



**RISK REWARD**

GLOBAL BANKING & FINANCIAL SERVICES EXPERTS



## Risk Reward Limited | About Us

For 10 years Risk Reward has been a **leading supplier** of advisory and training services to the banking, financial and corporate sectors in developed and emerging markets. Our consulting and training services are delivered directly to banks and financial institutions by our own consultants, or we supply the same consultants via trusted and respected intermediaries with whom we have developed close working relationships.

Our business offers a wide range of services delivered by a pool of **over 600 consultants**. Each of our consultants are experts in their fields with 20-30 years of relevant industry experience, ensuring we **add value** from day one and eliminate the usual consultant learning curve delays. In every case our senior consultants are able to make suggestions based on their own considerable experience of dealing successfully with similar challenges in their own careers.

To date we have helped over **300 banks and financial institutions**, including central banks, to train and improve the performance of their staff. Our trainers and courses are considered to be among the **best in the industry** and we have

been shortlisted as a finalist for the London Export Awards 2010, exemplifying our place as one of London's premier international businesses. In 2011 we are once again nominees for the Queen's Award for international trade.

### Key Statistics

- Company 10 years old (Jan 2012)
- Multimillion £ Annual Turnover
- Doing business in 25 financial centres worldwide
- 600 Expert Consultants and Trainers
- 25-30 years average technical experience
- 8 Subject Matter Focus Business Units
- 12 Full-time employees in London
- 6 Annual International Student Internships
- 40 Accounts across 4 continents
- 300+ banks and financial institutions
- Training to 50 UK & USA professional qualifications
- 15,000+ Banking and finance professionals have attended a RR training event

*I thought that I should write to you to say how delighted I was with the training received which was provided by Risk Reward Ltd. My needs in this area were well met and my host and the firm's facilities were top class. I am very satisfied with the final outcome.*

**– Trevor Durritt, Deputy Chief Executive, Sonali Bank (UK) Limited**

For more information please visit [www.riskrewardlimited.com](http://www.riskrewardlimited.com)  
email: [info@riskrewardlimited.com](mailto:info@riskrewardlimited.com) or telephone +44 (0) 20 7638 5558.

# Global Markets & Clients

## Africa

African Banking Corporation  
Banque africaine de développement  
Barclays Bank (South Africa)  
BDO (Mauritius)  
Cavmont Capital Bank (Zambia)  
Central Bank of Nigeria  
ChaseBank (Kenya)  
Citizens SME Agency (Botswana)  
Commercial Bank (Zambia)  
Commercial International Bank (Egypt)  
Development Bank (Rwanda)  
Développement Bank PHB (Nigeria)  
Eco Bank (Ghana)  
Egyptian Banking Institute (Egypt)  
Exam Ready (South Africa)  
Finance Bank (Zambia)  
First Atlantic Merchant Bank (Ghana)  
First Bank (Nigeria)  
First Rand Bank (South Africa)  
FITC - Financial Institution Training Centre (Nigeria)  
Guaranty Trust Bank (Nigeria)  
HFC Bank (Ghana)  
Housing Finance (Uganda)  
Indefund (Malawi)  
Intercontinental Bank Plc (Nigeria)  
Intermarket Banking (Nigeria)  
Investment Banking & Trust  
Investrust Bank (Zambia)  
Investec (South Africa)  
LEFISA Ventures (Lesotho)  
National Bank (Malawi)  
National Commercial Bank (Saudi Arabia)  
National Investment Bank (Ghana)  
Nedbank (South Africa)  
Nigeria Capital Market Institute  
Omnifinance (Cote D'Ivoire)  
Press Trust (Malawi)  
Prudent Bank (Nigeria)  
RawBank (Congo)  
Rokel Commercial (Sierra Leone)  
Sierra Leone Commerce Bank  
Standard Corp. & Merchant Bank  
Trust Bank (Ghana)  
UBA (Nigeria)  
UBA Capital (London)  
Union Bank (Cameroon)  
Zenith Bank (Nigeria)

