

CURRICULUM VITAE

DAME CLARA FURSE DBE

Non -Executive Director, 2009-date

- Nomura Holdings Inc., 2009-
- Amadeus IT Holdings SA, 2010-
- U.K. Department for Work and Pensions, 2011-
- Vodafone Group Plc , 2014-

Previous non-executive/advisory positions:

- Legal & General Group plc, 2009- April 2013
- Nomura Europe's FSA regulated entities, 2009-April 2013
- Fortis SA, 2006-2009
- Member, Shanghai International Advisory Council, 2006-2009
- Euroclear SA, 2003- 2009
- LCH Clearnet SA, 2005-2009
- LIFFE 1991-1999 (Deputy Chairman 1997-1999)

PROFESSIONAL HISTORY

- January 2001 - May 2009

Chief Executive, London Stock Exchange Group

During this period, the Exchange:

- listed on its own market in 2001
- more than trebled revenues from £193 to £671 mln
- quadrupled adjusted operating profit to £339 mln
- quintupled EPS to 74.2p and increased the dividend nearly eight times to 24.4p
- merged with Borsa Italiana, and
- □saw its share price rise from £3.60 to a high of £20.01 to join the FTSE-100

The **London Stock Exchange brand** reached 7th position in the Superbrands Global Top 500 survey in 2009, up from 15th in 2008 and 54th in 2007.

It became the world's most **international** exchange with 656 non-UK companies from 72 countries listed on its markets. AIM, the Exchange's market for growth companies became uniquely successful, raising more money for its companies in 2006 (£15.7bln) and 2007 (£16.2 bln) than Nasdaq raised for its entire list.

A four year **technology** renewal programme was completed in mid-2007, introducing a new standard for exchange efficiency and latency in Europe; improving liquidity and significantly reducing transaction cost on the Exchange's markets.

In October 2007, the transaction with **Borsa Italiana** provided major diversification of the group's business to include Europe's largest fixed-income platform (MTS), and Europe's most efficient central clearing and settlement providers (CC&G and Monte Titoli).

This ended a period of intense corporate activity, during which the Exchange defended itself against a record five unsolicited approaches or hostile bids, at prices from £5.30 at the end of 2004 to £12.43 in early 2007.

- May 1998 to December 2000

Group Chief Executive of Credit Lyonnais Rouse

Implemented a major change programme at the global derivatives subsidiary of Credit Lyonnais, managing complete organisational and infrastructure change. A review of product lines and the parallel implementation of new IT platforms helped profits in 2000 achieve a multiple of both 1999 results and budgeted 2000 forecast.

- February 1983 to April 1998

Managing Director of UBS primarily responsible for UBS' Global Futures and Options business world-wide.

Helped to build this business from scratch in 1983, establishing the LIFFE market's institutional client base. Developed and introduced global central clearing, a service that significantly reduced the counterparty risk profile of the industry. The business delivered major and consistent profit growth over the period.

- October 1982 to February 1983
Dean Witter Reynolds Overseas Ltd
- September 1979 to September 1983
Heinold Commodities Ltd.

PERSONAL

Born: 16 September 1957 in Jonquière, Canada of Dutch parents

Nationality: British and Canadian

Languages: Dutch, English, Spanish, French and German

Status: Married, 3 children aged 29, 23 and 16

Education: 1976-1979

London School of Economics: BSc (Econ) 2.1

1971-1975

St. James' School, West Malvern, Worcestershire

1968-1971

Rygaards Skole, Copenhagen, Denmark

1962-1968

Colegio Bolivar, Cali, Colombia