



delphi risk management

*Consulting, expert witness & training*

*in the management of financial product:*

*creativity<sup>1</sup>, communication<sup>2</sup> & control<sup>3</sup>*




warren edwardes,  
chief executive

3 hyde park steps,  
saint george's fields;  
London W2 2YQ, UK  
uk voice: +44 <0> 20 7724 4606  
uk fax: +44 <0> 870 132 0055  
e-mail: [we@dc3.co.uk](mailto:we@dc3.co.uk)  
web: [dc3.co.uk](http://dc3.co.uk)

clients' flags 

consulting, expert witness & training services in the management of financial product:  
creativity<sup>1</sup>, communication<sup>2</sup> & control<sup>3</sup>



 delphi creativity

-  *knowledge*
-  *innovation*
-  *engineering*

 delphi communication

-  *communication*

 delphi control

-  *knowledge*
-  *risk*



**News:** [dc3.co.uk/news](http://dc3.co.uk/news)

**Interviews:** [dc3.co.uk/interviews](http://dc3.co.uk/interviews)

**Publications:** [dc3.co.uk/interviews](http://dc3.co.uk/interviews)

## delphi risk management

## delphi creativity

### knowledge

**Knowledge Management:** Innovators' team-ware: Delphi Thought Pad™ based on a Lotus Notes platform.

### innovation

**Hindervation™:** Identify organisational blockages; "50 Ways to Hinder Innovation". This helps firms eliminate creativity crushers.

**Upside-down thinking™:** You've tried lateral thinking. You've tried standing on your head. Now turn the problem upside down.

**Cross Thinking™:** Creative ideas can be sourced from completely different problems. Think cross-markets.



Innovation through The Delphi IDEA Kit™.

### engineering

**Product Design & Development:** Innovative retail Mortgage & Savings products

using derivatives. Designing and assisting with the implementation investment and hedging products in a changing regulatory and tax environment.

**Islamic Banking:** Creation of Islamic banking finance, investment and risk management products for Islamic and non-Islamic conventional banks.

**Reverse Financial Engineering:** Analysis of bankers' or competitors' structured and derivative products.

**Arbitrage:** Identification and pricing of timely opportunities

## delphi communication

### communication

**Speechcraft:** Powerful Presentations and Successful Speeches training programme.


**Public Relations & Crisis Management:** The communication skills required to explain a billion-dollar loss in derivatives to the media and bankers.

**E-Finance:** Demystifying the halo effect of internet and e-finance. Using the internet and group communications to deliver financial products efficiently. Production of E-commerce survey on the use by professionals of e-commerce.



*left to right; Warren Edwardes speaker on Islamic Finance, with the conference chairman, Jeremy Martin, Partner at Trowers and Hamlin and Ali Hassan Ali, Director General of the Institute of Islamic Banking & Insurance*



 knowledge

**Training Institutes:** Setting up local bank training institutes on behalf of national central banks or banking associations or individual banks. London School of banking and finance set up by Delphi to deliver real-world content via the internet, "internet-streaming banking, insurance, finance, and treasury management market know-how to professional practitioners' screens"



**Professional Training:** - Demystification and Problem-related

workshops for Treasury management



**High Level Seminars:**

Curing Derivatophobia - The Board, ALCO, Executive Committee, Marketing Departments, Branch Network, Internal Auditors etc.

 risk

**Derivative Analysis:** Valuation of derivatives with due regard to risk appetite using "Delphi Benefit Functions".

**Asset & Liability Risk Management:** Structure of Function; Development of activity, Software advice.

**Interest Rate Risk:** "Delphi Duration"

**Liquidity Management:** "Composite Liquidity Scores"

**Expert Witness and Arbitration Services to Lawyers:**

include the derivatives and capital markets forensic and expert witness services of Warren Edwardes as well as assistance in understanding complex derivatives. Arbitration and mediation assistance on banking contracts.



*Delphi's Warren Edwardes as expert witness discussing a complex structured swap with Iona Levine, Partner and Head, Derivatives Practice at Hammond Suddards, the City of London law firm. Our mutual client, a southern EU bank, was offered USD 0.3 million by an investment bank to close out the transaction. Delphi's valuation was USD 6.42 million. The joint efforts of Delphi and Hammond Suddards enabled the delighted client to successfully renegotiate the close-out value of its structured swap.*

**Risk Control:** Consultant on RiskMetrics methodology; Software advice and development of Value @ Risk model. Advice on the dangers of spurious statistics and technophilia.

