

Date: 12 March 2017

List of Nominees for Aramex PJSC Board of Directors Membership

In compliance with the Federal Law No. (2) Of 2015 regarding Commercial Companies, and the Chairman of the Authority's Board of Directors' Resolution No. (7 / R.M) of 2016 concerning the Standards of Institutional Discipline and Governance of Public Shareholding Companies, we would like to announce that the nomination for membership of Aramex PJSC's Board of Directors had been closed on Saturday, 11 March 2017.

The following nominees have applied for the membership of the new Board of Directors elections at the Annual General Meeting on Tuesday, 21 March 2017.

Sr No.	Name	Nationality	Membership
1	Abdullah Al Mazrui	UAE	Non-Executive /Independent
2	Hussein Hachem	Canada	Executive
3	Mohamed Marei	Bahrain	Non-Executive /Independent
4	Ramez Shehadi	Canada	Non-Executive /Independent
5	Ayed Al Jead	KSA	Non-Executive
6	Ahmed Albadi	UAE	Non-Executive /Independent
7	Fadi Ghandour	Jordan	Non-Executive /non- Independent
8	Tariq Bin Hendi	UAE	Non-Executive /Independent
9	Robert Booth	Canada	Non-Executive /Independent
10	Mohamed Alsuwaidi	UAE	Non-Executive /Independent
11	Ahmed Fahour (representing Australian Post Transaction Services Pty Ltd.)	Australia	Non-Executive /non- Independent
12	Robert Black (representing Australian Post Transaction Services Pty Ltd.)	United Kingdom	Non-Executive /non- Independent
13	Jasem Alawadi	UAE	Non-Executive /Independent
14	Mohammed Vali	Pakistan	Non-Executive /Independent
15	Samer Hamed	Canada	Non-Executive /Independent

الاسم:	عبدالله محمد المزروعى
الجهة:	
المسمى الوظيفي:	رجل اعمال
تاريخ التعيين:	
معلومات الاتصال:	التلفون: + 971 2 6445858 البريد الالكتروني: chmaneic@emirates.net.ae العنوان: صندوق بريد رقم 7927 أبوظبي
	الفاكس: + 971 2 6447602 الموبايل:



معلومات أخرى

- يعمل بصفة رئيس مجلس إدارة لدى كل من:
- شركة الإمارات للتأمين ش.م.ع
- المزروعى القابضة ذ.م.م
- المستثمر الوطني ش.م.خ
- مدرسة الشويفات الدولية
- الشركة العربية للإمدادات الدولية (ارامكس) ش.م.ع
- شركة جاشنمال الوطنية ش.م.خ
- مديكور ش.م.خ
- الشركة الوطنية للتموين المحدود
- عضواً في مجالس إدارة الشركات والمؤسسات التالية:
- بنك انفستكورب
- شركة دون أند برادستريت
- عضو المجلس الاستشاري لجامعة EDHEC – فرنسا.
- مجموعة دبا المتحدة ش.م.ع
- المشاريع المتضامنة ش.ذ.م.

الخبرة السابقة

- عضو منتدب ورئيس تنفيذي لبنك أبوظبي الوطني.
- رئيس مجلس إدارة بنك تونس والإمارات للاستثمار
- عضو مجلس الإدارة المنتدب : بنك الاستثمار
- عضو لجنة الإدارة التنفيذية : مجلس النقد- الإمارات العربية المتحدة
- رئيس مجلس إدارة شركة الخليج للتمويل.
- عضو مجلس إدارة الشركة العربية للاستثمار- الرياض.
- عضو مجلس إدارة شركة أبوظبي للاستثمار –أبوظبي.
- عضو مجلس إدارة بنك الخليج الدولي – البحرين
- عضو مجلس إدارة بنك اليونان – هونج كونج
- عضو مجلس إدارة اتصالات – أبوظبي
- عضو مجلس إدارة اتحاد البنوك العربية – بيروت
- عضو المجلس الوطني الاتحادي.
- عضو جمعية المصرفيين العرب- لندن
- المؤسسة الوطنية للاستثمار
- مجلس أبوظبي الاقتصادي
- مجلس أبوظبي التعليمي
- عضو المجلس الاستشاري في جامعة إنسياد – أبوظبي

المؤهلات الدراسية

- 1) التعليم الثانوي
مدرسة الشويفات – لبنان
- 2) التعليم الجامعي
بكالوريوس بدرجة الشرف جامعة جابن-كاليفورنيا

aramex

delivery unlimited

HUSSEIN HACHEMChief Executive Officer
Aramex International

Hussein Hachem is the Chief Executive Officer of Aramex International since January 2013.

A seasoned executive in the logistics and transportation industry, Hussein has over 25 years of experience, and spearheads Aramex's ambitious business growth strategy globally, facilitating acquisitions and joint ventures to extend Aramex's global reach and expansion into emerging markets. He also ensures Aramex's business grows and develops in line with the company's asset-light approach. Since his appointment as CEO of Aramex, Hussein has been leading the development of the company's e-Commerce business through strategic investments in innovative technologies.

Prior to his current role, Hussein held the position of Aramex CEO in the Middle East and Africa from 2010 to 2013. Before that, he was the company's CEO in the GCC and Iran from 2007 to 2010; Hussein was promoted to this role from Vice President of Aramex in the UAE and Oman.

Hussein joined Aramex in 1991, and he was responsible for re-establishing the company's operations in Kuwait after the Gulf War. During his extensive career with the company, Hussein also held the positions of General Manager in Kuwait, Sri Lanka, and the UAE.

Hussein earned his Bachelor's degree from the American University of Beirut in 1991. He is also a member of the Young Presidents Organization (YPO) and a fellow of the Middle East Leadership Initiative, a flagship leadership program of The Aspen Institute.

Mohamed Marei is the founder and Chief Executive Officer of Sarwa Investment Management. Sarwa Investment Management is a DIFC-based fund management firm focused on real estate private equity investments in properties located in the United States. Mohamed established Sarwa in 2016 with a first fund under-management focused on residential investments in the western United States and the business has expanded since to focus on commercial real estate investments.

Mohamed has been in the investment management and investment banking industries for over 17 years working and living in North America, South America, the GCC, and Europe. Prior to establishing Sarwa, Mohamed was head of real estate investment at Bahrain-based GFH Financial Group where he joined in 2014 as part of a new turn-around management team encharged with restructuring the bank's legacy assets and launching new business lines. Previously Mohamed was Managing Director with London-based and LSE-listed merchant bank and asset manager EIIB Plc. Prior to EIIB, Mohamed held senior investment roles in a number of investment firms in the GCC.

Prior to his return to Bahrain in 2006, Mohamed worked for Lehman Brothers in New York from 2000 until 2006 in mergers and acquisition executing transactions in various industries including some of the firm's key transactions in consumer products, retail, healthcare and forestry products. Mohamed started his career in finance in 1999 with Banco Santander in the infrastructure finance group in New York and Lima, Peru covering privatization transactions across Latin America.

Mohamed holds a Master's of Science in Foreign Service from Georgetown University. He speaks Arabic, English, Spanish and French. He is a Bahraini citizen and was born in 1974.

Ramez T. Shehadi

Executive Vice President and Managing Director
Booz Allen Hamilton



Ramez T. Shehadi is the Executive Vice President and Managing Director of *Booz Allen Hamilton* driving the international expansion of the firm's general management consulting services for public and private sector clients across all major industry verticals in the Middle East and North Africa (MENA) and Turkey. An internationally seasoned strategy consultant, over the years Ramez has both started and led regional and global lines of business for a number of top-tier global consulting firms primarily in the Digital Business and Technology domains. He has written extensively and

advised leading institutions on topics ranging from digital strategy to technology-driven socio-economic development, sectoral digitization and next generation smart services and infrastructure.

Ramez has also built and led corporate social responsibility programs with the aim to deliver positive change across the MENA region through diversified support on essential themes such as empowerment of women, environmental preservation and entrepreneurship, among various other socio-economic issues.