## Russia & CIS

Alfa Bank (Ukraine)  
Bank TuranAlem (Kazakhstan)  
Banking institute of Armenia  
Central Bank of Armenia  
Eurasian Bank (Kazakhstan)  
HSBC (Armenia)  
Im Bank (Russia)  
Prometei Bank (Armenia)  
Raiffeisen Bank (Russia)  
Troika Dialog (Russia)

## UK & Ireland /Europe

ABN-AMRO Bouwfonds (Netherlands)  
ACCA (UK)  
AccBank (Ireland)  
Alpha Bank London Ltd  
Association of Cyprus Commercial Banks  
Banco de Sabadell  
Banco Santander Totta  
Bank Julius Baer & Co  
Bank Mandiri Ltd (Cyprus)  
Bank of Bermuda (Luxembourg)  
Bank of China  
Bank of England (UK)  
Bank of Ireland  
Bank of Montreal  
Bank Saderat plc  
Bank Sepah International plc  
Banco Internacional Do Funchal S.A.  
Barclays Bank plc  
BNP Paribas  
Brewin Dolphin Bell Lawrie Ltd  
British Bankers' Association  
Brunel University (UK)  
C Hoare & Co  
Christiania Bank (Norway)  
CIBC World Markets Plc  
City Speakers International (UK)  
Clariden Bank (Switzerland)  
Combined Insurance (UK)  
Commerzbank AG  
Co-operative Bank (UK)  
Co-operative Financial Services  
Coutts & Co  
Credit Agricole Asset Management  
Credit Suisse (Switzerland)  
D C Gardner (UK)  
Danske Bank A/S  
Depfa Bank Plc  
Deutsche Postbank AG  
Dexia Bank Belgium London Branch  
DNB ASA (Norway)  
Euromoney (UK)  
EuroNBank (Greece)  
Eximbank (Romania)  
Fortis Bank (Netherlands)  
Habib Allied International Bank  
Habib Bank (Switzerland)  
Harrods Bank Ltd  
Hrvatska Postanska (Hungary)  
HSBC (UK)  
HSBC Bank Plc  
HVB Bank (Czech Republic)  
ICAWEW (UK)  
ICICI Bank (India)  
IG Group Holdings Plc  
Im Bank (Russia)  
ING Direct (UK) Ltd  
ING Group (Netherlands)  
International Development (Eire)  
International Moscow Bank (UK)  
Investec Private Bank (UK)  
JP Morgan Chase (UK)  
JP Morgan Europe Limited  
Kredietbank (Luxembourg)  
Laiki Bank (Cyprus)  
Landsbanki (Iceland)  
Lloyds Banking Group  
MIS  
MKB Bank (Hungary)  
National Australia Bank Ltd  
Natixis  
Nederlandse Waterschapsbank (Netherlands)

Nomura Bank International Plc  
Nordea (Finland)  
Nordic Investment Bank (Norway)  
PWC (Romania)  
PWC (UK)  
Rabobank (Netherlands)  
Raiffeisen Zentralbank (Austria)  
Royal Bank of Scotland (UK)  
Russian Commercial Bank (Cyprus)  
Samba Financial Group  
Sampo Plc  
Chartered Institute for Securities and Investment (UK)  
Santander Bank  
Société Générale  
Standard Chartered Bank (UK)  
Swedbank (Sweden)  
The Bank of Tokyo Mitsubishi UFJ Ltd  
The Royal Bank of Scotland Plc  
Total Solutions (Netherlands, Dubai)  
Unisys (UK)  
Yorkshire Building Society