**Treasury Audit:** Practitioner-based "Health-Check" on especially related to Derivative Products. Analyse current methodology; Spotlight areas to be enhanced; Set up basis for way forward

**Chief Executive:** Warren H W Edwardes **Date of Birth:** 13 Aug. 1953 **Nationality:** British 



## PROFILE

- Globally well-rounded experience as an investment and commercial banker, in a AAA corporate treasury in insurance and as a consultant and trainer demonstrating vision, competence and drive.
- Dealing desk experience in Treasury and Capital Markets areas as an asset/liability manager, risk immuniser and portfolio manager.
- Structured, marketed, sold and risk-managed landmark investment, financing and derivative products generating high-quality, low-risk profits in a cross-market environment.
- Accomplished financial product innovator and entrepreneur managing and advising on development processes from concept to closing. Often quoted in the media on treasury, finance and e-finance.
- Mature, yet alert, entrepreneurial and quick to react to emerging cross-market opportunities.
- Probability-trained, taxation and regulation aware.
- Recognised in communication skills as an "Advanced Toastmaster". Often invited to write for newspapers, banking and chamber of congress journals. Regular conference chairman and speaker in Asia, Africa, America and in Europe and on television and radio on Banking, Finance & Creativity.
- Skilled in leading creative people in a multinational environment.
- A proficient net-worker and linguist, fluent in Spanish.

## EXPERIENCE & EXPERTISE

### Treasury & Capital Markets Management

- ♦ Structured asset & liability Islamic products including major liquidity fund
- ♦ Managed pre-eminent US CP programme with "interest and currency exchange equalisation account" (an early swap); currency investments, exchanges and swaps; advice to purchasing and sales departments on the foreign exchange aspects of contracts.

- ♦ Issued FRNs / FRCs, managed bond portfolios; arbitrage structuring; Forecast interest rates and money supply
- ♦ Structured Product Development
- ♦ Awarded highest bonus in bank in '91 having developed, marketed, sold and hedged "basis swaps" for use by financial institutions in A/L Management; structured "repackaged perpetual FRN" debt issue, structured "Perpetual Currency Swaps", a tax and capital-saving translation exposure management currency swap;
- ♦ Developed retail deposit and loan product swaps for savings institutions; developed the

- tax-efficient "hedged currency deposit" for corporations; LDC debt package evaluation
- ♦ Set up team to include project management, reporting, exposures control, risk assessment, legal framework and innovation; invented and implemented the landmark products: "BreakForward" & the "Limit Swap", tax and cash-flow efficient option substitutes and the "SCOUT".
- ♦ Designed Innovative Mortgage & Savings products for building societies and savings banks and provided hedging structures. .



◆ created tax and capital-efficient hedging & investment structures including “Section 233 loans”.

**Marketing & Sales**

- Clients & relationships for own consultancy developed in Andorra, Australia, Ireland, Korea, Portugal, South Africa, Spain, Zimbabwe & the UK.
- Marketed and sold structured financial products to retail financial institutions and corporations

**Derivatives Control / Performance Measurement & Management**

- Reverse engineered structured financial products;
- Designed derivatives valuation method: “Benefit Functions”. Advised on Value @ risk.
- Pension fund performance measurement; development of APR tables; analysis of

randomness of lottery bonds; development of gilts indices.

- Assisted with futures strategy prior to set-up of LIFFE.

**Asset/Liability Risk Management**

- Hedging using on and off balance sheet instruments. Structured and developed activity and software.
- Created “Delphi Duration” blending gaps, simulation and duration and “Composite Liquidity Scores”.
- A/LM during tight central bank currency, liquidity and balance sheet controls, the UK “corset”.

**Training**

- Visiting Professor of Financial Engineering, Derivatives & Innovation at the Korea Banking Academy.

- Seminars and presentations to various clients on subjects including, volatility, special swaps, derivatives demystification, innovation and Speechcraft.

**Innovation & Creativity Management**

- Re-engineered Innovation process from thought to product; designed “Delphi Thought Pad” software.
- Created the IDEA Creativity Kit
- Coined Hindervation concept that identifies organisational blockages: “50 Ways to Hinder Innovation”.