Ramez was previously Lead Partner and Global Digital Practice Leader at *Booz & Company*, a leading business and technology strategy consultancy; Co-Founder and Senior Director of Product Development at *eBreviate*, a billion-dollar e-sourcing solution provider in San Francisco; Senior Associate in the Strategic IT Practice at *A.T.Kearney*, a leading operations and technology strategy consultancy; Research Associate at the *Centre for Management of Technology & Entrepreneurship* think tank in Toronto; Mechanical Engineer at *Stone & Webster*, a leading engineering consultancy in Boston; Co-Founder of *R&R Ventures* focused on digital innovation venture capital between the US and MENA. He is a Board of Trustees Member of *BeMA (Beirut Museum of Art)*, an Advisory Board Member of the *Stony Brook School*, a college preparatory boarding school in New York where he had graduated Cum Laude, a former Board Member of the *Young Arab Leaders* and remains an active *Endeavor* Mentor and *Young Presidents Organization* Member. Ramez is a Fellow of the *Aspen Institute's Middle East Leadership Initiative* and the *Aspen Global Leadership Network* and serves as a Moderator to both. He is an avid sailor and an 8m class amateur medalist in the 1997 and 1998 North American

Championships and the 1999 World Championships. He holds a B.Eng. in Mechanical Engineering from Rutgers University and an M.A.Sc. in Industrial Engineering from the University of Toronto.

Profile of Mr. Ayed Al Jaaid**General Information:**

Family name: Al Jaaid
 First name: Ayed Thawab
 Place and Date of birth: Al Taif 1375H / 1955G
 Nationality: Saudi
 Religion: Islam
 Social status: Married – Two Boys – Four Girls
 Date of promotion to Brig. General from the Royal Saudi Air Forces: 07/06/1997
 Date of retirement: 30/01/1998

Current Positions:

- Personal Assistant (PA) to HRH Prince Khaled Bin Sultan Bin Abdulaziz Al Saud
- Chief Executive Officer, Makshaff Services Limited
(Group of Companies)
- Chairman of the Board, National Air Services (NAS)
- Chairman , National Flight Services (NFS)
- Chairman , Al Hayat Newspaper, Laha and
Liyalina Magazines and "Al-Waseelah" Weekly.
- Chairman, Elbow Beach Hotel – Bermuda
- Chairman, Aramex Saudi Arabia
- Chairman, Alwataniya Advertising, Publishing and Media development
- Board Member Saudi Ground Services (SGS)
- Board Member Saudi Aviation Club
- Board Member, Aramex International
- Board Member , FECA

Military education:

- BA in Aviation from the King Faisal Aviation University in Riyadh in 31/07/1975, division 113- first in his promotion with honors and Excellency.
- Squadron Officer School Air University Maxwell AFB, Alabama
- Command & Staff College in Levinworth Kansas - USA.

Positions held:

- Advanced Fighter Aircraft Instructor Fighter Pilot on (F15).
- Evaluation Officer of Fighter Aircraft (F-5)
- Chief Evaluation Section at F-5 Fighters Wing Aircraft
- Chief (F-15) Evaluation Section
- Planning Officer in the Department of Plans & Operations at RSAF HQ
- Head of Planning Division of the Operation & Planning Department in the RSAF
- Head of Air Force Group at Joint Operation and Theater of operation during the 2nd Golf War representing Air operation in coordination of (F-15) operation requirements C4I systems, C4I for GCC.
- Member of Joint Planning Committee during the 2nd Golf War
- Official Spokesman for Air Operation during the 2nd Golf War
- Director of RSAF Operation Command Centre.

AHMED BIN SAEED AL BADI
Executive Profile

- * 2010 - Ongoing Member of the Board
Abu Dhabi Council for Economic Development
United Arab Emirates
- * 2006 - Ongoing Member of the Board of Trustees
Emirates Foundation
United Arab Emirates
- * 2006 - Ongoing Member of the Board of Gulf Capital (PJSC)
United Arab Emirates
- * 2005 – Ongoing Member of the Board of ARAMEX (PJSC)
United Arab Emirates
- * 1998 – Ongoing Member of the Board of Trustees
Lewis and Clark College
Portland, Oregon, U.S.A.
- * 1996 – Ongoing Member of the Board of Union National Bank
United Arab Emirates
- * 1995 – Ongoing Member of the Board of WorldCare International Ltd.
- * 1995 – Ongoing Member of the Board of Abu Dhabi International Private School
United Arab Emirates
- * 1986 – Ongoing Chairman of the Board, Belbadi Group of Companies
United Arab Emirates
- * 1985 – Ongoing Member of the Board of the Emirates Insurance Company
United Arab Emirates
- * 1993 – 2001 Member of the Advisory Board of EMRO, Eastern
Mediterranean Regional Organization – WHO
- * 1993 – 1995 Acting Minister of Oil and Natural Resources
United Arab Emirates
- * 1993 – 1995 Chairman, Emirates Petroleum
United Arab Emirates
- * 1993 – 1995 Chairman, Executive Committee, Council of the Arab
Minister of Health, United Arab Emirates
- * 1993 – 1995 Chairman of the Board, Federal Environmental Agency
United Arab Emirates
- * 1990 – 1995 Minister of Health, United Arab Emirates

OTHER RESPONSIBILITIES:

- * 1992 – 1993 President of the Forty Fifth World Health Assembly
- * 1990 – 1993 Chairman, Higher Committee on the Environment
- * 1986 – 1990 Deputy Chairman of the Board of The General Industrial Corp. Abu Dhabi
- * 1985 – 1988 Member of the Board of The Abu Dhabi Commercial Bank
- * 1983 – 1990 Director of Treasury Department Abu Dhabi Investment Authority (ADIA)
- * 1982 – 1990 Member of the Board of The Arab Investment Company Riyadh, Saudi Arabia
- * 1982 Deputy Director, Directorate of Finance and Administration of ADIA
- * 1981 Joined the Abu Dhabi Investment Authority ADIA

In addition, Mr. Al Badi serves currently on the board and adviser of several national corporations and companies.

EDUCATION

Secondary Education
Al Ain, United Arab Emirates
Graduated 1976

B.A. in International Relations
Lewis and Clark College, Portland, Oregon, United States of America
Graduated 1981

PERSONAL

Born 1956 in the United Arab Emirates
Married; Four children

Fadi Ghandour

Executive Chairman of Wamda Group, Founder of Aramex

Fadi Ghandour is the Executive Chairman of Wamda Group, an entrepreneurship ecosystem enabling organization comprised of a Venture Capital fund that invests in technology-enabled companies in the Arab world, as well as a platform of programs and networks that are created to utilize its core competencies in community development, media, and research to develop the region's most successful and innovative startups.

Fadi is also the Founder and Vice Chairman of Aramex, one of the leading global logistics and transportation companies.

Fadi is a member of the Board of Abraaj Capital, the Board of Endeavor Global and the Board of Trustees at the American University of Beirut (AUB). Additionally, he serves on the Advisory Council of the MIT Media Lab.

Passionate about social entrepreneurship, Fadi is the Founder and Chairman of Ruwwad for Development, a private-sector led community empowerment initiative that helps disadvantaged communities across the region overcome marginalization through activism, civic engagement, education and financial inclusion.

Tariq Bin Hendi

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Dubai, UAE

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EDUCATION

2010-2017	IMPERIAL COLLEGE - LONDON PhD - Economics	London, UK
2007-2008	COLUMBIA BUSINESS SCHOOL Master of Business Administration (Joint)	New York, NY
2007-2009	LONDON BUSINESS SCHOOL Master of Business Administration (Joint)	London, UK
1999-2004	CLAYTON COLLEGE & STATE UNIVERSITY Bachelor of Business Administration, Management	Atlanta, GA

INTRODUCTION AND BACKGROUND

Through my studies and experience, I have gained invaluable experience and exposure to various international businesses and cultural norms. I am an Emirati, raised in both the UAE and the US, in a multi-ethnic family and I am well accustomed to both, if not most, cultures and business acumens. This gives me an advantage when bridging the cultural, business, and social gaps between East and West. Recently completed my PhD in Economics.