## Middle East

Abu Dhabi Audit Authority  
Abu Dhabi Centre for Corporate Governance  
Abu Dhabi Investment Authority  
Al Rajhi Bank (Saudi Arabia)  
Al-Ahli Bank (Kuwait)  
Al-Mashreq Bank (Dubai)  
Al-Mujaz (Saudi Arabia)  
Arab Banking Corporation  
Arab National Bank (Saudi Arabia)  
Bahrain Institute of Banking and Finance  
Bank Audi  
Banque Saradar (Lebanon)  
Banque Saudi Fransi (Saudi Arabia)  
Byblos Bank (Lebanon)  
Commercial Bank of Kuwait  
Commercial International Bank (Egypt)  
EFG-Hermes Fund Management  
Engro Polymer & Chemicals Limited  
Enhance (Dubai)  
Finance Al Ain International Group  
Finance Gulf Takaful Insurance Co  
Financial Control Guaranty Trust Assurance  
First Gulf Bank (Dubai)  
Fleming Gulf (Dubai)  
Fransabank (Lebanon)  
Global Investment Bank (Kuwait)  
Institute of Banking Studies (Jordan)  
Institute of Banking Studies (Kuwait)  
Investments Emirates Int'l Investment Co  
Islamic Development Bank (Jeddah)  
Israel Discount Bank Ltd  
National Bank of Abu Dhabi  
National Bank of Kuwait  
National Commercial Bank (Kuwait)  
Red Money  
Riyad Bank (Saudi Arabia)  
R Raphael & Sons Plc  
Samba Financial Group  
Saudi Arabian Monetary Agency  
Schroder & Co Ltd  
TD Securities  
The Co-operative Bank Plc  
Total Solutions  
Wells Fargo Bank NA  
Winterflood Securities Ltd

## Asia

ABN-AMRO (Hong Kong, Singapore)  
Banco Nacional Ultramarino (China)  
Bank Negara (Malaysia)  
Bank of Baroda (India)  
Bank of China  
Bank Negara Indonesia (Persero)  
Bank TuranAlem (Kazakhstan)  
Barclays Private Banking (Hong Kong)  
Canara Bank  
DFCC (Sri Lanka)  
Dhaka Bank Ltd (Bangladesh)  
Dutch Bangla Bank (Bangladesh)  
Ethan Hathaway (Hong Kong)  
ICBC (Hong Kong China)  
L B Finance Ltd (Sri Lanka)  
Mercantile Bank Ltd (Bangladesh)  
Mitsubishi UFJ Securities International Plc  
Monetary Authority (Hong Kong)  
Monetary Authority (Singapore)  
National Development Bank (Sri Lanka)  
Norinchukin Bank (Japan)  
Orient Financial Services (Sri Lanka)  
Oriental Bank of Commerce (India)  
Overseas Chinese Banking  
Premier Bank (Bangladesh)  
PT Bank BNI (Persero)  
RedMoney (Malaysia)  
State Bank of Bikaner & Jaipur (India)  
Swiss Reinsurance (Hong Kong)  
TBK (Singapore)  
Whitestone (Singapore)

## Americas

Bank of America  
Central Bank of Brazil  
Central Bank of Mexico  
Citizen's Bank  
Comerica Inc  
Enbridge Inc  
Federal Reserve Bank of Dallas  
First Citizen's Bank  
First Niagara Bank  
Federal Reserve Bank of New York  
FRB of New York  
Freddie Mac  
ING Group  
Johnson Financial Group  
Lance Inc  
Legg Mason & Co  
MIS  
Morgan Stanley  
Northern Trust  
Protiviti  
State Street



**Graeme Skelly** is a Board level senior operations and systems professional who is a pioneer of data warehouse technology, with a proven track record of delivery and adding value. He has **over 28 years experience of directing and implementing systems, strategies and projects** within critical business functions of highly dynamic multinational companies.

He has spent the majority of his career working within business functions, developing a reputation as a technology and risk expert with first hand business experience. He has the ability to communicate complex issues effectively and is an experienced lecturer. He has been an **IT Director**, and a **Chief Operating Officer** at Barclays Bank (UK).

This diverse career has helped him develop expertise in operational risk, Basel II, IT strategies and technologies, risk management, business planning, business projects, change and people management, leadership, treasury and finance.

Graeme is an experienced consultant and trainer known for his practical know-how and hands-on approach. He is the co-author of the Central Bank of Indonesia International Certificate in Banking Risk and Regulation, Measurement, Supervision and Disclosure.

Graeme is a member of the Risk Reward Risk Management Faculty since 2007 advising and training banks and financial institutions in emerging markets on topics including Basel II & Risk Management, Basel II Implementation and Compliance, and Measuring and Managing Operational Risk. Recent assignments were delivered in five CIS states, Dubai, Doha, Lagos, London, Manila, Mumbai and Cairo.