**WORK HISTORY**

91 to date	Delphi Risk Management Ltd	Chief Executive and founder of independent financial product innovation & risk management consultancy
88 to 91	Charterhouse Bank Ltd	Board Director, Financial Engineering, Capital Markets Division
84 to 88	Midland Bank plc	Assistant Director, Group Asset/Liability Management; Manager, Product Development
81 to 84	British Gas plc	Senior International Dealer, Treasurer’s Dept
78 to 81	Barclays Bank plc,	Senior Analyst, Balance Sheet Management Section, Treasurer’s Department
76 to 78	UK Government Actuary’s Dept	Actuarial Officer
70 to 71	Equitable Life Assurance Society	Actuarial Assistant (pre-university year aged 16)




**EDUCATION & TRAINING**


93 to 98 Toastmasters Intl.; CTM Communication & Leadership Mar. 96; Advanced Toastmaster May. 97;  
94 Islamic Foundation / Loughborough University; Certificate in Islamic Banking & Finance  
91 London Academy of Performing Arts; Public Speaking and Presentation.


87 Cranfield University School of Management; Managing Creative People.  
82 - 83 London Business School; Certificate in Corporate Finance.  
81 Bank America Training; Treasury Management

74 - 76 Southampton University; Graduate Diploma Economics and Econometrics. MPhil thesis in interest rate term structures published (below).  
71 - 74 Sheffield University; BSc Probability & Statistics.(2.i)


**LANGUAGES**

 English, mother tongue

 Catalan, intermediate

 French, elementary

 Spanish, fluent (marital tongue)

 Italian, intermediate

 Portuguese, elementary

**PROFESSIONAL ASSOCIATIONS AND SOCIETIES**

Governor, Fellow and Publications Adviser, Institute of Islamic Banking & Insurance, London  
UK Association of Corporate Treasurers  
UK Institute of Directors

International Association of Financial Engineers  
International Union for Housing Finance  
Global Association of Risk Professionals

Toastmasters International; Past President, Seoul Club

**PUBLICATIONS, SPEECHES, INTERVIEW**

Warren Edwardes has published extensively throughout the world.  
dc3.co.uk/interviews

'Break Forwards: A Synthetic Option Hedging Instrument', 1990 "The Handbook of Financial Engineering", Wiley, New York

"To hedge or not to hedge? Esta es la cuestión", 16 Jul. 1993, Cinco Días, Madrid

"Perpetual Swaps: Managing Currency Translation Exposures", Nov. 1991, The Treasurer, London

"Hedge Choice & Performance Measurement", Leading Cover article, Aug. 1993, ACTSA Newsletter (Association of Corporate Treasurers, Southern Africa), Johannesburg

"Why Delphi has the Answers; Delphi Duration, an A/LM technique", Apr. 1992, Balance Sheet Magazine, London

"Los Derivados, sin mitos (1)" 5 Oct. 1993, CincoDías, Madrid

'Inflation and the Term Structure of Interest Rates: The UK Experience' 1978 "Pioneering Economics" , CEDAM Padua, Italy

"To hedge or not to hedge? Directors liable for losses", 28 Apr. 93, IFR Swaps, London

"Los Derivados, sin mitos (2)" 6 Oct. 1993, CincoDías, Madrid

"FRN discounted margins - a direct evaluation method", Jun. 1986, in "Floating Rate Notes: Methods of Analysis" Credit Suisse First Boston Research, London

"Hedging Yardsticks", Jul./ Aug. 1993, Treasury Management International, London

"Derivados al por menor?" 22 Mar. 1994, CincoDías, Madrid

**PUBLICATIONS**

"Simple ID card would make for simpler life" 22 Oct. 1994, The Financial Times, London

"APRs - misleading, misused or just plain misunderstood", 8 Apr. 1995, The Times, London

"For your benefit: An analysis of Benefit Functions in treasury and portfolio management", 19 Apr. 1995, IFR Financial Products, London

"Competitive Pricing of Islamic Financial Products", May 1995, Horizon, Institute of Islamic Banking & Insurance, London

"Demystifying Derivatives", Jun. 1995, Treasury Today, Institute of Chartered Accountants in England & Wales, London

"Liberalisation of Financial Markets in Korea", Jul./Aug. 1996, AmCham Journal, American Chamber of Commerce in Korea

