



## CHARLES KIEFEL AM

B. Com (UNSW), FAICD, FAICA, FINSIA

+61 413 489 407

charleskiefel@principalsfunds.com

[www.principalsfunds.com](http://www.principalsfunds.com)

Senior Non-Executive Director and Chairman with proven leadership capability with an extensive career in investment banking; board governance, strategy, and vision; finance, stockbroking, funds management, marketing, global networking, commercialising technologies, and stakeholder management in Australia and globally. Renowned as innovator in the privatisation space and valued for skills in inclusiveness and mentoring.

Impactful Board Director and Chair with an extensive global network and capital markets experience beneficial to public and private companies, healthcare entities, and family offices in Australia, Europe, and U.S.

Superior proficiency in macro and micro economic analysis and provision of advice re global outlook; investment and risk management; executive selection; staff motivation, employment contracts and strategies.

Expert in: • Board Governance • Alliances  
• Finance & Banking • M&A • Turnarounds  
• Organic Growth • Government Relations  
• Workforce Development • Capital Markets  
• Education • Natural Resources Agriculture  
• Energy: oil, wind, & other carbon abatements

### Professional Experience

- 2000-present • **Founder and Chairman, Principals Funds Management**
  - Founded Firm to provide global economic analysis and advice to U.S., European, Asian, and Australian money management companies, including: investment and manager selection, enterprise and human capital risk management, and board governance. In 2023, pivoted to strategic global partnerships.
  - As Chair, identified and secured seven (each in excess of \$1B) mandates for new clients and overall sourced more than \$18B mandates from corporate superannuation funds, insurance companies, and government employee retirement and super funds.
- 2024-present • **Advisory Board Member, EC POHL & Co. Private Wealth**
- 2024-present • **Special Strategic Counsel to the Chair & EIG: [www.eigpartners.com](http://www.eigpartners.com)**  
One of the world's largest institutional investors in global energy and infrastructure.
- 2024-present • **Vice Chair, Global Federation of Competitiveness Councils (GFCC)**
  - In November 2024, Charles was elected to the role of Vice Chair of the Global Federation of Competitiveness Councils (GFCC) by 30 delegates from member countries. Additionally, he became one of six Corporate Sustainable Members, others are from Brazil, Greece, Portugal, U.A.E and U.S. Charles has been a Member of the Board of Trustees of the GFCC since 2018. [www.thegfcc.org](http://www.thegfcc.org)
- 2021-2024 • **Board Member, Clean Energy Regulator (Australian Federal Government)**
- 2018-present • **Co-Chair, Australian Advisory Board on Competitiveness (fka Australian Advisory Board of Technology & Healthcare Competitiveness)**
  - Appointed by Australian Federal Government to strategise and champion new ideas to drive productivity, prosperity, and economic growth for Australia and U.S. [www.aabcompete.org](http://www.aabcompete.org)
  - Catalysed the U.S.-Australia Chief Technology Officer's Innovation Dialogue exploring innovation; disruptive technologies; infrastructure support; and commercialisation acceleration: participants included CSIRO, Worcester Polytechnic Institute, Lawrence Livermore National Lab, the CEO and CTO of Lockheed Martin Australia, Baker Hughes Company and Deere & Company.
  - Established first of its kind Bilateral Agreement with U.S. Council on Competitiveness (now GFCC); shaped organizational foci: Autonomy (robotics, drones); Advanced Computing; Natural Resources; Healthcare (genomics, medicine, technology); and Access to Capital (entrepreneurship, workforce growth).
- 2003-2006 • **Inaugural Board Chair, Hyperion Asset Management**
  - Focused on listed Australian equities, Hyperion Asset Management was the first Member of the consortium that became Pinnacle Investment Management Group, an ASX-listed public global investments firm.
  - Also served as Chair, Hyperion Capital Management.
- 2000-2010 • **Non-Executive Director, Universal Biosensors Inc**
  - For ASX-listed public medical diagnostics company, gave guidance to Siemens and Johnson & Johnson's Lifescan Division partnership.
- 2004-2007 • **Review Board Member, CHAMP Private Equity Fund II**
  - Represented all LP investors for Castle Harlan Australian Mezzanine Partners.
- 2004-2007 • **Non-Executive Director, Pacific Equity Partners**
  - Acted for pension fund investors on Australian & International Advisory Board.
- 2002-2007 • **Non-Executive Director, Lochard Company**
  - With other Directors, devised M&A and organic growth expansion strategy leading to Lochard dominating air traffic control technologies.
- 1997-2007 • **Board Chairman, The Military Superannuation Board & Benefits Board of Trustees no. 1**
  - Established this pension fund's office, staffing, systems, processes, policies, and engagements with the Defence Ministers and Chief of the Defence Force for all military members and veterans, growing Fund from <A\$400M to A\$2.6B. Additionally, significantly increased the number of valuable member services.

