

Executive profile

Javier Toral Nistal is an independent board director and C-Level executive with more than 25 years of experience in general management, growth, internationalization, transformation and innovation, gained mainly in technology companies, international organizations and spin-offs.

Throughout his career, he has combined strategic direction with direct accountability for execution and results. He has created and developed new companies, built international structures, led organic and inorganic growth, and driven acquisitions, integration and business transformation.

His experience includes developing business in 65 countries, creating 12 affiliated companies, serving on governing bodies and reporting to 12 Boards of Directors, increasing EBITDA sixfold, and creating a spin-off that reached 30 million euros in revenue in its fifth year.

He currently focuses his contribution at the intersection of strategy, growth, corporate governance and emerging business risks, with particular emphasis on artificial intelligence, cybersecurity, business continuity, resilience and technology risk.

He brings Boards of Directors and senior management teams a perspective that connects technology, risk, competitiveness and value creation with concrete business decisions.

Areas of expertise

- **Corporate governance:** Boards of Directors · Strategic oversight · Monitoring objectives · Risk governance
- **Strategy and value creation:** Strategic planning · Growth · Transformation · Business development · Performance improvement
- **Internationalization:** New markets · International expansion · Partnerships · Affiliated companies · Global business development

- **AI, cybersecurity and technology risk:** AI governance · Cybersecurity at Board level · Technology risk · Business impact
- **Business continuity and resilience:** Operational continuity · Business resilience · Risk management · Reputation
- **Corporate development:** Acquisitions and integrations · Spin-offs · Private equity · Joint ventures · Strategic partnerships

Contribution to the Board

His experience as a general manager enables him to assess Board decisions in terms of both their strategic dimension and their operational, financial, commercial and organizational implications.

He can contribute particularly to:

- Assessing the opportunities and risks associated with growth and business transformation.
- Connecting artificial intelligence, cybersecurity and business continuity with strategy, competitiveness and value creation.
- Overseeing objectives and indicators and assessing the organization's actual capacity for execution.
- Bringing informed judgement to decisions on internationalization, partnerships, acquisitions and business integration.
- Facilitating rigorous and constructive dialogue between the Board and the executive team.

Relevant business experience

QualityFry

CEO | 2019–2023

He led the company through a period of growth, professionalization and market expansion, combining strategic leadership with operational execution.

He drove innovation, commercial strategy, partnerships and operations. He contributed to sales growth by adding more than ten major accounts and opening new markets in Latin America and Asia.

He redesigned the marketing strategy and the B2B2C go-to-market model, led cultural change within the organization, and took responsibility for the budget and financial resource management, including securing public funding for R&D projects.

AENOR International

General Manager | 2005–2018

He was responsible for AENOR's internationalization and global business development, focusing on new markets, building international structures, partnerships and organizational deployment.

He created 12 affiliated companies in Latin America, Europe, Africa and Asia, which together reached more than 25 million euros in revenue. He developed business through the export of professional services, securing clients in 65 countries.

He designed standardized indicators to monitor the affiliated companies and report to 12 Boards of Directors. During this period, overall results enabled EBITDA to increase sixfold.

He also developed partnerships with companies, public administrations, universities and research centers, and designed and launched an innovation hub in Mexico.

Televes Sistemas

General Manager and CEO | 1994–2005

He created and led the spin-off from its inception, reaching 30 million euros in revenue in its fifth year.

He designed and executed the strategic plan, developed partnerships with international manufacturers and expanded the business into ten countries across Latin America and Asia-Pacific. During this period, he increased EBITDA by 66%.

He led the acquisition and integration of an Amper production unit with 150 employees and 24 million euros in revenue. He also prepared the sale memorandum and participated in selecting a private equity fund during the majority shareholder's exit.

Earlier experience

At Texas Instruments, he was Key Account Director in the Semiconductor Division, where he tripled revenue from the accounts under his responsibility and managed strategic clients including Fujitsu, Abengoa and Recreativos Franco.

He began his professional career at Indra in the Air Traffic Control Division, leading hardware R&D activities and coordinating technology projects and industrialization processes.

Experience on governing bodies

Fundación FIECS

Member of the Governing Body | 2023–present

He serves on the Foundation's governing body, contributing experience in strategy, internationalization and transformation.

His contribution focuses particularly on risk and business continuity, reputation, institutional development, monitoring strategic objectives and strengthening internal capabilities.

COMENOR

Vice President, Promotion and International Development | 2008–2018

He held institutional responsibilities focused on international development and strengthening relationships with organizations and stakeholders across the standardization and conformity assessment ecosystem.

AENOR Magazine

Member of the Editorial Advisory Board | 2007–2018

He contributed to the guidance and oversight of the content of AENOR's corporate publication.

AMETIC

Member of the Advisory Board | 1995–2005

He served on the Advisory Board of the technology-sector business association, contributing perspective on industry evolution and business development.

Education

Javier Toral holds a Telecommunications Engineering degree from Universidad Politécnica de Madrid and an Executive MBA from IEDE Business School.

He completed the Executive-to-Board Director Programme at IESE Business School, the Leadership in Innovation Programme at MIT, and the Senior Management Programme in Digital Business at The Valley.

He also holds the Expert Scrum Master certification from the European Scrum Organization.

Teaching and publications

He has been an MBA Associate Professor at ISEP-CEU and The Valley, teaching subjects related to digital transformation, innovation, emerging technologies and agile methodologies.

He is co-author of *Quality, Standardization and Competitiveness*, published by Instituto de Estudios Económicos, and *Telemedicine: Applications and New Technologies*, published by Sociedad Gallega de Telemedicina.

RESILIENCIA

Javier is the author of **RESILIENCIA**, a fortnightly LinkedIn newsletter for Boards of Directors and senior management.

In it, he examines the business and governance implications of artificial intelligence, cybersecurity and business continuity, connecting complex technology issues with strategy, risk, accountability and value creation.

Contact

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