"Korean Financial Markets: Two steps forward - one step backward", 19 Aug. 1996, Korea Times

"Corea - mercados financieros", 16 Oct. 1996, CincoDías, Madrid

"Derivatophobia" Mar. 1997, The Bridge Guide to Corporate Treasury in Asia 1997, Hong Kong

"Creative Thinking" 16 Apr. 1997, The Pagoda Pivot, Rotary Club of Seoul, Korea

"Regulatory change required to meet blurred financial edges" 23 Jul. 1997, The Financial Times, London

"Study history for a lesson on liquidity" 5 Dec. 1997, The Financial Times, London

"Burgernomics or Economistics" 6 Dec. 1997, The Economist, London

"Credit Derivatives Folly" 18 Mar. 1998, Sunday Business, European Newspaper Group, London

"Demystifying Derivatives: A cure for Derivatophobia", Summer 1998, Forex & Global Markets, London

"Creative Thinking: How to Capture the big new IDEA" 3rd Quarter 1998, Global Trading, London

"Virtually no travelling" 25 Sep. 1998, The Financial Times, London

"Derivatophobia: a director's guide to derivatives", Dec. 1998, Treasury Management International, London

"Survey on the use by professionals of electronic finance & commerce" Mar. 1999, Delphi Communication, London

"Islamic Banking" 1st Quarter 1999, Princeton Economics Journal, Princeton Economics International, Princeton USA

"Less Technophilia - have faith in fools", Leader Column, Apr. 1999, Treasury Management

International, London

"Halo effect of the '@' 3 May 1999, The Financial Times, London

"Bid bye bye to the fortuity of cricket's toss" 19 May 1999, The Financial Times, London

"My winning formula for grand prix racing" 19 Jun. 1999, The Financial Times, London

"Derivatophobia: a guide to derivatives", 2nd Quarter 1999, Princeton Economics Journal, Princeton Economics International, Princeton USA

"How to capture the big IDEA", Jul. / Aug. 1999, Treasury Management International, London

"Euros: Hedging exchange rates", Aug. 1999, Director, London

"Technophilia", 4th Quarter 1999, Issue 5 Global Trading, London

"Islamic Banking" 4th Quarter 1999, Issue 5 Global Trading, London

"Bi-millennium bug is a big cheese" 12 Jan. 2000, The Financial Times, London

"Soothing benefits of switching sides" 15 Jan. 2000, The Times, London

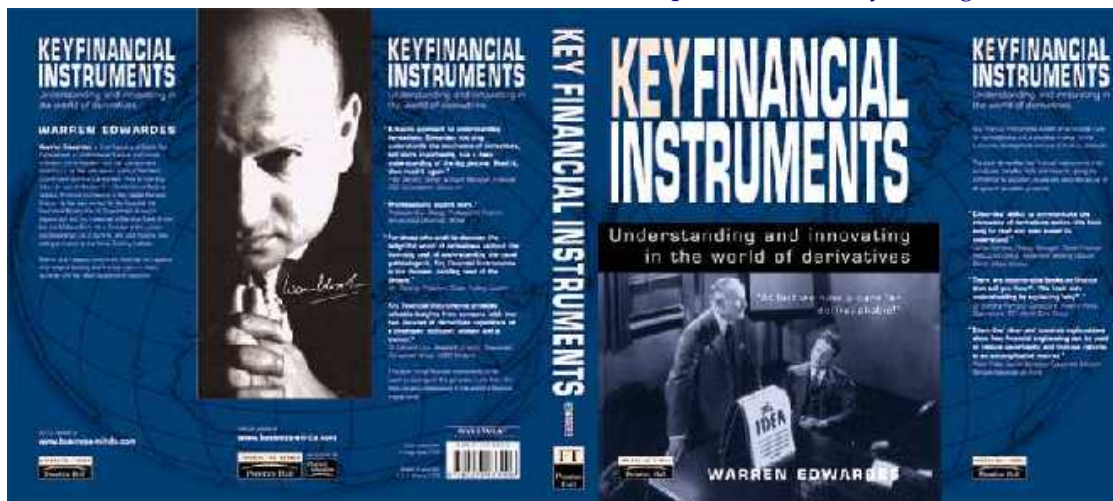
"Key Financial Instruments: understanding and innovating in the world of derivatives" 4 February 2000, Commissioned by Financial Times Prentice Hall ISBN 0273 63300 7 London

