commercial retail space, identified and recovered £800K in uncollected rent.

JAMES LINDSAY
Business Competencies
May 2018



- Managed the Westfield UK multi billion pound commercial portfolio encompassing ten shopping centres, 5million sq ft retail space, £200m profit and loss account, providing an asset management infrastructure for 900+ retailers.
- Directly managed P&L control, fiscal reporting, contract negotiation, team leadership, and change management, consistently increased prime commercial property values, exceeded rental expectations developed, set and implemented commercial and operating strategies.
- Negotiated all current service provision contracts relating to the operation of the shopping centre portfolio. The Westfield business model my department undertake all the asset management functions including rent and service charge collection and debt management.
- Managed the Westfield portfolio £27m recoverable costs, £17m Capex costs for all the hard and soft service provisions Implemented operational standards of excellence, service levels and procedures manuals across the portfolio.

Financial Management, Forecasting and Treasury

- Currently turnover is £1.7m and is a commercially viable trading entity with six figure pre-tax profits, forecast to double June 2018.
- Restored The Royal Vauxhall Tavern business to profitability, reversing a 4 year loss-trading position and achieving within 3 years a 44% uplift with turnover by year end June to £1.54million. An annual increase of 19%
- Exercised full P&L accountability for the £2billion Westfield commercial property portfolio of 10 shopping centres, successfully growing retail sales across the portfolio from £760million to £1.4billion, increasing non-rental sales income from £1.8million to £7.6million, and boosting asset value from £677million to £2.1billion in 4 year period.
- Increased retail sales from £760m to £1.4billion (+92%) in a four year period.
- Managed Westfield £200m profit and loss account, £27m recoverable costs, £8m non recoverable costs, £12m owners' costs, £17m Capex costs. Profit and Loss growth (+38%) during my tenure.
- Maximised rental income to £135m (+74%), manage debt and reduce costs.
- Increased non rental income (commercialisation) from a nil base to £4.6m (+ 84%).
- Increased car park revenue from £2.9m to £6.25m (+61%).

Stakeholder Management

- Responsible for all stakeholder engagement, communication, reporting on company trading position and report on return on investments and address annual shareholder meetings.
- Managed senior retailer relationships and develop one on one contact with the top 20% of 2,400 UK retailers.
- Determined overall company marketing strategy and measure marketing effectiveness and present to stakeholders
- Champion high standards of operational and customer service programmes of excellence and present to stakeholders.
- Instigated, managed and developed relationships with new and existing stakeholders, development owners and retailers.
- Utilised communication skills and cultural awareness to create a strong team ethic.
- Chaired bi-monthly global market review meetings with international peers, sharing local market knowledge, directly influencing and ensuring brand and management continuity worldwide.
- Managed Westfield's annual retail study tour introducing international and UK retailers to share market practice across the four operating countries (Australia, USA, New Zealand & UK).
- Stakeholder/JV partner communication demonstrating people development is a key personal strength in people.

STRATEGIC PLANNING/COMPLEX DECISION MAKING

- Formulate, develop and executed retail, operational and brand strategies identity to facilitate growth and stability. Increase customer visits to 124m (+46%).
- Establish benchmarks and standards in order to measure effectiveness.
- Manage all aspects of commercial, general and operational strategic management policy.
- Prepare business cases, tender documentation and managed negotiation processes.
- Evaluate programme risk assessments and delivery-risk mitigation.
- Support centres in development, under construction and refurbishment.
- Direct media exposure as company spokesperson role for TV and media covering 20 years.
- Recruit management teams for assets under management, 14 managers and 200 directly employed staff with responsibility for the safety of 7,000 staff across the portfolio.

STRATEGIC PLANNING/COMPLEX DECISION MAKING

- Formulate, develop and executed retail, operational and brand strategies identity to facilitate growth and stability. Increase Westfield customer visits to 124m (+46%). The Trafford Centre to 32million and Meadowhall to 28million.
- Establish benchmarks and standards in order to measure effectiveness and manage all aspects of commercial, general and operational strategic management policy.
- Prepare business cases, tender documentation and managed negotiation processes.
- Evaluate programme risk assessments and delivery-risk mitigation.
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