

# Sabah Hamad al-Sabah al-Binali

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## Experience

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### **Universal Strategy, UAE. December 2017–Present**

#### Chief Executive Officer:

- Align stakeholders:
  - Interview board, management and as appropriate vendors, clients, shareholders and creditors
  - Reconcile stakeholder differences and forge a common stakeholder position
  - Build stakeholder confidence to support transformation
- Lead corporate diagnostic:
  - Interview managers to extract trapped issues and ideas
  - Analyse operational key performance indicators to locate excess costs, choke points and missed opportunities
  - Review financials for supporting evidence to operational review
- Develop and execute transformation plan

### **Family Group Project Execution Freelancer, GCC. January 2015–November 2017**

#### Restructuring and Turnaround Specialist:

- Built multi-family office portfolio representing a total of 28 members
  - Drove the client requirement discovery process for risk, return, liquidity, yield and other investment guidelines.
  - Developed process and procedures for effective stakeholder management of the portfolio.
  - Restructured the combined regional portfolios to diversify geographically away from the GCC and widen the asset classes from listed equity and real estate to include credit and private equity.
  - Sourced and performed due diligence on external managers and deployed as relevant.
  - Re-structured process for developing real-estate to allow efficient scaling of projects.
- Family Group Company Restructuring
  - Review and analysis of distressed family group.
  - Developed a restructuring plan acceptable to the major stakeholders: the family group, the banks and the suppliers.
  - Assisted in initial deployment of the restructuring plan.

### **Frontier Credit, Abu Dhabi, UAE. January 2014 – June 2015**

#### Founder, CEO:

- Developed business plan for multi-country SME lender.
- Assembled core professional team of eight members.
- Sourced investors.
- Project put on hold due to economic conditions.

### **SHUAA Capital, Dubai, UAE. January 2012–December 2013**

#### Chief Investment Officer and CEO Credit (2013):

- Reported to the Executive Chairman.
- Collaborated with the Executive Chairman to set out the overall investment strategy for the group.
- Established framework for development, execution and monitoring of portfolio investment plans.
- Reported to Executive Chairman on investment plans and performance.
- Devised and implemented a risk adjusted return on capital framework to guide balance sheet deployment into SHUAA's strategic business initiatives.
- Upgraded SHUAA's liquidity management policies and program allowing for a more effective and efficient use of capital without any degradation in risk.
- Identified yield products, designed and deployed a tranching asset backed loan product.
- Introduced risk based pricing models for Gulf Finance.
- Expanded Gulf Finance's risk management capability by restructuring the Board, upgrading management and introducing relevant risk policies and procedures.
- Expanded Gulf Finance's business model by deploying a medical leasing division.

- Expanded Gulf Finance's geographic footprint by deploying Gulf Installments Company in Saudi Arabia
- Expanded the group's commercial lending by 100% (AED 400 million), increasing GFC's book to AED 700 million and building GIC's book to AED 100 million in its first 6 months of operation.
- Vice Chairman of the Board, Member Executive Committee, SHUAA Capital Saudi Arabia.
- Chairman of the Board, Gulf Installments.
- Vice Chairman of the Board, Chairman of the Risk & Compliance Committee, Gulf Finance.
- SHUAA Capital Management Committees:
  - Chairman of the Assets and Liabilities Committee.
  - Member Executive Management Committee.
  - Member Audit and Compliance Committee.
  - Member Human Resources Committee.

Advisor (2012):

- Advised the Executive Chairman with regard to the future strategy, financing and corporate structure of Gulf Finance Corporation ("GFC") advised and assisted in the geographic expansion of GFC.
- Advised the Executive Chairman on business strategic development activities, including developing a business plan, in relation to a potential credit division within SHUAA.
- Deployed SHUAA Credit. Recruited and actively manage team. Initiated asset management and advisory business lines of SHUAA Credit.
- Advised the Executive Chairman on SHUAA's new three year strategy.
- Reviewed and revamped SHUAA's Corporate Governance framework.
- Managed the Executive Office.
- Advised on various other restructuring initiatives including equity brokerage and SHUAA Saudi Hospitality Fund I.
- Chairman of the Assets and Liabilities Committee.
- Member Executive Management Committee.
- Member Audit and Compliance Committee.
- Member Human Resources Committee.