"Guaranteed annuities - no excuse for not managing risk" 12 February 2000, The Times, London

"Creative Thinking: How to capture the big new idea" Spring 2000, Issue 6 Global Trading, London

"Wise advice straight from the horse's mouth" 13 April 2000, The Financial Times, London

"What drives innovation?" Summer 2000, Issue 7 Global Trading, London





"How to play football by numbers" 24 June 2000, The Financial Times, London

"Six Pillars of Innovation", Jul. / Aug. 2000, Treasury Management International, London

"The Equitable Life: Boards sued for not using derivatives" 10 September 2000, The Sunday Times, London

"Key financial risks" Autumn 2000, Issue 8 Global Trading, London

"50 Ways to Lose Your Money" 14 Sep 2000 Global Treasury News

"The financial future" October 2000, Finance Asia, Hong Kong

"50 Ways to Lose Your Money" Winter 2000, Issue 9 Global Trading, London

"Key financial risks" International Reports 8 January 2001

"The Financial Risks Facing the Global Corporation Today", Jan. 2001, Treasury Management International, London link

"Key financial instruments" Spring 2001, Issue 10 Global Trading, London

"Keys to the Kingdom (1)" International Finance and Treasury Newsletter, 5 March 2001

"Keys to the Kingdom (2)" International Finance and Treasury Newsletter, 12 March 2001

"50 Ways to Lose Your Money" International Finance and Treasury Newsletter, 21 May 2001

"Financial innovation and derivatives in Housing Finance" June 2001, Housing Finance International, Washington DC

"Islamic Banking and Finance" International Finance and Treasury Newsletter, 23 July 2001

"Instrumentos financieros fundamentales" 10 September 2000 Financial Times / Prentice Hall ISBN: 84-205-3195-2

"Demystification of Islamic Banking and Finance" Sep. 2001, Treasury Management International, London

"How to capture the big IDEA", Oct 2001, Risk and Reward, London

"Things that seem to be free may cost a lot" 12 October 2001, The Financial Times, London

"Derivatives: Targeting the retail client" November 2001, FOW, London

"Managing International Financial Risk: Special Report" co-author May 2002, published by World Trade Executive ISBN 1 893323 39 0

"Who wants to be a millionaire?" Jun. 2002, Treasury Management International, London

"Demystifying Islamic Banking and Finance" July 2002, Professional Banker, India

"A lexicon of Risk in Middle East Banking" September 2002, Banker Middle East, UAE"

Key Financial Instruments launched in Ukrainian as "Klyuchovi Finansovi Instrumenty" Jan 2003 Yurincom Ukraine

"Islamic Liquidity Management" Islamic Banker Magazine Nov / Dec 2003

"Managing Islamic Liquidity" Euromoney's Islamic Finance Weekly Issue No. 25. 24 February 2004

"Islamic Liquidity Management Issues" Horizon Mar 2004

"Ijara (Islamic Leasing) in the context of Islamic Finance" June 2004

"Sadly misunderstood APR deserves a much better explanation" 14 June 2004, The Financial Times, London

"Beware blind faith in calculations" 5 January 2005, The Financial Times, London

## NEWS

**30 May 2005** Warren Edwardes delivers training programme for Islamic Finance Training. "Product Development and Innovation: Developing, refining and introducing new products for Islamic and Conventional Finance" Singapore.

**15 December 2004** Warren Edwardes speaks to The Institute of Islamic Banking & Insurance, London on "Risk characteristics of Islamic financial products"

**6 October 2004** Warren Edwardes chairs second day of The 2nd Annual Islamic Funds World 2004; Royal Garden Hotel, London

**25 & 26 August 2004** Warren Edwardes speaks and moderates at Developing Islamic Capital Markets: Kuala Lumpur. ASIAN STRATEGY & LEADERSHIP INSTITUTE

**27 May 2004** Warren Edwardes speak and chairs the session on "The New Market" at the Leasing Life Conference "A Touch of the Exotic: Exploring the Potential of Islamic Leasing", London

**13 May 2004** Warren Edwardes chairs and introduces Michael Hanlon, Managing Director, Islamic House of Britain, UK "Establishing Islamic Retail banking in the Western world" at the IIBI.

