

<b>POSITION TITLE</b>	<b>Sr. Manager, Business Development (SMBD)</b>	<b>DIVISION</b>	P&O Maritime	
<b>REPORTS TO</b>	Group Financial Controller (GFC)	<b>DIRECT REPORTS</b>	As per approved organisation chart	
<b>PRIMARY LOCATION</b>	Corporate Office, UAE	<b>INDIRECT REPORTS</b>	As per approved organisation chart	
<b>PRIMARY OBJECTIVE</b>				
<p>The Sr. Manager Business Development (SMBD) is responsible to support originate / evaluate transactions to enhance the overall value of the company either in the form of investments, mergers &amp; acquisitions, monetization or disposals. This involves constant understanding of the relevant industry trends, economic landscape, and market appetite.</p> <p>Maritime industry is constantly changing and it is important that in order to create value, P&amp;O Maritime must be constantly evaluating its portfolio and look for new opportunities to create long-term value and to de-risk its global footprints.</p> <p>The position is the key commercial finance resource for the company, managing the investment process including timelines and milestones.</p>				
<b>DECISION MAKING AUTHORITY &amp; FRAMEWORK</b>				
	<b>Contact</b>	<b>Frequency &amp; Purpose</b>		
<p><b>Without referral to manager</b></p> <ul style="list-style-type: none"> <li>Initial structuring and development of project costing and pricing models</li> <li>Undertaking company research on potential new customers and associated report preparation</li> </ul> <p><b>After consultation with manager or others</b></p> <ul style="list-style-type: none"> <li>Preparation/writing of investment proposals</li> <li>Project costing assumptions and pricing outputs</li> <li>Recommending commercial solution for projects</li> </ul> <p><b>Referred to manager or others</b></p> <ul style="list-style-type: none"> <li>Changes to project return assumptions</li> <li>Sign off on pricing submissions to customers</li> <li>Sign off on commercial solutions to customers</li> <li>Sourcing funding for new business opportunities</li> </ul>	<b>INTERNAL</b> DCBD Director Commercial & Business Development MSD	Regularly regarding new business development submissions, project status and milestones		
	BUs Commercial Heads, Project Managers, Business Unit Heads and head of companies (Legal, Tax, IR, Treasury, Insurance)	Regularly regarding new business development submissions, project status and milestones		
	Department Managers- Finance, Operations, HR, HSEQ	As required when briefing on project solutions, assumptions and outputs, to source cost data, and to conduct risk analysis		
	Group Finance Team	For support with project cost and pricing models, as required		
	Investment Committee members	Presentation of investment paper, business model, board papers		
	General Counsel Legal and tax advisors	To ensure compliance and accuracy in business financial modeling, analysis of contract clauses and assessment of risk		
	<b>EXTERNAL</b> Target counter-party , JV Partners, Investment Banks, & Accounting Advisers Tax experts.	As and when needed		

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KEY ACCOUNTABILITIES		
Key Result Area	Major Activities/Deliverables	Performance Measures
<b>Financial</b>	<ul style="list-style-type: none"> <li>Understanding latest trends in equity/debt markets, company relevant risks both long term and short term including geo-political risks and accordingly factor the same while preparing business case.</li> <li>Evaluate proposals received both internally and externally and provide quick feedback on the value proposition</li> <li>Identification of key risks and deal breakers at an early stage</li> </ul>	<ul style="list-style-type: none"> <li>Risk assessments are comprehensive and delivered within required time frames</li> <li>Achievement of sign off by key project stakeholders within required time frames</li> </ul>
<b>Pricing/Commercial Solution Development</b>	<ul style="list-style-type: none"> <li>Manage the commercial component of project tender responses, and internal investment papers, including key pricing assumptions, key commercial principles, risk assessment, and how these satisfy or add value to the customer.</li> <li>Manage the overall investment process including timelines, milestones and stakeholders for each project.</li> <li>Drive other departments to provide necessary inputs and adhere to project financial sign off process, while pro-actively communicating with GFC, DF MSD and DCBD MSD regarding project status.</li> <li>Determine pricing/valuation strategy and make recommendations for new business opportunities incorporating company and customer objectives.</li> <li>Undertake commercial risk assessments of recommended commercial solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Tender responses are produced in accordance with project timelines and clearly outlines the relevant information and approach</li> <li>Commercial solution summary on each project provided to GFC , DF MSD and DCBD MSD clearly demonstrates correlation between pricing assumptions and proposed customer solution</li> <li>Recommendations are comprehensive and appropriate</li> </ul>
<b>SUPPORT / RELATIONSHIP MANAGEMENT</b>	<ul style="list-style-type: none"> <li>Connect and maintain relationships across bankers/corporate finance advisors/consultants and other relevant parties to position the company 's appetite for deals and where feasible engage with them to ensure that</li> </ul>	