## Basel III and the Challenges to Bank IT

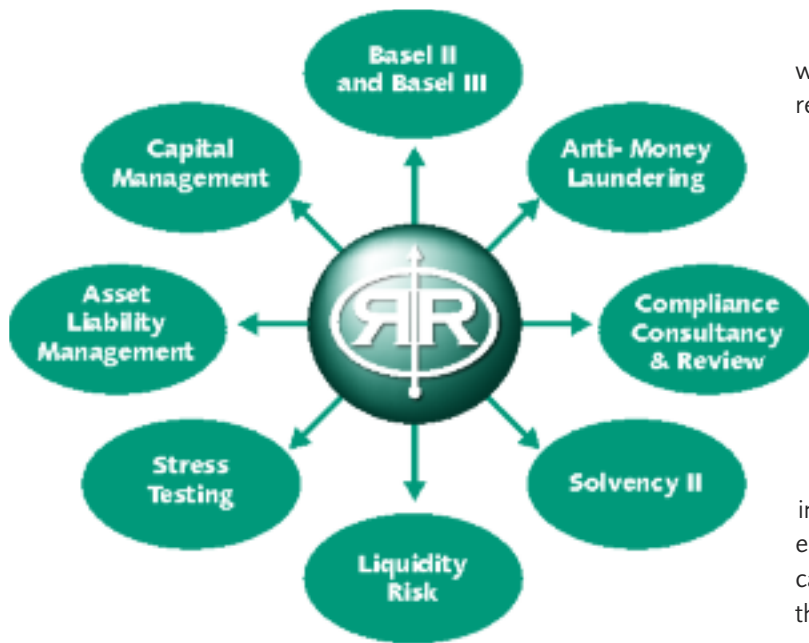
---

The Banking crisis of 2007/08, the so called Credit Crunch, highlighted significant deficiencies within the banking system and the regulations adopted to manage financial risks. The crisis was caused by many factors and has been described by some as "a perfect storm". The U.S. Financial Crisis Inquiry Commission report of January 2011 summed it up:

***“The crisis was avoidable and was caused by: widespread failures in financial regulation, including the Federal Reserve's failure to stem the tide of toxic mortgages; dramatic breakdowns in corporate governance including too many financial firms acting recklessly and taking on too much risk; an explosive mix of excessive borrowing and risk taking by households and Wall Street that put the financial system on a collision course with crisis; key policy makers ill prepared for the crisis, lacking a full understanding of the financial system they oversaw; and systemic breaches in accountability and ethics at all levels.”***

In response to the crisis the Basel Committee on Banking Supervision has released a series of amendments to the existing Basel II regulations to form "a comprehensive set of reform measures ... to strengthen the regulation, supervision and risk management of the banking sector". These amendments and agreements are collectively referred to as "Basel III" and are intended to address the globally systemic nature of modern banking and provide a more risk sensitive framework for banks. The regulations address the deficiencies by adopting both a macro and micro-prudential approach as well as strengthening the risk management, governance, and transparency requirements. One key element is the requirement for banks to take account of 'stress conditions' when calculating their regulatory capital.

For information on advisory service worldwide please contact Graeme Skelly email: [GSK@riskrewardlimited.com](mailto:GSK@riskrewardlimited.com), ring +44 (0) 20 7638 5558 or visit [www.riskrewardlimited.com](http://www.riskrewardlimited.com)



### The Basel III Framework

The Basel III accord aims to strengthen the regulation of individual banks, micro-prudential, whilst ensuring the stability of the overall banking system, macro-prudential. It also looks to overcome the limitation of Basel II by minimising a bank's ability to benefit from regulatory arbitrage both between local implementations of the regulations and between the trading book and banking book. It also aims to strengthen the regulations for certain types of risks.

