

Personal Profile

- Investment professional with more than 22 years of experience in investment management, investment product development and management, equity research and investment banking.
- Currently heading the investment team at HSBC Saudi Arabia with responsibility for managing USD 3.7 billion in assets across multiple asset classes including equity, fixed income, multi assets and real estate.
- Developed the fund and discretionary product suite as Head of Product working closely with business heads in HSBC and SABB, investment and product teams and relationship / wealth managers across distribution channels in Saudi Arabia and GCC (Gulf Cooperation Council).
- Led the transformation of the operations / infrastructure supporting asset management including amongst others the implementation of a new front office system, performance measurement and reporting system and new distribution model for mutual funds.
- Experience in developing and delivering products / projects working in conjunction with regional / global teams in HSBC and at JP Morgan (for investment banking deals and regional telecom research product).
- Strong analytical, writing and presentation skills.
- Ability to adapt to different teams and cultural environments having worked in four countries.
- Strong team player; experienced in working with local and global teams with the ability to work independently.

Professional Experience

HSBC Saudi Arabia	<i>Chief Investment Officer, Asset Management</i>	<i>Saudi Arabia</i>
<i>July 2017 to date</i>	<ul style="list-style-type: none">• Managing USD 3.7 billion in assets across multiple asset classes including equity, fixed income, multi assets and real estate.• Responsible for planning and directing all activities related to investment management.• Overseeing and leading the research team with a special focus on coverage of listed companies in Saudi Arabia, GCC and MENA region and providing guidance on defining investment areas, building databases, financial models and forecasts to formulate investment recommendations.• Leading the investment committees for each asset class; monitoring and managing the range of mutual funds and discretionary portfolios and directing investment strategies and asset allocation based on economic and market indicators.• Ensuring all funds and discretionary portfolios are managed in line with investment decisions while adhering to regulatory compliance.• Managing relationships with key institutional clients• Managing relationships with internal stakeholders including the Board of HSBC SA and representing asset management in internal forums and key committees• Representing HSBC Saudi Arabia in external forums and in consultations and discussions with regulatory bodies.	
	<i>Head of Business Support & Product, Asset Management</i>	<i>Saudi Arabia</i>
<i>July 2014 to June 2017</i>	<ul style="list-style-type: none">▪ Managed the overall operations and infrastructure that supports the Asset Management business, including the delivery of major IT projects.▪ Led projects related to implementation of a new front office system and new performance calculation and performance reporting system and local regulatory requirements / standards.▪ Led a key project related to implementation of local regulatory requirements / standards following sanctions by the regulator due to non-compliance with regulations; a key component of the project was a complete overhaul of the distribution process / operating model for the sale of investment products in collaboration with SABB to meet local regulatory requirements.▪ Led the implementation of HSBC wide projects which impact asset management, including Regulatory and Group fiduciary risk related projects.▪ Managed the performance analysis team responsible for performance and risk analytics for products managed by Asset Management.▪ Provided oversight and guidance to business units within Asset Management to adhere to regulatory standards.▪ Developed a new distribution / operating model for mutual funds	

Head of Product Development, Asset Management**Saudi Arabia****August 2007 to June 2014**

- Developed HSBC Saudi Arabia's suite of investment products by articulating a product strategy and delivering products identified as key gaps in the product range.
- Developed and managed shariah-compliant investment products in collaboration with HSBC Global Asset Management teams for global distribution (from 2008 to 2012) as Saudi Arabia was designated as Group Center of Excellence for shariah-compliant investment products.
- Supported HSBC Saudi Arabia's business development team in their sales effort by providing product knowledge and support in raising assets, from internal distribution channels including institutional, retail, Private Bank and Corporate as well as external clients. Interact extensively with retail and onshore Private Bank sales teams for all investment products offered by HSBC Saudi Arabia.
- Supported HSBC Global Asset Management MENA wholesale sales team in marketing and raising assets for HSBC's (Saudi domiciled and offshore) shariah-compliant investment products in the GCC region.
- Collaborated with various Shariah Committees to develop innovative shariah-compliant structures that meet product requirements articulated in the product strategy.
- Contributed to HSBC Saudi Arabia's strategy and rolling operating plan.
- Developed in-house capability to manage regional bonds / Sukuk and launch HSBC's first regional bond fund.
- Contributed to managing all regional bond mandates and the bond fund as part of the Investment Committee.