EMPLOYMENT

2015 -	<p>Emirates NBD Group (multiple roles) <i>Executive Vice President and Head of Products & Advisory, 11/2016 to present</i></p> <ul style="list-style-type: none"> • Recently promoted, after just over a year, to Head all of Products & Advisory <ul style="list-style-type: none"> ◦ This includes Asset Management, ENBD Securities, KSA Capital, Funds, Structured Products, Trusts and Estate Planning, and Advisory ◦ Active engagement with Private Banking, Retail, and Emirates Islamic bank across UAE, London and Singapore branches to ensure appropriate products offered to clients • Responsible for management of over 120 staff across units and geographies • Tasked with providing advice on investment strategy in close coordination with CIO • Active management of existing 3rd party strategic relationships as well as sourcing new products and relationships for the bank <p><i>CEO Emirates NBD Asset Management, 06/2015 to 11/2016</i></p> <ul style="list-style-type: none"> • Responsible for management, operation and expansion of multi-billion dollar platform • Oversaw 50 member team focusing on management of discretionary and non-discretionary mandates across in-house managed Equities, Fixed Income, and Real Estate funds • Grew assets under management from AED 11 billion to over AED 14 billion in just over a year, whilst reducing costs and expanding product offering • Responsible for establishing internal risk and compliance systems and procedures, appropriate for the funds and portfolios under management • Responsible for the effective external communication of ENBD AM's investment management activities together with reporting to meet the requirements established by the internal board and external stakeholders and investors 	Dubai, UAE
2014 - 2015	<p>Commercial Bank of Dubai (CBD) <i>Deputy Head of Corporate Advisory</i></p> <ul style="list-style-type: none"> • Responsible for build-out of new Corporate Advisory unit at CBD, a previously non-existent business line at the bank • Integrated unit with overall CBD culture and business, thus helping drive new business into other divisions of the bank and generating additional fees • Sourced M&A and ECM transactions and raised capital for clients • Advisory unit viewed as most sophisticated team in bank, leading to continuously supporting other units of the bank 	Dubai, UAE

Tariq Bin Hendi

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Dubai, UAE

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- 2009-2014 **Mubadala Development Company** Abu Dhabi, UAE
Acquisitions and Investment Management / Group Strategy
- Developed Economic Intelligence and Country Reports for business development
 - Tracked Services/Industry/Real Estate portfolios – assets included military contractors, financial services, shipping, ports, and leasing operations
 - Analyzed potential new asset acquisitions to determine portfolio fit through business plans
 - Assisted senior management with developing new models for use at both portfolio and firm level
 - Member of team that sourced and deployed new asset management system across entire firm
 - Monitored portfolio through weekly conversations with different department heads
 - Analyzed financials, prepared financials, identified troubled assets and assessing potential solutions – turnaround management
 - Managed Consultants and Advisers to deliver quality product on schedule
- 2008-2009 **Citigroup Investment Banking (IBD) & Citi Alternative Investments (CAI)** London, UK
Investment Banking / Alternative Investments Fund Management
- Evaluated potential deals to optimize returns at IBD Industrials Group; responsible for due diligence and under-writing of acquisition targets, including Toyota and Hummer
 - Sourced prospective clients from GCC for IBD transactions
 - Assisted with management and tracking of multi-billion dollar fund at CAI, including assessment of potential dispositions and acquisitions to optimize fund performance
 - Developed presentation, technical, negotiation, and managerial skills
 - Attended many training sessions, including advanced Citi Associate Training, Management training, and became Approved Person by completing Financial Services Authority (FSA) examinations in securities and banking
- 2005-2008 **Longwing – Real Estate** New York, NY
Investment/Asset Manager – Real Estate - Private Equity
- Critical to management of \$2 billion real estate portfolio in the North American market focused on commercial, residential, leisure, and healthcare properties, from acquisition through to disposition
 - Screened potential investment opportunities, developed recommendations, presented to the Investment Committee (IC) and drafted letters of intent and term sheets to set targets for ROI
 - Executed due diligence phases including: development of valuation models, validation of business plans, assessment of management capabilities, site visits, selection of appropriate due diligence advisors and definition of due diligence scopes
 - Liased with JV partners to ensure investments performed in line with underwritten projections
 - Worked closely with legal counsel to negotiate sale & purchase agreements
 - Developed and maintained relationships with intermediaries in USA, South America, and UAE to source deals in all segments of real estate sector
- 2002-2005 **SkyTeam Cargo (Delta Airlines, Air France, Korean Air)** Atlanta, Ga and Houston, TX
Cargo Specialist and Translator
- Helped establish and standardize key procedures for new alliance between Delta Airlines, Air France, and Korean Air cargo units
 - Responsible for generating/maintaining business between key GCC clients and head office
 - Started as college intern and was asked to stay on board as key member of team
- 1999-2002 **Tri-State Industrial Construction** Atlanta, GA
Treasurer
- Key responsibilities included analyzing and reviewing financial data to assess viability of potential business, preparing budgets, monitoring costs and setting financial goals for 30+ employees
 - Left family business to focus on university and gain large multi-national work experience

ADDITIONAL INFORMATION

- Member of YPO – Emirates Chapter
- **Languages:** English, Arabic, French (beginner)
- Dedicate time to charitable causes, including mentorship and after-school youth programs

ROBERT DAVID BOOTH

Professional Experience

Ellington Properties Development LLC

January 2015 – Present Managing Director

EMAAR Properties PJSC

August 2001 – December 2014

2012 – 2014 CEO Real Estate

2006 – 2011 Managing Director, North America & Global Development Director

2003 – 2005 Executive Director, Development, Sales & Marketing

2002 – 2003 Executive Director, Development

2001 – 2002 Senior Development Manager

Concord Pacific Group of Companies

February 1993 – July 2001

Concord Adex, Director of Development

Concord Pacific, Senior Development Manager

Education/ Qualification/ Professional Affiliations

BA Simon Fraser University, Political Science

MA University of British Columbia, School of Community and Regional Planning

Board Positions

Piramal Realty, India – Advisory Board

Aqalat LLC (A Subsidiary of STC), KSA – Board Member/Director

Date of Birth 29 July 1967

Nationality Canadian

MOHAMED H. ALSUWAIDI

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PROFILE

Investment Executive with over 10years experience across a number of geographies in a diverse range of industries including Metals and Mining, Manufacturing, Infrastructure, Utilities, Real Estate and Finance; with a wealth of transaction history and a number of Executive Board roles, gained valuable knowledge and skills in business development, asset management and talent management and development; leading to recognition and award across the years.

BOARD AND COMMITTEE APPOINTMENTS

Committee Member, ADEC-MDC Alliance, UAE	Jun 2015 – Current
Board Member, Muharaq STP Company, Bahrain	Apr 2015 – Current
Board Member, Guinea Alumina Corporation, Guinea	Feb 2015 – Current
Board Member, JiangSu Suyadi Carbon Co., China	Sep 2014 – Current
Committee Member, EGA Technical Committee, UAE	Sep 2014 – Current
Board Member, MDC Re Insurance Limited, UAE	Apr 2014 – Current
Chairman, Manhal Development Company, UAE	Dec 2008 – Sep 2014

PROFESSIONAL EXPERIENCE

Senior Vice President, Mubadala Industry Apr 2013 – Current

Responsible for Mubadala Metals portfolio P&L with over \$5bn in revenues and \$15bn in assets under management, and accountable for team of 12 peoples performance, delivery and development. Asset Manager and Business Development Lead for Emirates Global Aluminum and its subsidiaries, involves deal sourcing and screening, negotiation of key agreements, securing critical infrastructure, exploring opportunities to maximize returns, driving P&L and cash-flow, identifying and managing risk, exploring and sourcing funding, securing shareholder and government approvals.