**19 April 2004** Warren Edwardes speaks to The Financial Services and Banking Department of the Dubai Men's College at The Institute of Islamic Banking & Insurance on "An Introduction to Islamic Banking and Finance: The history, role and future of Islamic Banking"

**1 March 2004** Warren Edwardes invited to join the Board of Governors of the Institute of Islamic Banking & Insurance.



**18 February 2004** Warren Edwardes speaks on "Islamic Liquidity Management Issues" at the London based Institute of Islamic Banking & Insurance.

**8 October 2003** Warren Edwardes chairs Islamic Funds World 2003 conference, London,

**29 September 2003** Warren Edwardes presents "Less Technophilia: Have faith in fools" featured in Banking-2003, London

**31 July 2003** Warren Edwardes speaks on Risk management in Islamic finance and is moderator of the closing panel discussion on "Developments of Islamic Banking and Finance in industry in the international financial market" at Asia Business Forum's Islamic Banking & Finance conference, 30 - 31 July 2003 in Kuala Lumpur

**14 May 2003** Warren Edwardes invited to participate in The Foundation for Science and Technology's discussion on "Creativity, Science, Engineering and Technology." at The Royal Society, London, UK's national science academy

**4 April 2003** Warren Edwardes interviewed by John Murray, Editor, Mortgage Finance Gazette on Islamic finance in the UK. "Amongst the many problems for developers of Islamic mortgages in the UK are two issues - the issue of APRs and early and late repayment penalties." says Warren Edwardes

**24 March 2003** Warren Edwardes article "Less Technophilia: Have faith in fools" selected for Bankwesen-2003, the online conference and exhibition addressing pertinent issues within the German banking and financial services industry

**11 February 2003** Warren Edwardes interviewed by Gillian Lacey-Solymar on APRs for the BBC 2 Television programme "working lunch".

**2 January 2003** Key Financial Instruments launched in Ukrainian as Klyuchovi Finansovi Instrumenty

produced by Yurincom supported by the British Council. "Southwest Financial University Press will launch a simplified character Chinese translation in the second half of 2003." said Lynette Owen, Copyright Director, Pearson Education.

**13 December 2002** Warren Edwardes was interviewed by Duncan Wood of Erisk News (Enterprise Risk News) for "Buyer Beware". "The internet could prove ideal in that the bank selling the product could even provide a several thousand word explanation of its products at negligible cost. Questions could be answered not by lowly-paid and hardly-trained telephone-sales staff but via e-mail which would allow a considered answer which would then be posted up on a "frequently asked questions" page ready for the next potential customer." says Warren Edwardes

**6 November 2002** Warren Edwardes was interviewed by Premala Shanmuganathan of Bank Marketing International on Islamic finance in the UK. "Apparent structural difficulties in terms of launching Islamic mortgages in the UK have led to uncompetitive pricing and a working party has been established by The Bank of England to address the stamp duty and capital adequacy issues." Edwardes feels that "although the authorities' involvement is an encouraging sign, there is more than sufficient scope within current tax legislation to launch Islamic mortgages cost-effectively."

**2 November 2002** Warren Edwardes interviewed by Michael Bilde, Journalist, of the Danish business newspaper Dagen, in connection with the launch of The Islamic Financial Services Board. Edwardes says "I hope that it will provide an impetus for the industry. Islamic banks, as is the case with conventional banks not just have to be properly managed but they have to be seen to be well managed. But the IFSB should have teeth and be prepared to praise and shame and not be just another excuse for well-meaning meetings."

**26 July 2002** Warren Edwardes interviewed by Hilde Overbeek, Editor, Banker Middle East "There is a noticeable change in sentiment amongst Islamic portfolio managers away from the US Dollar to the Euro on political grounds related to events in Palestine as well as security from seizure and diversification" says Warren Edwardes.

**23 May 2002** Key financial instruments to be translated into Chinese and Ukrainian. "Southwest Financial University Press will launch a simplified character Chinese translation in the second half of 2003. An Ukrainian version produced by Yurincom supported by the British Council will be launched in June 2002." said Lynette Owen, Copyright Director, Pearson Education.

