

# CURRICULUM VITAE

## Personal Data

Name : **Christos Hatzoulis**  
Address : Rodou 3, 146 71 Nea Erythrea, Attica, Greece  
Telephone : 210 80 00 248 Home  
694 46 92 523 Mobile

E-mail : hatzoulis.c@gmail.com

Place and Date of Birth : ██████████

Nationality : Greek

Marital Status : ██████████

## Work Experience Summary

**May 2013 to Aug 2014**      **Credicom Bank S.A (a member of Credit Agricole Group of Companies)**  
**Group CFO and member of the Board of Directors of Emporiki Rent S.A**

Reporting to the CEO of the Credicom Group in Greece was responsible for the operation of the finance departments of the companies in the Group focusing mainly into the risk assessment and future projections, at a time that the shareholders decision was to cease operations in Greece

Participated in a due diligence process for the sale of the companies and managed successfully the project for the outsourcing of the fleet management of Emporiki Rent which went live upon leaving the Group.

**Sep 2010 to Apr 2013**      **Emporiki Rent S.A (subsidiary of Credicom Bank S.A-Member of Credit Agricole Group)**  
**CFO/Management Consultant & Member of the Board of Directors**

Following my retirement, as of June 30, 2010, I joined the company, a subsidiary of Credicom Bank S.A, in the capacity of CFO and management consultant reporting to the Group CEO of the Credicom Group of companies based in Greece.

## Achievements

- Designed and executed the merger of Emporiki Rent S.A with Antena S.A for the creation of the new company.
- Designed and implemented systems relevant to the business activity enabling the management to manage the business effectively with the use of KPI's.
- Sound proposals for changes in the business model and business practices.

- Transfer of knowhow of commercial businesses into an organization which was operating under a business model suitable for financial institutions.

**Aug 2001 to Jun 2010**      **OLYMPIC Commercial & Tourist Enterprises S.A  
(AVIS) – Subsidiary of Avis Europe PLC  
**Finance and Administration Director and  
Member of the Board of Directors****

Reporting to the CEO of the local subsidiary, with functional responsibility to the AVIS Group CFO, supported the local management for the achievement of the company objectives, being responsible for the monitoring of the business performance, business planning, assets, debt management, and IT.

Close cooperation with the sales and fleet management to review pricing, car residual values, and commercial policies of car suppliers.

In July 2007 was appointed CFO of AVIS in Greece following the acquisition of the AVIS local subsidiary by Piraeus Bank.

**Achievements**

- Transformed the Finance Department achieving higher performance standards.
- Separated the business activities of the company, from a finance point of view, for planning and measuring the performance of each business segment (Rent-a-Car and Long Term Rental/Leasing).
- Created a robust credit control system which resulted in reduction of the credit risk and faster debt collection.
- Active participation in the process for the sale of the local subsidiary of AVIS to Piraeus Bank.
- Managed successfully the project for the merger of AVIS with Piraeus Best Leasing, with the establishment of a new legal entity.
- Provided support to the business to ensure a smooth transition to the new company, minimizing business disruption.

**Sep 1999 to Aug 2001**      **Seagram Hellas S.A  
**Finance Director Greece and Middle East and  
Member of the Board of Directors****

Based in Athens was responsible for finance, logistics, MIS and administration for the cluster including Greece, Turkey, Israel and United Arab Emirates.

Worked close with the CEO and country managers to formulate strategies and business plans to achieve the business objectives.

Active participation in the European agenda including pricing, Euro, Year 2000 reporting to the VP Finance Europe and Africa.

**Achievements**

- Re-engineered the finance department and upgraded its role as business partner.
- Outsourced the storage and distribution of the company products in Greece increasing the operational efficiency, improving the cost to serve.
- Worked together with the CEO and the commercial department for the establishment of new trade strategies and route to market, enhancing existing and developing new distribution channels.
- Coordinated the establishment of new processes for analyzing and reporting the results of the Greek subsidiary and the cluster.
- Supported the CEO to achieve the cluster's business objectives.