Key experiences:

- Responsible for Development of \$1bn mine in West Africa, 12mtpa mine operations, 30mtpa port capacity and rail, includes \$700m of project financing and equity sale, establishment of Government and international alliances
- Leading \$65m Research and Development project leading to co development of IP and break through technology with UK based company, funded through offset credits and leveraging UAE know how and assets
- Managing \$2.5bn asset carve out and establishment of 5GW utilities business, with brownfield redevelopment of 500MW and studies to export and import power with Abu Dhabi grid
- Led Equity sale of 49% stake in China based plant and transfer of asset, negotiations sales agreements
- Led assessment of monetization opportunities for current portfolio leading to a road map to achieving IPO readiness and identifying short term divestiture opportunities to create value of non core assets
- Accountable for post merger asset management initiatives including capital restructuring resulting in \$4.9bn refinancing and \$1.8bn of new deb; \$1.2bn in cash flow optimization, over \$100m in workforce productivity and procurement savings, as well as organizational chart redevelopment, succession planning, business plan, strategic imperatives, emiratization strategy and establishing delegation of authority
- Developed \$3.5bn industrial project development including negotiation of critical services and supply agreement worth \$38m and EPCM agreement of \$300m, secured technology supply agreements worth \$85m, managed studies and analysis on buy vs make with regards to raw material and transportations
- Commissioned and led a number of studies for market and sectors development
- Created and managed an asset management team of 10 people, establishing industry relationships, market intelligence capabilities and enhancing talent performance through individualized developmental plans, on the job training and coaching a mentoring programs
- Hosting and developing team offsite for both the platform executive team and entire platform employees
- Conducting in-house Investment and Asset Management training course, delivered to over 75 investments professional and recognized in Mubadala Initiative of the year award

Vice President, Mubadala Real Estate

May 2012 – Apr 2013

Led Asset Management of Real Estate portfolio worth more than \$1bn in assets, with a core team of 5 people, developed asset strategies and business plans, led restructuring initiatives, screened projects, conducted and managed portfolio valuations, developed and managed portfolio reporting, built team and capabilities

Key experiences:

- Led \$500m restructuring plan of Asia based real estate company included bulk land sale for \$150m, renegotiation of a land concession agreement for \$55m, a refinancing debt of \$200m and raising new working capital of \$80m
- Managed Partner dilution negotiations and securing additional \$10m new working capital debt and \$10m additional shareholders loans for distressed assets
- Managed the development of 5 year strategy and business plan for international hotel group
- Led and managed the development of portfolio management tools (incl valuations models and dashboards) to track financial and management performance against budgets and KPI's
- Developed individual training/development plans to enhance talent and portfolio performance and carrier progression with emphasis on industry required skill sets, and established one-on-one coaching.

Vice President, Mubadala Infrastructure

Jun 2007 – Apr 2012

Business Development Lead with \$1bn of assets under management, with a core team of 2 people, managing client requirements and design, appointing and managing project contractors, operators and consultants, negotiating key concession and project agreements, securing project financing and insurance; also led equity sales in assets, screened opportunities and supported in the development of Infrastructure strategy;

Key experiences:

- Led \$1bn university campus including \$50m interim facility in Abu Dhabi, using PPP procurement model, \$800m EPC contract, 25yr concession and operating agreement, developed risk and mitigation plans, and assessed funding options
- Co-Led equity sale of 49% stake in PPP special purpose vehicle, to regional infrastructure fund including negotiation of Sales & Purchase agreement and Shareholder agreement.
- Led Closing of \$300m PPP projects, including completions of the Concession and Financing Agreements, Due Diligence reports, ownership of financial model, life cycle development, as well as appointment of contractor and operator leading to the creation of the SPV
- Managed development of \$250m Center of Excellence for Banking and Finance, included business plan, curriculum development, securing all regional local banks commitment and education institutions as partners

OTHER EXPERIENCE

Accountant – General Secretariat of Executive Council	Apr 2007 – Jun 2007
Accountant – Abu Dhabi Ship Building	Sep 2005 – Apr 2007
Trainee – Union National Bank	Mar 2004 – Sep 2005

EDUCATION & TRAINING

Harvard Business School – Program for Leadership Development	Jan 2013
INSEAD – Learning to Lead Program	Jun 2011
INSEAD – Associate Boot Camp	May 2009
INSEAD – Analyst Boot Camp	Mar 2008
CFA Institute – Completed level I CFA program	Dec 2007
UAU – BSc Accounting with Honors - GPA: 3.83	Jun 2006

AWARDS & RECOGNITIONS

Mubadala Best Initiative Award	2015
Mubadala Award	2013
Mubadala Driven and Passionate Award	2011

Ahmed Fahour AO

Managing Director and Group CEO, Australia Post



Ahmed Fahour has extensive experience as a management consultant and corporate leader – in Australia and internationally.

He was appointed Managing Director and Group CEO of Australia Post in February 2010. Since then, he has been implementing a major transformation program that is focussed on carefully managing the impact of the community's declining use of letters, while building new capabilities and services to support Australian eCommerce, including growing export opportunities into Asia for Australian small businesses.

Mr Fahour was previously the CEO of NAB's Australian operations from 2004 to 2008. Prior to that, he was Citigroup's Head of Corporate Development and CEO of Citigroup Alternative Investments, in New York, where he also served on the company's Global Management Committee.

Mr Fahour is an Adjunct Professor in the Faculty of Business, Economics and Law at La Trobe University. He is also currently the Chairman of Pro-Pac Packaging Ltd; and a Director of the Dubai-based logistics company, Aramex. He was made an Officer of the Order of Australia in January 2017.

Ahmed Fahour

Address: GPO Box 24500 Melbourne VIC 3001

Executive Summary

An experienced chief executive officer, who has previously worked as a management consultant and senior executive with major corporations – in Australia and internationally.

A successful change-agent with a record of leading large-scale organisational transformation programs that require a combination of strategic, operational and cultural change.

An astute business strategist, with a proven track-record of successfully leading large-scale capital investment and strategic implementation programs.

An accomplished stakeholder engagement strategist and negotiator.

Career Overview

2010 – 2017	Managing Director & Group CEO	Australia Post
2009	CEO, Board Member	Gulf Finance House (Bahrain)
2004 – 2009	CEO (Australia) & Exec Director	National Australia Bank
2003 – 2004	CEO (Australia & New Zealand)	Citigroup
2001 – 2003	CEO, Alternative Investments	Citigroup (New York, USA)
2000 – 2001	Head of Corporate Development	Citigroup (New York, USA)
1987 – 2000	Director / Partner / Consultant	Boston Consulting Group

Education

Bachelor of Economics from La Trobe University and an MBA from the University of Melbourne (with academic prizes awarded while studying for both degrees).

Personal Information

Married with four children (aged 10 to 21 years).

Passionate supporter of the Carlton Football Club.

A passionate advocate for the productive benefits of diversity and multiculturalism – and the promotion of greater social inclusion within Australian society.

Ahmed Fahour

Address: GPO Box 24500 Melbourne VIC 3001

Professional Experience

Australia Post – Managing Director & Group CEO (2010 – 2017)

- Appointed MD & Group CEO at a time when the future viability of the Corporation was under threat due to the digital disruption of its traditional core service (letters). Told by the Board to “write the next chapter” in Australia Post’s 200-year history.
- In April 2010, announced the Future Ready program, which focussed on managing the impact of the community’s declining use of letters, while building new services for the digital economy that leverage Post’s trusted brand and nationwide networks.
- Under Future Ready, Australia Post invested \$2 billion in building new capabilities in Parcels & eCommerce and digital Trusted Services to support online shopping.
- Amongst the many achievements of Future Ready, Australia Post acquired StarTrack; doubled the size of its Melbourne and Sydney parcel facilities; and installed 24/7 Parcel Lockers at 265 locations. Also invested in an Asian-based joint-venture alliance with Aramex that opens access to the rapidly growing global eCommerce delivery market.
- As a result of the strategy to transform into an eCommerce company, Australia Post’s profit from Parcels has tripled – and the value of the Parcels business has increased from ~\$1.5 billion to ~\$5.5 billion in just seven years.
- Built the digital channels and cyber-security capacity to enable online customer service and engagement – including the MyPost platform, which had 5 million registered users by the start of 2017.
- Managed a cultural change program that led to improvements in staff engagement; the halving of safety incidents; and a significant increase in women in leadership positions.
- Australia Post also mounted a wide-ranging stakeholder engagement program throughout 2014 and 2015 as it sought to reform the loss-making letters service. The reform package included commitments to maintain: 5-day-a-week delivery; 4,000-plus Post Offices; discounted stamps for concession holders; and job transition opportunities for affected staff. Federal Parliament approved the regulatory changes in late 2015, and the reformed two-speed letters service was introduced in January 2016. These reforms effectively avoided a \$6.7 billion Government-funded bailout of the letters service.
- Managed the business through a period of major transformation while overseeing a 31% increase in annual revenue – from \$4.99 billion (in FY11) to \$6.56 billion (in FY16).
- Ensured Australia Post’s status as a self-funding Government-owned Business Enterprise, while contributing ~\$4 billion to the Commonwealth in dividends, taxes and community service obligation subsidies.