HSBC Bank Middle East**Associate Director, HSBC Amanah Wealth Management Group****UAE****December 2005 to August 2007**

Responsible for developing and distributing shariah-compliant investment products for HSBC distribution channels in the GCC.

- Developed shariah-compliant investment products that fit the overall HSBC Amanah wealth management strategy.
- Key products included a shariah-compliant structured product developed in collaboration with Global Markets distributed in 3 countries in the GCC and offering a Saudi domiciled investment fund in the GCC for the first time opening up a new channel of distribution and product procurement for HSBC Saudi Arabia and HSBC Middle East respectively.
- Contributed to development of the regional product offering and the governance framework as a member of the Investment Committee.
- Represented HSBC Amanah in internal as well as external forums.
- Provided product support to sales teams across all channels (Retail, Private Bank, and Institutional) for HSBC Amanah products.

Allied Bank Limited
April 2005 to October 2005**Senior Vice President & Head of Portfolio Management, CIBG****Pakistan**

Responsible for management of the Corporate & Investment Banking Group credit portfolio as well as ensuring compliance of the portfolio to Basel II requirements.

- Implemented a Credit Risk Rating System for commercial & corporate borrowers.
 - Identified and completed data gaps required for implementation of Basel II.
 - Oversaw selection of third party vendors to provide a risk management system for the Bank
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Habib Bank Limited *Vice President & Portfolio Manager, CIBG* **Pakistan**
October 2003 to April 2005
 Responsible for management of the Corporate & Investment Banking Group credit portfolio.

- Appraised credit packages, financial analysis/stress testing, facility structuring.
- Monitored portfolio risk and ensured that portfolio quality is maintained at acceptable levels.
- Developed and implemented a Credit Risk Rating System for commercial & corporate borrowers.

J. P. Morgan *Associate, Investment Banking Group* **Pakistan**
April 2002 to August 2003
 Member of the deal team advising the Government of Pakistan on two large privatization deals.

- Worked closely with senior members of the Privatisation Commission (representing the Government), managements of the companies and JP Morgan's sector teams based in Asia Pacific.
- Authored Information Memorandum of Pakistan State Oil & Pakistan Telecom Company.
- Authored a number of advisory papers for the Government of Pakistan.
- Responsible for overseeing the due-diligence process
- Responsible for managing J. P. Morgan's FI business in Pakistan

May 2001 to April 2002 *Investment Analyst, Regional Telecoms Team* **Hong Kong**
 Member of the regional team responsible for providing strategic direction to individual country analysts as well as facilitating cross-country comparisons across Asia Pacific (ex-Japan).

- Initiated and managed regular regional telecom research product.
- Initiated and successfully completed restructuring of earnings models for all cellular companies under coverage at J. P. Morgan to improve cross-country comparisons and achieve consistency of modeling assumptions.
- Constructed a "Model Telecom Portfolio" for Asia Pacific (ex-Japan) region in collaboration with the Regional Head of Telecoms.
- Initiated coverage of the listed satellite companies in Hong Kong and Thailand

September 1999 to May 2001 *Investment Analyst* **Pakistan**
 Coverage responsibilities included Telecoms and Petrochemicals sector and entailed developing investment recommendations and stock price targets on the back of extensive financial modeling, primary and secondary research, analysis of public policy and of regional and local competitive trends.

September 1999 to May 2001 *Investment Analyst* **Pakistan**
 Primary coverage responsibilities at ABN included Petrochemical and Power sectors.

FC ABN AMRO *Investment Analyst* **Pakistan**
Oct 1998 to Sep 1999
 Covered a cross section of the market ranging from textiles, industrials (cement, autos) to petrochemicals (fertilizer, polyester) sectors for Jahangir Siddiqui & Company Ltd, a local affiliate of Bear Stearns

Jahangir Siddiqui & Company Ltd *Investment Analyst* **Pakistan**
July 1996 to Oct 1998
 Covered a cross section of the market ranging from textiles, industrials (cement, autos) to petrochemicals (fertilizer, polyester) sectors for Jahangir Siddiqui & Company Ltd, a local affiliate of Bear Stearns

Educational Qualifications

June 2014 Chartered Financial Analyst, CFA Institute
 December 1995 Masters in Business Administration; Institute of Business Administration, Karachi.
 December 1994 Bachelors of Honors in Business Administration; Institute of Business Administration, Karachi.