## Vice Regal Honours

- AM (Member of the Order of Australia) citation: “for significant service to Australia – United States relations, and to philanthropy”.  
**June 2019**
- OAM (Medal of the Order of Australia) citation: “for service to the Superannuation and Funds Management industries and as a supporter of charitable and educational institutions”.  
**January 2009**

## Education, Qualifications and Memberships

- The Scots College Sydney (Prefect, colours Cricket, served as Army Cadet Under Officer and achieved awards in Debating and Citizenship).
- Bachelor of Commerce from the University of New South Wales (‘B. Comm UNSW’).
- Harvard Business School Corporate Financial Management Program and Advanced Leadership Program.
- Fellow of the Australian Institute of Company Directors (‘FAICD’).
- Fellow of the Australian Institute of Chartered Accountants (‘FAICA’).
- Fellow of the Financial Services Institute of Australasia (‘FINSIA’).
- Member of Melbourne Club; Royal Sydney Golf Club; Royal Melbourne Golf Club; Flinders Golf Club; VRC (Victorian Racing Club); Marylebone Cricket Club (LORDS UK); Sydney Swans Football Club; and The Waterloo Association (UK).
- Member of The Cook Society.
- Member of Robert Menzies Institute.

## Community Engagement and Honorary Sector

- Broad range of community engagement across the arts, health, environment, politics, education, sport, and child development sectors. This has included being founding donor to the Mornington Peninsula Music Festival since 2008; donor to Van Diemen’s Band, St Vincent’s Hospital Health Charity, ACMD Capital Campaign; Robert Menzies Institute, Barnardo’s Charity for children, Darwin Challenge, Second Bite Charity, the Flinders Art Show, Burwood Cricket Club, The Scots College Sydney, Geelong Grammar School Foundation, Institute of Public Affairs, St Alfred’s Hospital, Latitude 37 (music band) and Member of the Ambassador’s Circle Alliance for Responsible Citizenship (ARC). Additionally, in November 2024, Patron of the Gyuto Tantric Buddhist Monastery Library following a meeting with his Holiness the Dalai Lama and in recognition of his substantial financial support.
- Additionally, from 2001 to 2022, served as Honorary Chairman of Area Finance for The Liberal Party (Victoria) for the Federal Electorate of Flinders with The Hon. Greg Hunt MP and prior to this, from 1995 to 2001, with The Hon. Peter Reith MP.
- Recently appointed, Honorary Member of The Editor’s Circle of EconVue, LLC (Chicago, USA) and donor for panel of experts on Global Macroeconomics and Geopolitical Issues.

## Professional Experience *continued*

- 1997-1999 • **Managing Director of Corporate Finance, ANZ Investment Bank**
  - Supervised staff and resources attended Underwriting Committee meetings and oversaw corporate finance advice mandates.
- 1990-1997 • **Executive Director, ANZ INVESTMENT GROUP (ANZ McCaughan)**
  - With the assistance of prominent academics, mentored by The Lord (Cecil) Parkinson; and supported by the ANZ Banking Group, was responsible for the production and marketing of seven privatisation and investment monographs.
  - Led teams on several privatisation advisory mandates including in conjunction with Coopers & Lybrand, led the team which advised CSL with respect to the ‘pricing of the tariffs of the Broadmeadows Blood Fractionation Plant’ and privatisation options.
  - In 1992, led the ANZ McCaughan team advising Coles Myer on its ESOP (Employee Share Ownership Plan) – involving over 98,000 employees, then the largest ESOP of its kind in Australia; wrote a Monograph addressing *The Benefits of Employee Share Ownership Plans*; and addressed the motion supporting employee remuneration at the Coles Myer AGM.
  - With three other investment banks, led the ANZ McCaughan team as a Joint Lead Manager in the preparation of the privatisation in an IPO of QANTAS Airways.
  - Led the ANZ McCaughan team in providing advice to PG&E (USA) in their bid to purchase State of Victoria Electricity Distribution utilities.
  - Led the ANZ McCaughan team advising the Federal Government on a Scoping Study which culminated in the privatisation of Australian Federal Government owned airports.
  - Subsequently, led the team to advise The Port of Brisbane in its bid to purchase, in consortium, the privatising of the Brisbane International Airport.

## Early Career

### Executive Director, Ord Minnett

- Served as an Executive Director focusing on corporate finance, advisory, public offerings, and listed company equity raisings. Youngest director in Ord Minnett’s history.

### Investment Banker, Lazard Brothers London and Lazard Frères, New York

- Fostered contacts for both offices in a strategic alliance with Ord Minnett.

### Coopers & Lybrand (now Price Waterhouse Coopers) London and Milan

- Served both offices in corporate finance and intellectual property matters.

## Significant Community Service

- 1986-2014 • **Non-executive Director, The Menzies Foundation**
  - This charitable organisation serves as a non-partisan memorial honouring the legacy of Sir Robert Menzies; contributing funding to medical research and awarding people with leadership potential.
  - Non-executive Chairman, The Menzies Foundation Audit, Finance, and Investment Committee (2004-2014).
  - Served as an Honorary Trustee Member of Sir Robert Menzies Memorial Trust **1978-1979**.
  - Since 2014, Member of The Council.
- 2001-2008 • **Non-executive Chairman, Wilson HTM Charitable Trust**
  - Selected contributions, including towards the Great Barrier Reef restoration.
- 2005-2007 • **Honorary Board Member Foundation Board, Geelong Grammar School**
  - During this period, also served as Member of RMIT Graduate School of Management.