**22 May 2002** Warren Edwardes interviewed by John Hardy of Dow Jones News Service for "Amid US Asset Scrutiny Mideast Investors Hike Dlr Sales" "There is a noticeable change in sentiment amongst Islamic portfolio managers away from the U.S. dollar ... on political grounds related to events in Palestine as well as security from seizure and diversification," said Warren Edwardes, chief executive officer at Delphi Risk Management, a London-based risk advisor with extensive client relationships among both Mideast fund managers and Islamic institutions. Edwardes at Delphi Risk Management noted that this reduction in Islamic banks' focus on U.S. markets may prove damaging to the dollar over the longer term, in addition to its obvious short term impact. "Movement away from the U.S. is also on the back of a desire to diversify - as the vast majority of Islamic funds are dominated by the U.S. dollar," he said.

**8 May 2002** Warren Edwardes spoke at The Bank of England's Centre for Central Banking Studies invitation-only ISLAMIC BANKING CONFERENCE on 7 - 8 May 2002 on "Risk Issues in Islamic Banking"

**18 April 2002** Warren Edwardes interviewed by Stephen Ulph of Jane's Islamic Affairs Analyst (IAA). and Emirates Investor for the article <Islamic finance chafing at the bit> in the May 2002 issues. "Aside from the internal dynamic of the sector, I see evidence of a political weighting influencing the current development of Islamic finance. I envisage a rapid development of euro denominated Islamic funds, a trend away from the heavy concentration of Islamic money in US dollar assets and a growing demand for gold and euro denominated equity funds, on grounds related to the events in Palestine."

**22 November 2001** Warren Edwardes' book Key financial instruments reviewed by Jane Douglas-Jones, Managing Editor, FOW Magazine "has attitude in spades ..many books that deal with derivatives are either overwhelmingly dull or complex. Warren Edwardes' book strives to break with this tradition - and succeeds"

**12 November 2001** Warren Edwardes' book Key financial instruments reviewed by Angus Foote Editor, Corporate Finance Magazine "refreshing .. throughout the book, Edwardes concentrates on themes and principles rather than on pure maths as he seeks to demystify derivatives .. heavy stuff is there too, although the author seeks to lighten it up with historical examples and context .. appendices very useful, as they outline financial risk types and explain the major risk management instruments and terms."

**4 November 2001** Warren Edwardes' book "Instrumentos financieros fundamentales" reviewed by the Spanish newspaper El Periodico "Este libro de

Warren Edwardes desmitifica los instrumentos financieros fundamentales; sus estructuras, beneficios, riesgos y recompensas, y ofrece la solución adecuada para usar acertadamente y evitar el abuso de cualquier tipo de producto derivado. Resulta, por ello, un práctico manual para el desarrollo y uso con éxito de los productos financieros y una solución para evitar la derivatofobia."

**29 October 2001** Key Financial Instruments, reviewed by Malaysia's leading newspaper, The Star "Derivatives minus the gobbledygook ... clears away the cobwebs, identifies and explains not only the who? what? where? when? and how? of financial product development but also most importantly, why?"

**2 October 2001** "Warren Edwardes' book Key financial instruments is a most refreshing and entertaining read.", said Kim Hunter, Editor, Risk and Reward, London

**18 August 2001** Warren Edwardes' best-seller Key Financial Instruments, launched in Spanish as "Instrumentos financieros fundamentales" "Profesionalmente, un espléndido trabajo.", "Para aquellos que deseen descubrir el delicioso mundo de los derivados sin la desalentadora tarea de tener que comprender su jerga. Instrumentos Financieros Fundamentales es la lectura deslumbrante y decisiva de la década." "Las breves y claras explicaciones de Edwardes muestran cómo la ingeniería financiera puede ser utilizada para reducir la incertidumbre y mejorar los resultados de una manera sencilla."



**1 August 2001** Key Financial Instruments, reviewed by Seana Lanigan of erivativesreview.com ". I found it to be a collection of telling vignettes, which provide a series of fascinating insights into product development and marketing in particular .. the real pleasure of the book is when Edwardes is just expounding his business philosophy. He uses a lot of quotations and anecdotes from all walks of life to illustrate his points, which are usually fairly simple but often ignored in reality. ...The book is written in a lively entertaining manner and gives many insights into Edwardes own personality" "It was a great read! I seem to have become the muggins who has to read everything on the subject of credit derivatives and Key financial instruments was a very welcome change!"