Ahmed Fahour

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Gulf Finance Group – CEO, Principal Board Member (Bahrain) (2009)

- Oversaw management of the bank's global operations, including the largest non-government capital raising in the Middle East in 2009.
- Provided leadership, created a strategy roadmap, helped recapitalise the bank and sell non-core assets.

National Australia Bank (NAB) – Executive Director & CEO (Australia) (2004 – 2009)

- Responsible for managing the NAB's Australian and Asian region, including all aspects of Retail, Business and Corporate Banking.
- Appointed after a period of controversy at the bank (involving a foreign currency scandal and boardroom division).
- Built a new brand, culture, service proposition and leadership team.
- Oversaw the turnaround of the bank's Australian and Asia region business. The bank generated 16% p.a. profit growth during this period; return on equity grew from approximately 18% to 24%; and costs were held flat for three years.
- Established UBank as a completely online banking service, with a focus on always providing a convenient, reliable, prompt and consistent customer experience.

Citigroup – Various Leadership Roles (USA & Australia) (2000 – 2004)

- CEO, Australia and New Zealand (Sydney).
- Vice Chairman, Citigroup Investments (New York).
- CEO, Citigroup Alternative Investments (New York).
- Head of Corporate Development (New York).
- Member of Citigroup's Global Management Committee.

Ahmed Fahour

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Boston Consulting Group – Director / Partner / Consultant (1987 – 2000)

- Commenced professional career at BCG in 1987, consulting on a wide range of major commercial projects – including mergers, acquisitions, corporate vision and strategy.
- Promoted to director of BCG in 1997. As a member of BCG's International Partner Group, responsible for corporate development in the Asia-Pacific region.
- Managing Director of iFormation Group, a joint venture between BCG, Goldman Sachs and General Atlantic Partners.

Current Board Positions & Government / Community Roles

- Chairman, Pro-Pac Packaging Ltd
- Director, Aramex (Dubai)
- Deputy Chairman & Director, Aramex Global Solutions
- Adjunct Professor, Faculty of Business, Economics & Law, La Trobe University
- Australia's Special Envoy, Organisation of Islamic Cooperation
- Male Champion of Change, Victorian Human Rights & Equal Opportunity Commission

Former Board Positions & Government / Community Roles

- Trustee, Melbourne Cricket Ground Trust
- Director, Nasdaq Dubai
- Director, Murdoch Childrens Research Institute
- Director, Methodist Ladies College, Melbourne
- Director, Carlton Football Club
- Chairman / Director, Rip Curl Group
- Chairman, Council of Australian-Arab Relations
- Patron, Islamic Museum of Australia

Robert John Black

Address: 246 South Head Road Vaucluse NSW 2030
Mobile Phone: +61 475 808 191
Email: bob.black@auspost.com.au

Executive Summary

A multi-faceted and highly versatile senior executive with extensive international experience in the transport and logistics sector.

An experienced professional with a demonstrated capacity to assess current business position, identify the optimal organisational strategy and a drive to execute to achieve all objective parameters.

A broad scale business strategist with the capacity to operate at the highest level and with experience across Europe, Asia, Oceania and the Americas.

A solutions-focused planner with a proven capacity for building a stronger portfolio of customer solutions through accelerated organic growth, major infrastructure development and strategic acquisitions.

Career Overview

2014 – Present	Australia Post	Executive General Manager
2009 – 2014	TNT Australia	Managing Director Australia
2006 – 2009	TNT Express Services	Chief Operating Officer UK
2000 – 2006	TNT Express Specialist Services	Divisional Managing Director
1999 – 2000	TNT Mail Services	Divisional Director
1996 – 1999	TNT Mail Services	Divisional General Manager
1992 – 1996	TNT Byfleet	Depot General Manager
1990 – 1992	TNT Hornsey	Depot General Manager
1983 – 1990	TNT UK	Various Operational and Sales Roles

Professional Development

- Business Leadership Programme – Cranfield University
- TLP Leadership Programme – Three Modules (Globally)
- Two Study Tours (USA) – Customer Experience & High Performance
- Various Internal Development Centres and Training Programs

Personal Information

Married with two daughters aged eight and five.
 Rugby Union Fan with a passion for travel, cycling and physical fitness.

Robert John Black

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Critical Strategic Skills

International Business Leadership

A skilled global leader with a capacity to comprehensively analyse a business' current situation and assess its commercial and organisational imperatives to bring it to higher levels of effectiveness and profitability.

An intuitive and flexible assessor of a company's people capacity, with particular skill at determining the capabilities, strengths and deficits of key leadership teams and at maximising the effectiveness of management groups to achieve target outcomes.

Consistently demonstrates an ability to turn around underperforming business units at geographical and country level by the rational assessment of strengths and deficits and the application of strategic insight to enable leadership groups to restructure, re-evaluate and/or retool and thus transform outcomes and results.

Commercial Solutions Development

Ability to deepen customer relationships through careful management and monitoring, with vigilance around their strategic priorities and opportunities to align product and service more closely to these needs.

Proven capability for building a stronger and more market competitive portfolio of customer solutions by strategic acquisition and integration of external capacity in response to identified trends in customer requirements.

An equally demonstrable capacity to win and successfully utilise capital expenditure investment in new infrastructure that then delivers to plan, to date and to the expected business and competitive outcomes.

A proactive and agile propensity to recognise opportunities to align customers more closely on a broad scale, but with attention to the fine details of service and outcomes.

People Leadership

An energetic and flexible leader, with a genuine passion for people at all levels and a firm belief in regular personal engagement with employees in all parts of the business.

An ability to inspire managers in all strata of an organisation to achieve objectives by sharing the strategic picture with clarity, frankness and genuine enthusiasm and engage them to come on the journey to a successful outcome.

A demonstrable capacity for assessing the capabilities, aptitudes and working styles of a senior leadership group and to then align them to the strategic business and organisational plan.

Robert John Black

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Email: bob.black@auspost.com.au

Professional Experience

Australia Post – Executive General Manager, Parcels & eCommerce Services

2014 – Present

- Managed all aspects of Australia Post's Parcels business, with an annual projected revenue of circa \$3.5 Billion and a staffing level in excess of 15,000 across all States of Australia.
- Driven profitable growth in Express and deferred Parcel Products, achieving double digit EBIT growth within a short period of time
- Increased key performance outcomes for Customers with on time delivery service performance levels above 99%
- Building a profitable and integrated Business to Business (B2B) and Business to Consumer (B2C) parcels network in a mature industry and market
- Optimising Company Assets, both physical and digital including the development of eCommerce Platforms.
- Driven significant cost efficiency programs of work, while increasing service performance and customer loyalty.

TNT Australia – Managing Director Australia

2009 – 2014

- Manage all aspects of TNT's operation in Australia, New Zealand and Fiji, with a staff of in excess of 5,000 across over 50 operational sites.
- Achieved consistent revenue and EBIT growth across the whole business unit, with a significant increase in international growth.
- Secured capital expenditure for a number of large scale infrastructure development projects and delivered these on time and on budget, with projected business and productivity benefits achieved as a result (2010-2012).
- Currently implementing a new round of infrastructure developments which represent the second largest single investment in TNT's corporate history (circa €200m).
- As a key member of TNT's ASPAC board, contributed to the overall strategy and personally oversaw the strategic turnaround of the company's operations in Japan, transforming it from a loss making business unit and returning it to profit.
- Engaged in a strategic review of the company's business in Brazil, developing a plan to re-organise the management structure and deliver an EBIT improvement of over 50% in 12 months.

TNT Express Services – Chief Operating Officer

2006 – 2009

- Managed the performance and strategic direction of the TNT Express network through its 60 operating locations across the UK, with over 2,500 vehicles and 11,000 employees.
- Managed a substantial reorganisation of the business/management structure, reducing headcount through consolidation and integration and achieving a positive contribution of circa £20m.
- Developed synergies in multiple network solutions increasing efficiency, reducing waste and improving service outcomes.