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	<p>the company has first mover advantage</p> <ul style="list-style-type: none"> <li>Interact with Head of BUs and other relevant personnel within P&amp;O Maritime Group to facilitate identification of deals and support them through the process</li> </ul>	
<b>Strategic Decision Support</b>	<ul style="list-style-type: none"> <li>Set and manage projects milestones schedule of internal and external stakeholders for strategic decisions</li> <li>Quality assure commercial and competitor analysis and assessment of key strengths and weaknesses relevant to each business opportunity.</li> <li>Prepare Board Reports and executive reports to obtain necessary approvals.</li> <li>Undertake post investment reviews of projects, assessing actual vs projected performance (both financial and operational), and explaining reasons for variances.</li> </ul>	<ul style="list-style-type: none"> <li>Quality of presentations and/or documentation submitted to Executive Committee</li> <li>Projects run to scheduled milestone timeline and in accordance with process</li> <li>Investment papers are delivered in accordance with project process and include all relevant information</li> <li>Summaries are accurate and delivered in accordance with project process</li> <li>Quality and comprehensiveness of post investment review reports</li> </ul>
<b>COMPLIANCE / FUNDRAISING</b>	<ul style="list-style-type: none"> <li>Understand and work within the regulatory/secretarial requirements and ensure adequate compliance is followed on all price sensitive information</li> <li>.</li> </ul>	<ul style="list-style-type: none"> <li>Accomplish financial closure for the deal including arranging for appropriate short term funding/ long term financing, obtaining regulatory approvals (deal specific anti-trust, port authority and foreign investment regulator) and facilitating smooth integration</li> </ul>
<b>Financial Modelling &amp; Analysis</b>	<ul style="list-style-type: none"> <li>Create and maintain project related financial models to look at future projections for business cash planning, modelling of equity returns and key commercial and financial inputs (including debt facilities, analysis of alternative scenarios/sensitivities, business-related analysis like trend, historical, ratio, comparative analysis etc.);</li> <li>Undertake business valuations and project financial viability assessment and make recommendations based on sound business evaluation.</li> <li>Create and maintain consolidated financial models for the portfolio to look at future projections for business cash</li> </ul>	<ul style="list-style-type: none"> <li>Accurate and robust financial models are completed for all projects with required outputs produced in accordance with project timetable</li> <li>Quality and comprehensiveness of project costing and pricing with demonstrated understanding of all project costing elements and sensitivities</li> <li>Business valuations completed in accordance with agreed timeframes with assumptions and approach justified</li> </ul>

	<p>planning, modelling of equity returns and key commercial and financial inputs (including debt facilities, analysis of alternative scenarios/sensitivities, business-related analysis like trend, historical, ratio, comparative analysis etc.);</p> <ul style="list-style-type: none"> <li>• Work with various data streams to generate financial presentations, business models, reporting metrics;</li> <li>• Source, review, analyse, challenge and understand the basis of all cost inputs and assumptions to ensure the cost approach is justified and can be explained succinctly to the Management.</li> <li>• Assist with a wide range of group requirements; i.e. ad-hoc modelling and presentations requests, database analysis;</li> <li>• Work with technical and economic data for assumptions and estimations, compiling a reliable source reference list;</li> <li>• Assist in preparation of presentations of investment opportunities to the senior management, investment committee;</li> <li>• Undertake and drive sensitivity analysis of key project cost drivers and quantifiable project risk areas.</li> <li>• Prepare project financial summaries for review by GFC and DF MSD. This should include outlining key cost assumptions, project returns, capital requirements and variance analysis/reports.</li> </ul>	<ul style="list-style-type: none"> <li>• Quality and comprehensiveness of recommendations</li> <li>• Feedback from relevant members of Executive Committee</li> </ul>
<p><b>NEGOTIATION &amp; PROJECT MANAGEMENT</b></p>	<ul style="list-style-type: none"> <li>• Engage with the sell/buy side parties/advisors and negotiate and resolve most issues and bring the transaction to the near finish point and escalate any residual key deal-breakers issues to GFC &amp; DF MSD for final negotiations</li> </ul>	<ul style="list-style-type: none"> <li>• Right deal structure, after having analysed the key risks and stakeholder's appetite, through appropriate risk sharing, effective tax and legal structure for all transactions</li> </ul>
<p><b>Contracting Solutions</b></p>	<ul style="list-style-type: none"> <li>• Responsibility for evaluation of commercial clauses in contracts and risk assessment.</li> </ul>	<ul style="list-style-type: none"> <li>• Contract clauses are compliant and meet Company objectives</li> </ul>