**Saudi Swiss Securities, Riyadh, KSA. November 2005–July 2008**

Managing Director:

- Seconded full time from Saffar Capital.
- Founded the Company.
- Developed business plan.
- Recruited management team.
- Led the operational roll out of the Company.
- Managed regulatory applications and relationships.
- Initiated business lines

**Saffar Capital, Dubai, UAE. March 2005–January 2012**

Chief Executive Officer (2005-2007) and Chief Investment Officer (2007-2012):

- Co-Founded the Company, and recruited management team.
- Sourced initial deal flow:
  - Incorporated and built Saudi Swiss Securities, an investment company based in Saudi Arabia.
  - Advised on the merger of three IT companies, based in Saudi Arabia, Egypt and Jordan.
  - Advised on the regional expansion of a local telecom company.
- Acquired 60% of Zawya and as Chairman drove revenue growth 12x over the period, selling it for 20x money.
- Expanded Saudi Swiss Securities:
  - Acquired full banking licenses and built out management team.
  - Sold 55% of the company to Credit Suisse.
  - Continued to oversee the investment via the Board membership.
- Led the advisory team in a partial sale of a family owned construction business.
- Developed a Credit strategy, and led the development of the business:
  - Bought a mortgage broker, John Charcol Middle East.
  - Developed credit advisory capability in the UAE real estate and Kuwait distressed debt markets.

**Saffar Holding**, Manama, Bahrain. *February 2001–February 2005*

Chief Executive Officer:

- Developed and began implementation of the company strategy; developed the business plan and hired a management team to implement the plan.
- Member of deal-team that identified and negotiated the acquisition of Zawya.com, a MENA financial data and business information provider.
- Led the restructuring of Zawya, a subsidiary, ensuring a consistent strategy and plan; implemented policies and procedures, particularly for financial control and HR; developed and monitored performance metrics.
- Built and managed the team that researched, developed and began implementation of the business plan for ABQ Capital Partners I, a financial services subsidiary.

**Union National Bank**, Abu Dhabi, UAE. *August 1998–January 2001*

Divisional Manger, Treasury & Investments:

- Restructured the Division into strategic groups, each with a separate P/L book, aligning them with the Bank's overall strategy.
- Developed and monitored financial performance metrics; provided analysis of variances to the ALCO.
- Developed and implemented an investment strategy for the Bank's USD 500 million investment portfolio, cutting proprietary trading activities and focusing on a top-down asset allocation approach utilizing alternative investments as well as a bond portfolio, thus decreasing volatility and increasing the risk adjusted returns of the portfolio.
- Developed and implemented a money market strategy along with restructuring of the fixed income portfolio guidelines to enhance the liquidity profile of the Bank while decreasing the cost of the liquidity premium.
- Member Asset and Liability Committee.
- Member Investment Policy Committee.
- Member Investment Committee.
- Member Head Office Credit Committee.

**J.P. Morgan**, New York, NY. *August 1996–November 1996*

Trainee, Markets Training Program.

## Education

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**Institute of Directors**, London, UK

- **Diploma** – Company Direction – December 2008
- **Certificate** – Company Direction – August 2007

**Columbia University**, New York, NY, USA

- **Ph.D.** - Computer Science - May 1998  
Dissertation Title: *Competitive Analysis of Risk-Taking and Valuation of Financial Derivatives.*
- **M.Phil.** - Computer Science - October 1996
- **M.S.** - Computer Science - February 1994

**Princeton University**, Princeton, NJ, USA.

- **B.S.E.** - Computer Science - June 1992

## Board Appointments

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- **SHUAA Capital Saudi Arabia.** *March 2013–October 2013*  
Vice Chairman of the Board, Member Executive Committee
- **Gulf Installments.** *January 2013–October 2013*  
Chairman of the Board
- **Gulf Finance.** *January 2012–October 2013*  
Vice Chairman of the Board, Chairman Risk & Compliance Committee

- **Al Awael International Securities.** *November 2008–July 2012*  
Director of the Board
- **Saffar Holdings (formerly ABQ Investments).** *September 2000–January 2012*  
Director of the Board
- **Credit Suisse Saudi Arabia (formerly Saudi Swiss Securities).** *November 2005–June 2011*  
Director of the Board; Member Audit Committee
- **Zawya.** *January 2002–May 2011*  
Chairman of the Board of Directors
- **ABQ Capital Partners I.** *August 2002–October 2004*  
Director of the Board; Member Executive Committee; Member, Investment Committee
- **VISA International, CEMEA Region.** *May 1999 –March 2000*  
Director of the Board