**Mar 1998 to Aug 1999**      **United Distillers & Vintners Hellas S.A (UDV)**  
**Finance Director and Member of the Board of Directors**

Holding the position of the Finance Director of United Distillers Greece (UDG) worked extensively on the merger of UD with IDV, represented in the Greek market by UDG and Metaxa respectively and became the Finance Director of the new Greek subsidiary, UDV (Diageo).

**Achievements**

- Transformed the Finance Department and created an organization able to adjust quickly to changing priorities and needs.
- Worked close with the sales and marketing and helped them to establish a system for measuring the advertising and promotion effectiveness.
- Run successfully the process for the selection of a distributor to handle the storage and distribution of the brands portfolio of the new company.
- Deployment of Operating Economic Profit principle in the planning and decision making process.
- Development and implementation of new financial reporting systems including customer account profitability.
- Cooperation with the commercial department for the development and implementation of a new trade strategy, consolidating the trade strategies of UDG and Metaxa.

**Jul 1996 to Mar 1998**      **United Distillers Greece S.A**  
**Finance Director and Member of the Board of Directors**

The company as of July 1996 became the sole distributor of UD Plc products in Greece following two mergers with JV's that UD Plc had established with local companies which were acting as distributors of their products (UDB – JV with J.Boutari & Son and UDK- JV with United Distillers Kanellakis S.A).

**Achievements**

- Participated in the planning phase and executed, from a finance point of view, the merger of UDG with UDB and UDK.

- Managed successfully the restructuring of the finance organization and changes in the business model.
- Implemented in Greece the Group Pan-European financial accounting and reporting system.
- Supported the CEO to achieve the business objectives of Greece through the operation of three separate business units, UDG-UDB-UDK, prior to their merger to form a single legal entity.
- Designed and implemented changes in the planning processes which improved the credibility of the finance department.
- Managed the selection process for the transfer of the storage and distribution from the Boutari Group to a logistics company.

**Apr 1994 to Jul 1996      United Distillers Boutari S.A  
Finance Director and member of the Board of Directors**

Appointed FD with full responsibility for the finance departments of both UDG and UDB reporting to the CEO of the local business units with functional responsibility to UD Plc CFO.

Achievements

- Transformed a finance organization applying local business practices to an organization complying with international standards.
- Streamlined the financial processes resulting in significant savings, improving the efficiency of the finance department.
- Outsourced a number of activities reducing operating costs, creating an organization able to adjust quickly to changing priorities and needs.
- Improved the cash flow through faster collection of debts and reduced credit risk.

**Apr 1993 to Mar 1994      United Distillers Boutari S.A  
Deputy Finance Director**

Responsibilities included the following:

- Supervision of the Accounting and Planning and Analysis functions of UDG (fully owned subsidiary of UD Plc) and UDB (JV with Boutari).
- Reporting to local equity partners and UD Plc.
- Relations with the Boutari Group.
- Co-operation with the commercial departments to create a more integrated business.
- Liaison with external organizations, service providers, banks, auditors and advisors.

**Nov 1987 to Apr 1993      Digital Equipment Hellas S.A  
Financial Controller**

Joining the company at the startup phase, responsibilities included the recruitment and supervision of finance staff, implementation of systems and control procedures, financial reporting, planning and analysis, credit control and external relations. Reporting to the CEO of the local subsidiary with functional responsibility to the FD South Europe supported the local management to achieve the business objectives.

**Oct 1983 to Nov 1987     Reuters Hellas S.A  
Financial Manager**

Joining the company at the time of the establishment of the Greek subsidiary I was involved in the start up process and had the following responsibilities:

- Active participation in the establishment of the new legal entity in Greece.
- Organization of the finance department.
- Management of all aspects relating to fiscal and legal.
- Participation in the Management Team for the formulation of business strategies.
- Liaison with the HQ, local authorities, consultants, customers and suppliers.
- Office Administration.

**Mar 1978 to Nov 1983     Ernst & Whinney  
Audit Manager**

Joined the company as Audit Assistant and upon leaving I had been promoted to Senior Auditor being in charge of the audit teams of major clients who were multinationals operating in the fields of commerce and manufacturing.

**Languages :** Greek, English

**Education :** Graduate of the Athens Business School (ASOEE) – June 1975

**Other Qualifications :** Attended training courses and received on the job training, locally and abroad, to broaden the experience on technical matters and the development of managerial skills.