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TNT Express Specialist Services – Divisional Managing Director

2000 – 2006

- Responsible for the management and development of a value-adding specialist high margin service.
- More than doubled revenues to over £175m during tenure, returning margins in high teens.
- Successfully acquired and integrated four specialist businesses with total values over £20m pa which involved physical archiving, print and mail and an offshore processing centre in Mauritius.
- Developed a solution for government and the financial services sector which included pick up and delivery for over 8,000 locations, daily transporting in excess of 5 million consolidated items per week.

TNT Mail Services – Divisional Director

1999 – 2000

- A start-up business (green field) to take advantage of the de-regulation of Royal Mail.
- Developed and executed a robust business plan which resulted in successfully building a start-up business from £0 to £20m in under four years.
- Successfully gained large strategic accounts in the government and financial services sectors through demonstrating excellent service standards and capabilities.

Associations and Memberships

Member of the Institute of Directors – Both UK and Australia

Member of the Royal Society of the Arts

Founding Member of the Chartered Institute of Couriers

Member of the CEO Forum Australia

Education

Manchester University

1982 – 1983

- Successfully completed first year BSC in Mathematics, Statistics and Computer Programming

Accrington Rossendale College

1980 – 1982

- 4 A Level passes in Maths Pure and Applied, Physics and General Studies

St. Augustine's School

1975 – 1980

- 10 O Levels passes

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JASEM ALAWADHIP.O. Box 11190 | Dubai, United Arab Emirates | +971509980000 | j.alzaref@gmail.com**PERSONAL DATA**

Date of Birth: 30/12/1987
 Nationality: United Arab Emirates
 Marital Status: Single

**PROFILE**

Accomplished and highly motivated economist with five years of fruitful experience in driving strategy development, execution and assessment. Analytical with adequate experience analyzing market and business environments and coming forward with business and decision making recommendations for various industries. Specialist with extensive knowledge and expertise in utilizing technical tools in modeling financial portfolios and converting qualitative data into quantitative statistics. Achievement-driven problem solver with strong multi-tasking ability and at ease with budget limitations, deadlines, multi-cultural environments and high-pressure situations. Detailed and comprehensive planner who readily adapts to change, works efficiently in a team and independently, and exceeds expectations. Efficient leader with profound ability to work with, mentor and motivate teams, and excellent collaboration skills with wide range of audiences.

AREAS OF EXPERTISE

- Strategy Development, Execution, and Assessment
- Benchmarking and Strategic Planning
- Analysis and Reporting
- Financial Modeling and Simulation
- Project Management
- Presentation Skills & Public Speaking

PROFESSIONAL DEVELOPMENT

Director Development Program | 2016
 Hawkamah, Dubai, UAE
 Morgan Stanley Analyst Training Program | 2013
 Morgan Stanley, London, UK
 GE Leadership Program | 2013
 Mubadala in conjunction with General Electric, Abu Dhabi, UAE

EDUCATION

Bachelor Degree in Economics and International Studies (double major) | 2006-2011
 American University of Sharjah, Sharjah, UAE
 American High School Diploma in Science | 2002-2005
 AlItihad Private School, Dubai, UAE

LANGUAGE SKILLS

Arabic Native
 English Proficient

References Available upon Request

JASEM ALAWADHI

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PROFESSIONAL EXPERIENCE

COMMERCIAL BANK OF DUBAI

Dubai, UAE

Commercial Bank of Dubai is a publically listed company in the Dubai Financial Market with over AED 1bn of profits in 2015. Established in 1969 and one of the oldest banks in the UAE. CBD has recently launched the CBD nEXT transformation program to build new capabilities for capturing additional growth, expanding current businesses, and improving the way it services clients. The transformation program is being led by a Central Transformation Office and includes 4 cross functional initiatives: 1) Digital 2) Risk 3) End 2 End Process Optimization 4) Analytics, as well as a number of business unit projects.

Manager CTO

03/2016-Present

Reporting directly to the Chief Transformation Officer, and a member of the core team managing the execution and delivery of the transformation across four cross functional initiatives which are Digital, Risk, IT & Analytics, End to End processes, as well as several other business unit initiatives. Leading and directing multiple initiatives in the areas of governance, strategy development, project management, and problem solving.

- ◆ Consolidate and analyze project progress for the transformation committee, and develop reports to facilitate and steer discussion as well as capture and follow up on decisions taken
- ◆ Coach, guide and advise project and program managers on how to best accomplish their targets while meeting predefined schedules, costs and quality requirements
- ◆ Lead and direct the preparation of all transformation related board reports, presentations, and communications
- ◆ Lead the development of CBD's government strategy and engagement framework with the aim of increasing profitability and playing a key role in the development of the UAE and Dubai's innovation and happiness agenda
- ◆ Direct the growth strategy of the Public Service Payments business segment to ensure the sustainability of the current business as well as build the right momentum and appetite for acquiring new opportunities in adjacent sectors
- ◆ Act as a sounding board for all communication initiatives and lead the development and rollout of an internal communication strategy and framework that aims at engaging employees across all levels of the organization to generate buy-in and help facilitate execution and delivery

MUBADALA DEVELOPMENT COMPANY

Abu Dhabi, UAE


Mubadala Development Company is a wholly owned investment vehicle of the Abu Dhabi government with \$8.9bn in revenues for the fiscal year of 2014. The company operates in Investment Funds, Real Estate & Infrastructure, Healthcare, Aerospace & Defense, Information Communication Technology, Metals & Mining, Utilities, Oil & Gas and Renewable Energy.

Senior Analyst

06/2011-11/2015

Undertake corporate strategy development and strategic planning to ensure strategy alignment among business units. Establish and nurture cooperation with heads of departments, top management, cross-functional colleagues and external stakeholders to build strategic corporate relations and acquire necessary information for further analysis. Act as Mubadala Ambassador and present the company to external high-profile delegations.

- ◆ Artfully compiled and presented industry reports in energy (renewable and conventional) sectors, highlighting market trends, business evolution strategies of key players and surpassing challenges
- ◆ Proficiently reviewed and analyzed healthcare and energy segments' strategies and assessed their alignment with the overall corporate strategy and mandate
- ◆ Conducted in-depth research on world economic trends and global macroeconomic events and delivered world economic outlook to the top management on annual basis
- ◆ Reconciled international economic trends with country-specific reports, analyzing and presenting business and political attractiveness for investment in certain countries and/or divestment from certain industries
- ◆ Successfully designed a portfolio simulation tool that allowed identification of various growth scenarios and their implication on the company portfolio
- ◆ Was an integral member of an expert team to work with the Abu Dhabi government in developing Abu Dhabi's 5-year economic plan
- ◆ Quickly learnt peculiarities of renewable energy, healthcare, metals, mining, utilities and semi-conductor industries, and successfully built a broad professional network
- ◆ Maintained coverage of Technology and Industry Platform; thoroughly analyzed and stayed updated on strategic imperative and rationale of each of the businesses and supported strategy development of respective teams in alignment with the overarching corporate strategy

MOHAMMED VALLI		
Contact #:	+971(0)55-7766216	
Date of Birth:	26 th February 1983	
E-mail ID:	mohdvalli@yahoo.com	
Nationality:	Pakistani	

CURRENT EMPLOYMENT April 2014 – To date (Dubai, UAE)

Head of Internal Controls Department at Gulf Navigation Holding PJSC, Dubai – United Arab Emirates. Gulf Navigation is the only public listed in the maritime, offshore services and shipping company in the Dubai Financial Market and has been accredited ISO 9001:2008 by Bureau Veritas, a global leader in Testing, Inspection and Certification. Gulf Navigation is a holding company with subsidiaries owning a fleet of chemical tankers, offshore support vessels, performing ship and fleet management, shipping services, marine products sales/distribution, etc.

Excerpts of job responsibilities include (but not limited to):

- > Preparing risk-based internal audit plans and its execution.
- > Risk management (methodology/framework, periodic review/update of departmental risk registers, follow-up on treatment action plans, etc).
- > Reasonable assurance over internal controls operating effectiveness to the executive management and Board.
- > Executing special assignments (investigations/consulting/advisory) as assigned by the MD/Audit Committee/Board.
- > Validate/ ensure compliance with rules and regulations of Dubai Financial Market (DFM), Securities & Commodity Authority (SCA), UAE Commercial Companies Law, UAE Labour law, etc.
- > Corporate governance reporting for the regulators (DFM/SCA- annually or as and when required).
- > Advise/consult other departments on internal controls, potential risks, compliance related matters and/or improvement opportunities.
- > Follow-up audits (quarterly).
- > Presentations for the Audit Committee (quarterly).
- > Overview of financial statements on a quarterly basis (variance analysis for the Audit Committee)
- > Trainings/ awareness sessions for internal audit team and head of departments (where required).

