



## **Curriculum Vitae Nikola Ljushev**

Born:  
Place of living:

### **PROFESSIONAL EXPERIENCE:**

**MAKEDONSKI TELEKOM AD** (July 2018 – PRESENT)  
**/ Subsidiary of Magyar Telekom/ member of Deutsche Telekom Group**

**Position: Chief Executive Officer at Makedonski Telekom AD**

- Responsible for strategy development process and steering of the strategy execution program
- Gives direction and demonstrates effective leadership to accomplish organization's philosophy, mission, strategy, and its annual goals and objectives;
- Achieves maximum efficiency and profit objectives through optimal deployment of available resources;
- Establishes and maintains strong and positive image & relationships with relevant external stakeholders (gov. & public authorities, media, partners, suppliers and customers);
- Has an overall P&L responsibility as well as company representation accountability.

**Accomplishments:**

- Revenues Q3 YTD 2021 YoY growth of 5.7%
- EBITDA AL adj. Q3 YTD 2021 YoY growth of 8.6%
- Revenue and EBITDA turnaround delivered in Y2018 and consistently growing every quarter from then on

**CRNOGORSKI TELEKOM a.d.** (Sep 2017 – Feb 2019)  
**/Subsidiary of HT Group/member of Deutsche Telekom Group**

**Position: Chief Executive Officer at Crnogorski Telekom**

**Accomplishments:**

- Delivered over 100% on strategic KPIs for FY 2017 (Revenue, EBITDA, oFCF)
- For the first time after 6 years of EBITDA decline, delivered positive EBITDA YoY performance 2018 vs.2017 (+7%);

**VIP OPERATOR & ONE.VIP** (Dec 2007-Dec 2016)  
**/Member of Telekom Austria Group**

**Executive Director ONE.VIP Macedonia**  
**cluster Macedonia & Croatia** (June 2015- Dec 2016)  
(ONE.VIP is a legal successor of Vip operator and ONE after merger in Oct 2015)

**Accomplishments:**

- Revenues grew 3.3% 2016 vs. 2015;
- EBITDA grew 14% 2016 vs. 2015;

- Sales network consolidation after merger by 40%, multi-million EUR savings in operational expenses as a result of implementation of hard-synergies;
- Fulfillment of Competition Authority requirements and remedies within prescribed time, scope and budget.

**VIP OPERATOR – Macedonia (Dec 2007-May 2015)**  
**Chief Executive Officer & Chief Technical Officer**

**Accomplishments:**

From a zero-ground start-up company to No.1 mobile operator in Macedonia, despite a decade long time-lag at market entrance against incumbent:

- From 0% market share in y.2007 to 52% sim market share in 8 years;
- Revenue CAGR of 31% for the period 2008-2015;
- Awarded as the Best Employer in Republic of Macedonia for y.2010, 2011, 2012;
- Selected two times among top Forty-Under-Forty telecom executives by Global Telecom Business, London, September 2010 & 2011 y.;
- From mobile-only at the start to full-fledged fix-mobile convergence operations by completing the acquisition of the largest cable operator in Macedonia (July 2014) and in addition 8 small local cable operations acquired in 2015.
- Led the negotiations with Competition Authority on merger with ONE, responsible for fulfillment of prescribed remedies and requirements.

**Cosmofon AD-Skopje (Macedonia) (Dec 2003- Nov 2007)**  
**/Member of Cosmote Group**

**Chief Technical Officer (July 2005- Nov 2007)**

**Engineering Manager (Dec 2003- July 2005)**

**Makedonski Telekomunikacii AD-Skopje (Feb 1997- Dec 2003)**  
**/member of Magyar Telekom/ Deutsche Telekom Group**

**Head of Sales Support and Planning, MTcom (Oct 2001- Nov 2003)**

**Main Coordinator and Trainer of the Cisco Networking Academy Program in Macedonia, supported by Macedonian Telecom (July 2000 - Oct 2001)**

**Principal Switching Engineer (1997- July 2000)**

## **EDUCATION:**

Dipl. Ing. Electronics & Telecommunications, University St. Kiril i Metodij - Skopje, Macedonia, 1991-1996.

Management trainings/workshops/conferences:

- Chicago Booth, Advanced Strategy Program – Building and Implementing Growth Strategies, Chicago Nov 2012
- INSEAD – Decision Making Program, TAG Business School, Vienna 2012
- Harvard Business School – Executive Development Program- Finance for Senior Executives, Boston USA, July 2011
- Silicon Valley Innovation Safari – Telekom Austria Business School Program, Palo Alto USA, May 2011
- Global Telecom Business 40 Under 40 Conference, London September 2010 & 2011
- Vodafone Partner Markets Conference and workshop, London September 2008 & 2013
- McKinsey & Company’s conference and workshop “Rising Stars in Telecom”, Kitzbühel Austria, Feb 2007
- Performance Management Process workshop, internal and facilitated through Advisor Learning, Skopje Macedonia 2005
- Vital Tools and Techniques for the Successful Manager, Advisor Learning, Skopje Macedonia 2005
- What Really Matters in Management, Advisor Learning, Skopje Macedonia 2005
- The Finance for non-Financial Managers, McMillan & Baneth Ltd, Skopje Macedonia 2003

## **Additional Information:**

- Fluent English, fluent Serbian/Croatian, good Bulgarian, basic German
- Married, two daughters
- Driving license
- Military service completed