Basel III framework defines: a simplified structure and improved quality of capital; measures to encourage banks to hold capital that can be utilised in periods of stress; improved risk coverage; improved capital requirements for both the banking and trading book including consideration of the impact of stressed markets; measures to improve counterparty credit risk considerations; the introduction of a leverage ratio to support the risk-based requirements; global regulatory standards to ensure banks hold sufficient liquidity buffers; measures to reduce the pro-cyclicality effect of Basel II; measures to address the systemic nature of important banks; improved governance; and improved transparency and disclosure. All of

which will add up to much higher capital requirements for banks.

In November 2010 the set of enhancements were formally endorsed by the G20. Whilst most countries are aiming to ensure their local regulations are Basel III compliant by 2013 not all will do so. The most notable exceptions are in Asia where some countries will adopt Basel II/III in due course. Within those countries who adopt Basel III by 2013, Banks will have until January 2019 to be fully compliant with the new regulations. The implementation timescale for Basel III is phased to ensure that banks are able to fulfil the increased capital requirements whilst not adversely affecting their ability to lend.

### Impact on IT

The impact of Basel III on a bank's IT will be far reaching and complex due to the interdependencies of the new regulations. Not only will the risk management systems need to change but banks will also be required to upgrade their balance sheet management and reporting systems. However the key factor will be ensuring there is sufficient data of the required quality to support the analytical and reporting systems. Add to this the resulting requirements for IT and operational governance, and Basel III will pose considerable challenges to banks. Consequently there will be no one-size-fits-all approach as banks will need to configure their implementation of the Basel III framework to the complexity of their organisation and its business.

If the challenge of implementing Basel III on its own is not daunting enough, all of the changes will have to be achieved against a back drop of significant change and turmoil caused by other regulatory changes, national initiatives and economic instability. For the immediate future IT departments will have to carefully prioritise and allocate resources with the right level of expertise, making sure they use them effectively and efficiently.

For information on advisory service worldwide please contact Graeme Skelly email: [GSK@riskrewardlimited.com](mailto:GSK@riskrewardlimited.com), ring +44 (0) 20 7638 5558 or visit [www.riskrewardlimited.com](http://www.riskrewardlimited.com)

# Advisory Services

---

Expertise, practical experience and know-how, combined with service excellence, rapid response and good value for money Risk Reward offers a wide range of services specially tailored to meet the needs of Bank Systems, Data & IT functions operating in the financial services industry around the globe. Our aim is to work with clients to make these critical functions truly "best in class".

## Mission critical pressures and drivers for board and senior management:

- **Regulatory compliance**
- **Costs reduction**
- **Business responsiveness**

It is important for all firms to do what could reasonably be expected of them to both identify and be compliant, reduce costs and ensure responsiveness to the business. To assist firms in this area, Risk Reward has launched a new range of Bank Systems, Data & IT services.

- **Carrying out Assessments**, advising on systems and controls to manage or counter these risks and drawing up Action Plans to implement the required systems and controls.
- **Developing risk-based policies and structures** by working with Senior Management to decide upon the objectives and appropriate definitions.
- **The implementation of policies and procedures.**
- **Fast-tracking advisory services** for responses to post-regulatory 'red letters' and practical solutions required to demonstrate to the regulator that your organisation is taking advise to rectify the caution.
- **Auditing or risk reviewing systems and controls**, presenting reports to Audit Committee and/or the Board as appropriate.
- **Help senior management and IT managers** to understand financial and compliance impacts when Systems and IT change.
- **Software selection and implementation** and the extent to which they are likely to add value to the business and comply to new and changing regulations.
- **Assisting with the implementation and testing** of new software, including, where appropriate, the design of new scenarios and methodologies that leverage from the existing solutions.
- **Undertaking specific bespoke reviews** of a firm's compliance with UK and international requirements.
- **Specific Induction and Advanced training** for senior management, heads of finance and audit operations.