PREVIOUS EMPLOYMENT

Assistant Manager Internal Audit & Risk Management at Protiviti Member Firm, Abu Dhabi – UAE [April 2011 – March 2014]

Manager Advisory Services at Ernst & Young (EY), Karachi – Pakistan [August 2004 – March 2011]

PROFESSIONAL QUALIFICATION AND ACADEMIC BACKGROUND

- > Association of Chartered Certified Accounts (ACCA) – November / December 2006.
- > Member of Association of Chartered Certified Accounts (ACCA) – November 2007
- > Member of Association of Forensic & Investigative Auditors (AFIA) – November 2014
- > Member of United Arab Emirates Chartered Accountants (UAECA) – December 2014
- > A' Level - The Lyceum School – Graduated in August 2002.
- > O' Level – Jaffar Public School – Passed in August 2000.
- > Registered for Certified Internal Auditor (CIA) and will pursue in the near future.

SKILLS/ABILITIES/PROFESSIONAL TRAININGS & SEMINARS

SKILLS/ABILITIES

- Technical and professional expertise
- Judgement and decision making
- Excellent inter-personal and communication
- Leadership
- Excellence in tasks and related deliverables
- Report Writing, analytical and Presentation skills
- Work under pressure to meet multiple deadlines
- Teamwork
- Negotiation
- Flexibility & Adaptability
- Multi-tasking

TRAININGS /SEMINARS ATTENDED

- Corporate Governance & Risk
- Internal Auditors and Forensic Investigators
- Anti-Fraud Program/ Anti-Corruption & Bribery Act of UK
- Change Management
- IIA's International Standards for the Professional Practice of Internal Auditing (Standards)
- Implementation of Enterprise Wide Risk Management Framework
- Internal Audit Methodology (E&Y)
- Effective Report Writing Skills
- Oracle Procurement Module

PROFESSIONAL EXPERIENCE

- Passionate and dynamic professional who prides for the ability to deliver extraordinary levels of internal audit, risk management, advisory/ consulting engagements, corporate governance, compliance and overall enhancement to the internal controls environment/mechanism.
- Privileged to have acquire dynamic skills sets and business process knowledge during my progressive career of more than 12 years; spanning across different industry sectors such as maritime, manufacturing, pharmaceuticals, etc.
- Extensive experience over staff dealing/ management, Internal audit methodologies/policies and procedures/charters/reports, corporate governance, compliance functions, control environment, team management, presentations, special consultancy/advisory assignments, etc.
- Directly reporting to and dealing with senior executive management and board members.

Excerpts of diversified professional experience are exhibited in the following table:

	Nature/ Type of Engagement	Client Industry/ Sector	Client Name	Processes reviewed/ Tasks Executed
DUBAI/ ABU DHABI - UNITED ARAB EMIRATES	Internal Controls / Corporate Governance/ Risk Management/ Compliance	Maritime	<u>Current:</u> Gulf Navigation Holding PJSC (Head of Internal Controls Dept.)	Responsible for audit planning, audit assignments, Audit Committee presentations, compliance with SCA/DFM rules and regulations, risk management, corporate governance, special assignments, management consultancy, etc.
	Internal Audit	Marine	Abu Dhabi Petroleum Ports Operating Company (IRSHAD)	Review of Onshore Operations - governance structure, berthing/ unberthing, pilotage, bunkering, loading, drills management, vessel certifications, resource management, incidents management, etc.
	Internal Audit	Marine	Abu Dhabi National Tanker Company & National Gas Shipping Company (ADNATCO-NGSCO)	Vessel Maintenance Management - planned preventive maintenance, repairs requisitions, inspections/ surveys of vessels, dry docking, inventory on-board, etc.
	Internal Audit	Transportation	Department of Transport (DoT)	i) Revenue Management Process, (ii) Sustainability Review (iii) Bus Office Planning & Performance Development.
	Internal Audit	Petro-Chemical/ Manufacturing	Abu Dhabi Polymers Company Ltd (Borouge)	Admin Contracts review – compliance with contractual terms, invoice verification, equipments/ vehicles rentals, staff attendance, legitimacy of materials/ consumables movement, etc.
	Internal Audit	Oil & Gas	Abu Dhabi Company for Onshore Oil Operations (ADCO)	Pension Contribution - monthly deductions, employee registration process, compliance with the local rules, regulations, etc.
	Internal Audit	Aviation	General Civil Aviation Authority's (GCAA)	Procurement - vendor selection, ordering, minimum order quantities, vendor master file maintenance, payments & tendering.
	Internal Audit	Utilities	Abu Dhabi Sewerage Services Company (ADSSC)	Planning & Forecasting of the sewerage system.
	Internal Audit	Non-Profit Organization	Western Region Development Council (WRDC)	Council's strategy, investment promotion activities, investor services, finance, administration and human resource.
	Internal Audit	Non-Profit Organization	Khalifa Fund for Enterprise Development (KFED)	Entrepreneur development and support services, credit management, strategy and planning, marketing, human resources, etc.
	Consulting/ Compliance	Aviation	General Civil Aviation Authority's (GCAA)	Internal Quality Assessment review to ensure conformance/ compliance with the International Auditing Standards.

	Nature/ Type of Engagement	Client Industry/ Sector	Client Name	Processes reviewed/ Tasks Executed
KSA/OMAN/QATA	Internal Audit	Construction	Drake & Scull- Saudi Arabia	Finance, human resources, procurement, estimations and biddings, stores management and administration.
	Internal Audit	Construction	Hill International- Oman & Qatar	Compliance with Anti-Corruption & Bribery Act of UK, expense payments, travel & entertainment, contracts, agency fees, etc.
PAKISTAN	Sarbanes Oxley (Sox) / Internal Audit	Petro-Chemical/ FMCG/ Manufacturing	(i) ICI Pakistan Limited (ii) Lotte Pakistan PTA Limited (iii) Unilever Pakistan	Procurement, sales and receivables, inventory management, capital expenditure, production planning, human resources, financial reporting and closing process and payroll.
	Internal Audit	Pharmaceutical/ manufacturing	(i) GlaxoSmithKline (ii) Abbott Laboratories (iii) Herbion Int'l	Procurement, sales and receivables, inventory management, capital expenditure, production planning, human resources, financial reporting and closing process and payroll.
	Internal Audit	FMCG/ manufacturing	(i) Tapal Tea (pvt) Ltd. (ii) Shujabad Agro Industries- cooking oil (iii) English Biscuit Manufacturers	Sales and receivables, procurement, financial reporting and closing process, inventory management and distribution.
	Internal Audit	Steel/ manufacturing	International Industries Limited	Production management, procurement, sales and receivables, inventory management and human resources.
	Internal Audit	Electronics/ manufacturing	Dawlance Group	Sales and receivables management, including distribution and credit management.
	Internal Audit	Non-Profit Organization	Academy for Education (AED)- US based NGO	Contract compliance, procurement, payments, safety and security, human resource, payroll and financial reporting.
	Internal Audit	Hospitality	Starwood Hotels & Resorts Worldwide, Inc.	Compliance with policies and procedures, cash management, procurement to payments, administration, human resources and overall KPI analysis for the Company.
	Compliance/ Certification	Transportation/ Freight Movers	(i) Express Movers (Packers and Freight Forwarders) (ii) Transpack Packaging and Freight forwarders (iii) Ocean-Air International	The assignment required performing on-site compliance procedure testing at the client's premises for the purpose of certification of FIDI-FAIM. I was engaged in carrying out the testing of defined procedures and directly report the findings to FIDI Head Office- Belgium.

