

WILLIAM M. RODGERS

555.331.1212
Buffalo, NY

billmrodgers@gmail.com
www.linkedin.com/pub/brodgers11

CEO - PRESIDENT - COO

High-Energy, Strategic Leadership Behind Turnarounds, Consolidation, & Growth

Career-Defining Executive Roles:

CEO, PE-Backed Fixed Income Broker Dealer | Board Member, PE-Backed Financial Services Companies
President / Board Member, Public Financial Technology Firm

Financial Services s Capital Markets s Financial Technology s Operational Services s Payment s Origination
Fixed Income Sales & Trading s Wealth Management s Commercial Banking s Asset Management

Culturally astute executive who quickly assesses obstacles to stalled growth – issuing tough decisions, restructuring teams to reach profit goals, and eliciting top performance at startup, PE-backed, private, public, and independent companies.

CEO, President, and Board member selected by PE firms to overcome profit challenges; offers skilled industry perspective and ability to preserve customer-centric focus, mitigate risk, and shift direction.

Polished presenter credited with championing bond business, private placements, and market share growth. *Open to global relocation.*

“Bill is among the best marketers of his generation.”
— Vice Chairman Investment Banking, JP Morgan

“If Cortview Capital had a CEO Hall of Fame, Bill would be in it.”
— Partner Member

EMEA, Americas, & APAC Influence
Risk Strategy - Market Share Growth
Staff Restructuring & Team Building
Post-Merger Integration - Startups
Board & Stakeholder Presentations
Strategic Exits - Risk Controls
Board Collaboration - M&A
Sales Strategy - Investor Relations

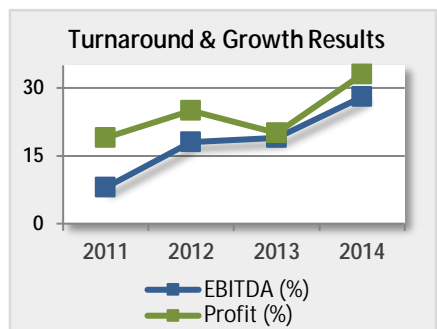
Signature Performance Benchmarks

First-half 2014 profits – a first in HG Capital history (6-month post-M&A, after driving \$60M in Cortview revenues).

23% increase in stock price at Capstone Access, including 50% rise in flagship investment grade product market share and 100% gain in high yield-emerging markets products facilitated by sales team improvements.

30% per-annum growth at Merrill Lynch; tripled revenue in 2 years (\$200MM revenue after \$50MM loss) after restructuring Capital Markets staff despite limited trading expertise.

Global Finance “50 Most Wanted in Finance” during JP Morgan career (30%+ CAGR in global capital markets, swaps marketing, and syndicate) after 4-year, #1 producer rank in U.S. capital markets.



Education

BACHELOR OF ARTS IN ECONOMICS, Boston University, MA
(Captain - Championship Football Team)

CEO Succession Program, Capstone Access

Analyst & Financial Analysis Training / Internship, JP Morgan | Series 7, 63, & 24 Licenses

WILLIAM M. RODGERS s SENIOR EXECUTIVE

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HG CAPITAL | 2012 – Present

Appointed to executive role at full-service, fixed income broker-dealer backed by General Atlantic and Stone Point Partners, taking core role in Cortview Capital sale and accepting charter to spearhead integration.

CO-PRESIDENT - PARTNER - MEMBER OF THE BOARD OF DIRECTORS

ss Earned Bain Capital Appointment to The Mutual Fund Store Board Upon Sale of Cortview Capital ss

*Operational, Service, & Systems Integration - Profit Turnaround - Operational Efficiencies - Staff Retention
Employee Engagement & Mentoring - Risk Mitigation*

Oversaw post-merger integration after Cortview sale to HG Capital (part of growth strategy designed to gain customer population across U.S. and global markets). Played core role in front office, back office, and staff integration decisions.

§ **Rapid Integration:** Quickly identified synergies and led well-planned integration expanding offerings to rates and mortgages, repo financing, credit, and capital market products.

§ **Profit Leadership:** Attained company's first profits by first half fiscal 2014; developed strong talent pool influencing growth.

§ **Board Strategy:** Influenced rise in top-line growth, EBITDA, and assets under management.

Expedited Results

§ Retained 100% of staff post-acquisition

§ Led transition nearly transparent to customers

CORTVIEW CAPITAL | 2011 – 2012

Brought in to revitalize profits at middle markets broker-dealer owned by Bain Capital – with rapid change in business strategy, management, and employee performance.

CEO - MEMBER OF THE BOARD OF DIRECTORS

ss Executed Profitable Turnaround Through Refreshed Business Mix & Talent Pool ss

*M&A Influence - Risk Assessment & Controls - Team Performance Improvement - Management Restructuring
160 Total Reports - Business Exit Strategy - Board Assignments*

Reversed loss trajectory – taking company from unprofitable startup to \$60M revenue with rapid staff restructuring, team management, and business exits crucial to turnaround. Coordinated 2012 sale to HG Capital.