	<ul style="list-style-type: none"> <li>Ensure the pricing and assumption strategy is reflected in the proposed customer contractual arrangements.</li> </ul>	
<b>LEADERSHIP &amp; PERFORMANCE MANAGEMENT</b>	<ul style="list-style-type: none"> <li>Responsible for the management and leadership of an engaged team, promoting collaboration and ensuring that each is developed and evaluated against goals and objectives which are aligned, specific, measurable, attainable yet challenging, realistic and time bound values and culture</li> <li>Perform other related duties as assigned</li> <li>Understand and adhere to P&amp;O Maritime Code of Conduct and Ethics policies</li> </ul>	<ul style="list-style-type: none"> <li>Promote and demonstrate positive behaviours in harmony with P&amp;O's values and culture</li> </ul>
<b>Governance &amp; Frameworks</b>	<ul style="list-style-type: none"> <li>Ensure the investment approval process for all new and existing business opportunities is adhered to.</li> <li>Measure the delivery and performance of investment projects against approved investment case parameters.</li> </ul>	<ul style="list-style-type: none"> <li>Hurdles and investment approvals are met</li> </ul>
<b>Research &amp; Analysis</b>	<ul style="list-style-type: none"> <li>Undertake Company research on potential partners, suppliers or customers including understanding financial strength, performance risks and identifying strengths and weaknesses as relevant to proposed relationship with P&amp;O Maritime.</li> </ul>	<ul style="list-style-type: none"> <li>Research reports are comprehensive and address all matters relevant to P&amp;O Maritime's interest</li> <li>Quality and comprehensiveness of research reports and demonstrated understanding of possible impacts on the Company's interest</li> </ul>
<b>Quality Compliance</b>	<ul style="list-style-type: none"> <li>Maintain awareness of and compliance with company Quality Control Compliance policy</li> <li>Maintain all files and records in an accurate manner to ensure ease of retrieval of information</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of adherence to P&amp;O Maritime Services policies and government regulations</li> <li>Accuracy and accessibility of records and data</li> </ul>
<b>HSEQ</b>	<p><b>Compliance with P&amp;OM Management System which include but is not limited to:</b></p> <ul style="list-style-type: none"> <li>HSEQ and other policies</li> <li>The PPE Procedure</li> <li>Incident Management Procedure</li> <li>Emergency Response Plans</li> <li>Risk Management</li> </ul>	<p><b>100% implementation of P&amp;OM policies and procedures such as:</b></p> <ul style="list-style-type: none"> <li>HSEQ and other policies Applicable PPE requirements</li> <li>Timely reporting of incident and ill-health</li> <li>Drill programme</li> <li>Risk assessments relevant to the tasks</li> </ul>

	Control of Document and Record	<p>the department is involved in</p> <ul style="list-style-type: none"> <li>The reporting requirements including the maintenance of records, retention and disposal procedures</li> </ul> <p>Participation in risk assessments as applicable.</p>
<b>KEY CHALLENGES</b>		<b>SELECTION CRITERIA</b>
<ul style="list-style-type: none"> <li>Driving delivery of costing inputs from internal resources that have no accountability to the position,</li> <li>Ensuring sufficient peer and executive review of project pricing outputs and inputs is undertaken in tight tendering time frames</li> <li>Gaining a sound understanding and knowledge of the business</li> <li>Ensuring attention to detail maintained and assumptions challenged while also considering the broader strategic and commercial project approach.</li> <li>Meeting project milestones and the timely production of investment</li> </ul> <p>Meeting the expectations of all stakeholders</p>		<p><b>QUALIFICATION &amp; EXPERIENCE</b></p> <ul style="list-style-type: none"> <li>Chartered Accountant or MBA with 10-15 years of in-depth understanding of Maritime business and associated cash-flow model; and</li> <li>Good understanding of structured finance and business valuation methodologies</li> </ul>
		<p><b>KEY ATTRIBUTES</b></p> <ul style="list-style-type: none"> <li>Advanced commercial awareness and understanding of business needs (including awareness and sensitivity to differing international and cultural business practices, and the flexibility to work within different cultural environments).</li> <li>Strategic thinking and planning skills.</li> <li>Excellent analytical, organisational and leadership skills.</li> <li>Ability to effectively negotiate legal issues and transaction documentation with Counterparties.</li> <li>Strong communication and interpersonal skills, enabling effective communication with all levels within P&amp;O Maritime, joint venture partners, board members, government and regulatory representatives and external parties.</li> <li>Understand and adhere to P&amp;O Maritime Code of Conduct and Ethics policies.</li> <li>Strong project management and coordination</li> <li>Strong communication, interpersonal and stakeholder engagement skills</li> <li>Strong report writing and presentation skills</li> <li>Ability to communicate effectively with senior management to achieve buy-in</li> </ul>

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		and sponsorship for investment proposal <ul style="list-style-type: none"> <li>• Sound analytical and business valuations skills, with an understanding of financial modelling and WACC calculations</li> </ul>		
<b>Employee Name</b>		<b>Signature</b>	<b>Employee ID</b>	
<b>Manager Name</b>		<b>Signature</b>	<b>Date</b>	