

Thank you for the opportunity to be considered for membership of the AVIA Board of Directors. BBC Studios is a long term and committed member of AVIA and we are aligned in the mission to support the health and strength of the Asia video industry by promoting the common interests of its members. I would feel privileged to serve as a Board member and continue AVIA's great work on behalf of its members and the industry.

I believe strongly in the value of AVIA's role to unite members in an active discussion on the direction of the industry as whole, enable us to fight piracy together and to present a single voice as an industry on regulatory and industry challenges. This is invaluable to us as we see rapid transformation of the media industry and ecosystem.

The Asia video industry is unparalleled in terms of in terms of its creativity and the diversity of audiences we serve. The insights and discussions facilitated by AVIA have continually evolved becoming increasingly valuable as a source of intelligence and pushing the industry to innovate and meet the needs of our partners and consumers. The regional and global insights are critical for all members and, if appointed, I would want to champion continuing to evolve and deliver valuable thought leadership.

As the creative industries continue to evolve across Asia, finding talent with the right skills and attracting, developing and retaining talent is becoming increasingly challenging. This spans all elements of the industry from creative and production skills to commercial and technology. AVIA's role in bringing together multiple parts of the industry ecosystem and provide leadership and strategic thinking that helps members to tackle this and ensure we have skills to thrive as an industry.

BBC Studios has also been proud contributor and supporter of AVIA's impactful anti-piracy initiatives as members of the Coalition Against Piracy. As a producer, content distributor and channels & streaming operator we understand the challenges faced by the AVIA members in protecting IP and investments. This is one of the most critical challenges to the development of the industry in Asia. AVIA's excellent work in this area is a key areas I will continue to support.

I look forward to the opportunity to serve as a Board member. Thank you for your support.

I would be honoured to stand for election to the AVIA Board.

Phil Hardman
SVP & GM, Asia
BBC Studios