**20th March 2000** Global Trading reviews key financial instruments: "The introduction, application, ideas, innovation and risk plus the management of risk is captured in this most exciting new publication which is a must for the tutor, practitioner to the humble student and dabbler in the world of finance today."

**Delphi Risk Management Limited** was created in 1991 to provide a financial product practitioner-based advisory and training service. The consultancy covers the full life-cycle of financial products: Concepts, Creativity, Communication & Control. Delphi helps manage culture change from facilitating creative thought to aiding implementation. Services are available world-wide to central, commercial, development & savings banks, mortgage institutions, insurance companies, funds, corporations, auditors, regulators, liquidators, lawyers and tax authorities.

The name emphasises the firm's broad and forward-looking risk management consultancy services. Delphi's founder has devised several ingenious and profitable financing, investment and hedging structures and is famous for the invention of the BreakForward in '85 and the transaction of one of the first currency swaps in '81. He has appeared on television, written widely and chaired several conferences on, amongst other issues, Islamic Banking, Tax-efficient structures and Korean Financial markets. A number of his landmark derivatives structures have been widely replicated and form part of the history of derivatives. Diversified experience is a necessary requirement for innovation. Warren Edwardes has worked **since 1978** in Treasury and Capital Markets up to board level in major financial institutions and an AAA corporation and has 3 years of Actuarial experience. Delphi seeks to use its combination of academic knowledge and arbitrage desk gained understanding and expertise to demystify derivatives to manage risk and generate profits. Warren Edwardes is Visiting Professor of Financial Engineering, Derivatives and Innovation at the Korean Banking Institute.

Delphi's strength is that it was set up specifically to provide a strategic and tactical advisory service free from all conflicts of interest. It is independent of the



*Warren Edwardes in discussion with a client, Paul Miles of Standard Bank of South Africa*

pressures of selling proprietary bank products or of maintaining an audit mandate. It is prepared to recommend the status quo, the use of exchange traded products, banks' own proprietary products or a tailor-made structure proposed to the client by its relationship banks.

**Delphi** was chosen as the name of consultancy, for its classical connotations of analysis and forward planning associated with the Delphi Oracle. The distinctive logo incorporates the mathematical symbol  $\delta$ . The Greek delta, the symbol of change, is now used by financial market traders to denote a change in derivative instrument value relative to a small change in the underlying instrument.

There is an established forecasting methodology called Delphi forecasting. Delphi Risk Management borrows from this method its use of individual and collective management experience and expertise. Whilst Delphi cannot foretell the future course of interest rates it can help, through nearly two decades of market experience, to visualise the consequences of change. Delphi Control can advise on how to manage risks and plan in an ever-changing business environment. Delphi can help to take advantage of uncertainty through product development.

General treasury management assistance includes new-issue advice and analysis and Treasury trouble-shooting. Delphi could also be called on to provide an impartial second opinion or "Health-Check" on its treasury management strategy or controls clearing away Derivatophobia. Scope within A/LM ranges from interest rate and currency risk to liquidity measurement, capital adequacy and earnings' volatility and the financial engineering and reverse-engineering of tax-efficient retail deposit and mortgage products.

Delphi Creativity's Delphi Thought Pad software, which is Lotus Notes based, is a considerable help to global think-tanks. It ensures that good ideas ahead of their time don't get lost. The system was first developed in 1993. Only now is knowledge management becoming fashionable amongst consultants. Delphi Concepts runs seminars on "Creative Thinking" and also closely assists with implementation. Delphi introduces to clients its concept: "Hindervation". It facilitates innovation by illustrating a number of subtle ways organisations Hinder Innovation.



*Warren Edwardes "On Air" on Arirang Television, Korea being interviewed on "derivatives in Korea"*

Ideas are futile if they cannot be communicated both internally and externally. Prof. Edwardes is an accomplished and often invited speaker and chairman at conferences and appears on finance programmes on television. He was trained at the London Academy of Performing Arts and is Past President of the Seoul Branch of Toastmasters International, the world-wide public speaking club and an Advanced Toastmaster. Training in Presentation and Speechcraft is available through Delphi Communication.

Delphi does charitable work in the form of website design, development and hosting for selected charitable causes. A sample website is:  
[www.spanishplace.hemscott.net](http://www.spanishplace.hemscott.net)

Finally, quality is maintained through the non-delegated service of Warren Edwardes.