Samer Hamed – CPA / MBA

Phone: +971-50-701-1704

E-mail: shamed02@schulich.yorku.ca

Nationality: Canadian

Marital Status: Married

QUALIFICATIONS SUMMARY

- Diversified and progressive experience in financial management, assurance and business advisory services with Ernst & Young, Andersen, and Royal Bank of Canada.
- Well versed and experienced in planning, and project management, performing financial due diligence reviews and company valuations using complex financial modeling tools.
- Strategic thinker with extensive experience facilitating collaboration with executive management and board members.
- Able to resolve complex issues under strenuous conditions utilizing well-developed analytic and problem solving skills.
- A consistent observant of global business changes as well as changes in regulatory framework mainly for the financial services industry with the ability to translate those changes into added value for companies.
- A prominent speaker on various conferences and forums related to liquidity management and financial reporting.

PROFESSIONAL EXPERIENCE

Board Member – Takaful Re (December 2014-January 2016)

Independent Board member and member of the Board Executive Committee at Takaful Re representing Emirates Development Bank. Takaful Re is a DIFC registered reinsurance company that follows Islamic principles.

CFO - Invest Bank U.A.E. (November 2016 - Current)

CFO - Emirates Development Bank U.A.E. (September 2014 – September 2016)

Worked on the merging and integration of Emirates Industrial Bank and the Real Estate Bank. Working closely with the CEO and the Board on executing the strategy that was developed by Mckinsey & Co and reporting to the Board and other key stakeholders. In addition to working on setting the corporate governance structure, new policies and procedures across all areas of the Bank. Furthermore, played an integral role in implementing the core banking system and the ERP system as well. I am also overlooking the financial reporting, asset allocation strategy and the treasury and proprietary investment activities of the Bank managing an investment book close to USD 2 billion in various asset classes. Furthermore, I am an integral member of the Management Committee, ALCO, Credit and Risk Committee as well.

Bank of Sharjah, Group U.A.E - (July 2006 – August 2014)

CFO (Reporting to CEO)

Directing and controlling all the financial plans, policies, accounting practices of the Group, and relationships with leading institutions and stakeholders within the financial community:

- Overlooking the financial and management planning and reporting process including Board of Directors, in addition to the budgeting and planning, ensuring the accuracy and transparency of the financial statements for the bank, its subsidiaries and SPVs, including the MD&A reporting process.
- Handling the relationship and reporting to the Securities Exchange and Regulatory Authorities, in addition to the rating agencies.

SAMER HAMED, CPA, MBA

Page 2

- Developing the long term financial strategy of the bank and its group companies, that is in line with the business strategy.
- Advising management on the Bank's strategic initiatives and growth plans, in charge of the financial due diligence process.
- Overseeing the asset liability management function at the bank and working closely with the bank's management to develop specific guidelines for asset liability management.
- Treasury oversight activity: Investments, funding, capital and liquidity management, in addition to pricing. Monitoring and recommending optimum capital structure for the bank to maximize shareholder return and to maintain appropriate capital adequacy ratio.
- Participating in the investments, and management committees, taking management decisions that are instrumental to the formulation of business strategy, and asset allocation.
- Working closely with the Chief Risk Officer to set and manage limits and exposures with a view to improving the Bank's profits, whilst ensuring compliance with the overall approved limits.
- Working closely with the COO and departmental heads to identify and drive appropriate growth strategy, to develop plans and implement programs to continuously improve performance.
- Led the team that worked on the acquisition of the BNP Paribas branch acquisition in Lebanon.

NBK Capital (National Bank of Kuwait), Kuwait - (December 2005 – May 2006)

Vice President Finance – (Acting CFO directly reporting to the CEO)

Directing and controlling all the financial plans, policies, accounting practices and relationships with leading institutions and stakeholders within the financial community:

- Developing the long term financial strategy of the bank, that is in line with the business strategy.
- Developing the policies and procedures manuals, and directing the financial reporting process.
- Ensuring appropriate application of all financial accounting principles, concepts and standards.
- Participating in the various executive management committees, taking management decisions that are instrumental to the formulation of business strategy.
- Preparing budgets and control forecasts; assessing risk; and proactively promoting a culture of risk awareness.
- Responsible for treasury and cash management activities ensuring that sufficient funds are available to meet NBK C's needs.

RBC Financial Group (Royal Bank of Canada), Toronto – Canada, (July 2003 – October 2005)

Senior Manager Internal Audit Services – Capital Markets Group, (April 2005 – October 2005)

Managing the Internal Audit activities for the Capital Markets Group in relation to the financial reporting process (Sarbanes-Oxley Act). Conducting risk based audits over capital markets activities. Also, reporting findings and recommendations to management and audit committee.

Manager Financial Controls – (Jun 2004 – April 2005)

Responsible for the implementation of the Sarbanes – Oxley Act within RBC Investments (Capital Markets, Trusts, Investment and Wealth Management) platforms of the bank, performing internal controls self assessment in compliance with sections 302 and 404 of the Act.

- Developing the scope and plan document for the project.
- Managing three teams and coordinating the work with Internal/ External consultants.

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- Reviewing process maps for major business processes and the internal control risk summaries.
- Performing assessment of controls, identifying gaps in the design or operational effectiveness.
- Presenting findings to senior management.

Manager Strategic Initiatives Group - (July 2003 – Jun 2004)

Part of the CFO office, advising the CFO on major initiatives undertaken by the various departments within the Bank. This was achieved through reviews of the business proposals both from a strategic and financial perspective to ensure that projects are in line with the bank's overall strategy and the proper allocation of funds.

- Performed feasibility studies and strategic assessment on special projects carried out by various departments within the bank.
- Conducted financial due diligence and valuations for potential acquisitions undertaken by the bank and presented results to senior management. Transactions covered averaged between US\$100 Million to US\$ 500 Million mainly brokerage businesses.

Manager - Arthur Andersen LLP, Toronto – Canada, (2000 - 2001)

Audit and Business Advisory services - Consumer Products Group / Transaction Advisory Services

Clients included both private, and public companies, in addition to private equity funds, with revenues exceeding billion of dollars, mainly in manufacturing, trading and investment management.

- Planned, executed, and supervised assurance engagements.
- Carried out due diligence engagements mainly on the buy side of the M&A transactions, and private equity funds on transactions worth 100 million of dollars.
- Led, supervised, and coached a team of 2 to 4 professionals depending on the size and complexity of the engagement.
- Prepared and issued client deliverables (such as audit report, financial statements, budgets public company filings and consolidations, due diligence reports and management letters).
- Performed detailed financial statement analysis and prepared strategic budgets and plans.
- Liaison between partner, field team, and client.

Supervisor - Ernst & Young, Beirut – Lebanon (1998 - 2000)

Assurance and Business Advisory services - Consumer products & financial services group

Clients mainly represented public and private companies in addition to branches of multinational companies and banks, conducting audits and reviews under both US GAAP and IAS (International Accounting Standards).

- Administered and developed client relationships in addition to directing the engagement team.
- Managed due diligence reviews on the buy side of M&A transactions and performed business valuations using various financial modeling skills.
- Acted as lead consultant on corporate finance advisory engagements, involving debt restructuring.
- Managed and monitored the project economics – time and cost on the assignments.
- Drafted proposals for potential assignments, with a high success rate of 25%.

Senior Auditor - Arthur Andersen & Co., Dubai – United Arab Emirates (1995 - 1998)

Audit and Business Advisory services - Consumer products and financial services group

Client base mainly comprised branches of multinational companies such as Citibank, Schlumberger,

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Halliburton, Oracle, Fedex, ITT Sheraton. All engagements were conducted under both US GAAP and IAS (International Accounting Standards).

- Directed audit and business consulting engagements.
- Developed sound communication skills and strong analytic problem solving techniques, in addition to teamwork spirit in a cosmopolitan place working with people from different cultures.

Auditor – Horwath Abou Chakra & Co., Beirut – Lebanon (1993 - 1995)

Conducted assurance, and tax advisory engagements, on several banks, and public companies in Lebanon.

FORMAL EDUCATION

- **MBA Schulich School of Business - Finance & Strategy** York University, Toronto – April 2003.
- **CPA (Certified Public Accountant)** certified and licensed from Oregon State, USA 1997.
- **Bachelor Business Administration – Accounting** Lebanese American University – Class of 1993.

TECHNICAL SKILLS

- Excel, Word, Power Point, Visio (Flow charts), and Peach Tree accounting.

EXTRA CURRICULAR ACTIVITIES

- Executive Member of the Schulich Finance Association.
- Travel, chess, tennis, golf, & soccer.

- Ends -