§ **Turnaround Success:** Countered losses by restructuring 50% of teams; exited unprofitable businesses.
– Assessed business mix against risk, revenue potential, and cultural alignment with Cortview mission.

§ **M&A Involvement:** Collaborated with owners on sale process, influencing decisions on presentation of company value, with input to subsequent synergies and employee retention.

CAPSTONE ACCESS (NASDAQ: CPX) | 2006 – 2011

Partnered with founder to drive high-volume growth at e-trading firm specializing in electronic trading for corporate, high yield, emerging markets, agency, and European debt securities.

PRESIDENT - MEMBER OF THE BOARD OF DIRECTORS

ss Facilitated Next-Level Growth, With 100%+ Market Share in High-Yield & Emerging Market Products ss

*Top- & Bottom-Line Growth - High-Touch Customer & Team Relations - Increased Buy-Side & Dealer Volume
180 Total Reports (Dealer Sales, Buy-Side Sales, CIO, For-Profit Data & Technology Services)*

As #2 executive, cultivated and motivated high-performance sales team, while nurturing customer relationships and building momentum in product sales results. Held authority for technology and for-profit businesses, plus all financial statement certification approvals, public filing reviews, and investor relations. Oversaw SOX functions; prepared and executed earnings calls and fielded analyst / investor queries (internally and at conferences).

§ **Sales Improvement:** Boosted buy-side firm and dealer volume through expert hiring and mentoring for sales teams; created substantial flagship product sales increase despite slow adoption of electronic trading.

WILLIAM M. RODGERS s SENIOR EXECUTIVE

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MERRILL LYNCH | 2001 – 2006

Selected to lead aggressive turnarounds – including credit trading revitalization promotion (demonstrating leadership trust), with rapid results in both origination markets and trading.

SENIOR MANAGING DIRECTOR - GLOBAL HEAD OF CAPITAL MARKETS & CREDIT TRADING

ss **Took Negative P&L to 37% Annual Growth; Chosen by President to Revitalize Multiple Teams** ss

*Customer Communications & Relationships - Consensus-Building - Operational Integration
Up to 125 International Reports in Capital Markets & Credit Trading*

Recruited for turnarounds, first taking Capital Markets, Origination, and Syndicate teams to more than triple growth in 2 years and later bringing Global Credit Trading to positive growth. Served on Fixed Income Management Committee, in addition to Managing Director role.

- § **Capital Markets Growth:** Rebuilt teams, improved integration with Banking, and addressed risk controls.
- § **New Turnarounds:** Countered previous-year \$111MM loss with \$73MM in Year 1 after request to co-lead Credit Trading turnaround (investment grade, HY, EM, cash, single-name CDS).
 - Adjusted risk strategy and policies against company's market mission and competitive landscape.

Continual Growth

- § Generated 30% per annum throughout tenure
- § Shaped customer relations and dialogues
- § Led results despite limited trading expertise
- § Undertook intensive road show

JP MORGAN & CO. | 1986 – 2001

Rose through numerous promotions to oversee \$187MM revenue and 113 global reports, with expedited trajectory based on superior sales and relationship management abilities.

MANAGING DIRECTOR - HEAD OF GLOBAL SYNDICATE & CAPITAL MARKETS (1996 – 2001)

ss **Named to *Global Finance* Magazine's 50 Most Wanted; Led 30% Annual Revenue Growth** ss

Earned promotion to lead global capital markets, swaps marketing, and syndicate business, with national and company accolades for consistent business-building.

MANAGING DIRECTOR - U.S. CAPITAL MARKETS (1992 – 2006)

ss **Promoted to Managing Director in 1993 – Among Youngest MDs Company-Wide** ss

Rose to top U.S. Capital Markets producer, based on marketing and customer relationship management proficiency.

LEADERSHIP, COMMERCIAL BANKING, & TRAINING POSITIONS (1986 – 1992)

ss **Assisted to Launch Bond Origination Business & Private Placement Group After Holding Banking Roles** ss

Worked with executives to create Yankee bond origination business (met aggressive goals through APAC and EMEA travel) and Private Placement group (from startup to \$30MM+). Sold banking services, loans, syndicated lending, private placements, interest rate / FX hedging products, and balance-sheet / tax-driven structures.

Civic & Leadership Affiliations

Board of Directors Co-Chair: WMD Outreach (2011-Present)

(Education & career support to women in the Bronx; *Wall Street Journal* Donor of The Day, August 2013)

Board of Directors: Habitat for Humanity, Boston Chapter (2006-2013)

Co-Chair: Boston University 27th Reunion Special Gifts Committee