# Bank Systems, Data and IT Training Courses

Risk Reward has been undertaking systems, data and IT training, both in-house and public courses, for many years focusing on the following areas:

## 2012 Bank Systems, Data and IT Courses

<b>Bank Systems, Data and IT for the Board and Senior Management</b>	SDIT001	<b>International Certificate in IT for Investment Operations (CISI Accredited)</b>	SDIT011
<b>Basel II/III : Regulatory Implementation and Compliance for Operations</b>	SDIT002	<b>Operational Risk Management &amp; Measurement</b>	SDIT012
<b>Stress Testing and Scenario Testing for Operations</b>	SDIT003	<b>Business Continuity Planning</b>	SDIT013
<b>Bank IT for Business Managers</b>	SDIT004	<b>Fundamentals of Information Security Risk Management</b>	SDIT014
<b>Risk and Controls: How to Design, Plan and Implement Risk Assessment Reviews</b>	SDIT005	<b>Information Risk Management</b>	SDIT015
<b>Risk Management Software Systems: Selection and Implementation</b>	SDIT006	<b>Auditing the IT Department for Auditors and Operations</b>	SDIT016
<b>Bank Systems, Payments &amp; Cybercrime</b>	SDIT007	<b>Managing Database Risk</b>	SDIT017
<b>Risk Management of Internet Banking</b>	SDIT008	<b>Solvency II – Process Risk Management &amp; Financial Governance for successful Project Management Implementation</b>	SDIT018
<b>IT Risk and Controls</b>	SDIT009		
<b>Management of IT Development Risk</b>	SDIT010		

We deliver training to banks, regulators, insurers, Big Four and software/systems firms across the world via trusted and reputable affiliates including government training centres, training companies and directly on an in-house basis.

For information on Public and In House Courses please visit [www.riskrewardlimited.com](http://www.riskrewardlimited.com) or contact our Training Team Leader Denbert White at [DTW@riskrewardlimited.com](mailto:DTW@riskrewardlimited.com) or telephone +44 (0)20 7638 5558.

# Accredited Training



ACCREDITED TRAINING PROVIDER

## IT in Investment Operations



The Chartered Institute for Securities & Investments is the principal provider of qualifications for the financial services industry. In particular the CISI has developed a wide-ranging programme of qualifications for individuals working in the securities and derivatives markets. Qualifications offered by the CISI provide candidates and their firms with a clear benchmark to demonstrate they have acquired the required knowledge to carry out their job roles competently.

### Who should study for IT in Investment Operations?

IT in Investment Operations (ITIO) has been developed for IT staff working in financial services, who wish to develop their knowledge and understanding of IT needs specific to the financial services arena. It is of particular interest to those who are new to, or hoping to move into, the financial services industry.

It provides firms with a benchmark from which to assess an employee's knowledge and competence and offers those engaged in IT a broader understanding of the information technology needs of a firm in this sector.

Candidates can take the ITIO qualification as a stand-alone award. Alternatively, candidates can register for the Investment Operations Certificate, also known as the Investment Administration Qualification (IAQ™) and choose ITIO as one of the three units that must be taken to complete it.

### Ofqual

The Chartered Institute for Securities & Investment is recognised as an Awarding Body by the Office of the Qualifications and Examinations Registrar, so both individuals and firms can be assured that the CISI's processes, policies and systems meet rigorous quality assurance standards.

#### 2012 Public Courses

<b>London</b>	April 30th – May 3rd
<b>Budapest</b>	June 25th – 28th
<b>Istanbul</b>	September 24th – 27th
<b>Johannesburg</b>	November 19th – 22nd

### Key features

- The first qualification developed specifically for IT staff working in the securities & investment industry
- The first qualification developed specifically for IT staff working in the securities & investment industry
- Designed to help IT staff understand the industry sector in which they operate more fully
- Ideally suited for use as part of an induction programme for IT staff in the investment industry
- A valuable benchmark to ensure all staff have the required level of knowledge, specific to their job role
- Provides a comprehensive overview of the role of IT in front office and operations departments
- Offers IT staff greater confidence in their job roles
- Encourages greater understanding and communication between IT and other departments in the firm
- Offered as a stand-alone award or as one unit of the CISI's globally recognised IOC (formerly known as IAQ)

For information on Public and In House Courses please contact your local training provider or visit [www.riskrewardlimited.com](http://www.riskrewardlimited.com) or contact our Training Team Leader Denbert White at [DTW@riskrewardlimited.com](mailto:DTW@riskrewardlimited.com) or telephone +44 (0)20 7638 5558.



# Additional Risk Reward Services

---

## Consulting Services

Risk Reward provides independent, impartial and highly professional consultancy services across nearly all disciplines in the financial and banking sectors. We operate in most parts of the world, specialising in emerging markets and operate mainly within Europe, the Middle East, Africa, and Asia.

Our services include introducing risk controls, procedures and processes, credit market and operational risk, Basel II implementation and compliance, analysis, valuation for mergers and acquisitions and general advice. We have over 600 specialist consultants available to assist your needs..

## Internal Audit Services

At Risk Reward, we can provide an extremely wide range of internal audit solutions offering both consultancy and training or, in some cases, both. Our services range from large scale consultancy and major training programmes down to individual

support and in house seminars. We can work with an existing team by providing expert knowledge in specific areas or we can supply additional capacity to an over stretched internal audit function. As Risk Reward are not an external audit firm, our consultancy and training services do not create any conflicts of interest.

For more information please contact Lisette Mermod at [LM@riskrewardlimited.com](mailto:LM@riskrewardlimited.com) or ring +44 (0)20 7638 5559

## Additional Brochures Available

- **Financial Crime**
- **Insurance**
- **Internal Audit Advisory**
- **Islamic Banking & Finance**
- **Risk Management**

If you would like to be sent an electronic copy by email or hardcopy by post of any of the brochures, please contact us with your request.

For more information please visit [www.riskrewardlimited.com](http://www.riskrewardlimited.com)  
email: [info@riskrewardlimited.com](mailto:info@riskrewardlimited.com) or telephone +44 (0) 20 7638 5558.



## **RISK REWARD**

GLOBAL BANKING & FINANCIAL SERVICES EXPERTS

Risk Reward Ltd  
60 Moorgate  
1st Floor  
London ECR2 6EL  
United Kingdom

Office hours: London (GMT)  
09.00 – 18.00 Monday – Friday

tel: +44 (0)20 7638 5558  
fax: +44 (0)20 7638 5571  
email: [info@riskrewardlimited.com](mailto:info@riskrewardlimited.com)  
website: [www.riskrewardlimited.com](http://www.riskrewardlimited.com)

### **Americas / Mexico Armando Nuricumbo**

tel: +52 (55) 5339-5829  
[AN@riskrewardlimited.com](mailto:AN@riskrewardlimited.com)

### **USA**

**Lisette Mermod**  
tel: 1-917-310-1334  
[LM@riskrewardlimited.com](mailto:LM@riskrewardlimited.com)

### **UK and Europe Cariska Pieters**

tel: +44 (0)20 7638 5558  
[CP@riskrewardlimited.com](mailto:CP@riskrewardlimited.com)

### **Central and Eastern Europe**

**Judit Kovács**  
tel: +36 (0)2094 28173  
[JKCEE@riskrewardlimited.com](mailto:JKCEE@riskrewardlimited.com)

### **Russian Federation & CIS**

**Judit Burucs**  
tel: +36 7070 80269  
[JB@riskrewardlimited.com](mailto:JB@riskrewardlimited.com)

### **Africa – Southern Africa Craig Rod**

tel: +27 83 300-5551  
tel: +27 11 615-3605  
[craigrod@examready.com](mailto:craigrod@examready.com)

### **Africa – Western Africa Cariska Pieters**

tel: +44 (0)20 7638 5558  
[CP@riskrewardlimited.com](mailto:CP@riskrewardlimited.com)

### **Francophone Africa**

**Lisette Mermod**  
tel: +44 (0)20 7638 5558  
[LM@riskrewardlimited.com](mailto:LM@riskrewardlimited.com)

### **Gulf Region**

**Aisha Ali**  
tel: +44 (0)20 7638 5558  
[AA@riskrewardlimited.com](mailto:AA@riskrewardlimited.com)

### **Asia – Hong Kong**

**Denbert White**  
tel: +44 (0)20 7638 5558  
[DTW@riskrewardlimited.com](mailto:DTW@riskrewardlimited.com)

