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Nationality: South African

With over two decades experience in the financial services industry, particularly corporate and investment banking, I have a demonstrated history of working in the Debt Capital Markets, Executive Strategy & Planning, Sales & Structuring (balance sheet & liquidity) and active Credit Portfolio & Risk Management. My professional passion is optimising and integrating the use of financial resources (capital, liquidity & leverage) while maintaining a disciplined focus on overall client and franchise strategy, with an ultimate objective of improving efficiency in risk management and enhancing franchise returns.

EMPLOYMENT HISTORY

Global Association of Risk Professionals (GARP): January 2023 - Present
The GARP is the leading association of risk managers, dedicated to the advancement of the profession through education, research, and the promotion of best practices.

Co-Director Johannesburg Chapter
I currently serve as a co-Director of the Johannesburg Chapter (representing Africa currently), as a champion of GARP and the local voice of this preeminent global organisation.

International Association of Credit Portfolio Managers (IACPM): December 2021 - Present
The IACPM is an industry association established to further the practice of credit exposure management by providing a forum for its members to exchange ideas. Membership in the IACPM is open to all financial institutions worldwide that manage portfolios of corporate loans, bonds, or similar credit sensitive financial instruments. Currently, there are ~130 financial institutions that are based in 25 countries and include many of the world's largest wholesale banks, investment banks and insurance companies, as well as some asset managers.

Member Board of Directors
I am the first black South African in the history of the IACPM to represent South Africa and Africa as a region on the IACPM Board. As an active member of the IACPM Board, I have been pivotal to advancing the field of credit portfolio management in South Africa and Africa.

Nedbank Corporate and Investment Bank: January 2016 - Present
Nedbank CIB is a division of Nedbank Group Ltd, a leading African bank that is headquartered in South Africa. Nedbank Ltd. employs approximately 30,000 people and has a strategic alliance with Ecobank Transnational Incorporated (c. 20% shareholding) extending its reach into the African continent.

Head: CIB Portfolio Management and Analytics
As the world continues to navigate geopolitical risks and the ripple effects of the global pandemic, the Nedbank CIB ExCo have increased focus with efficient management of the Bank's balance sheet and scarce resources. This current focus is culmination of a journey that began in 2016 and the reason for me joining Nedbank CIB, that being, to establish a Portfolio Management function. I lead a team of senior specialists, whose mandate is to develop sophisticated, intelligent & predictive analytics across the CIB to advise on the ExCo strategy and to actively drive agility with well-informed portfolio decisions with an objective of improving and enhancing returns. Since my joining, I have been instrumental to this paradigm shift to active financial resource management and have honed my experience in portfolio optimisation, franchise strategy, structuring guidance, and collaborative distribution solutions with our clients. These include co-investment, credit & liquidity asset swaps, as well as simple capital & funding strategies. Some of my team's core focuses are summarised below:

- CIB Portfolio Management is the centre of excellence in ensuring risking - in is structured appropriately in understanding the need to be flexible with managing our capital base and liquidity, while exploring avenues to mitigate risk
- Optimize the use of scarce financial resources to protect and enhance CIB ROE
- Formulate & maintain overall business framework / policy and implement regulatory reforms (ultimately optimization of balance sheet deployment in achieving target plans against changes to Basel etc.)
- Co-ordinating / maintaining a strategic client focus in actively managing the CIB Banking books

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Barclays Africa CIB (Absa CIB): March 2003 – January 2016
Absa CIB is a division of the Absa Group and is a leading corporate and investment bank in Africa (+150 years in Africa). Employing approximately 41,000 people across 10 African countries. Until recently Barclays Plc had been the majority shareholder and currently retains 14.9% shareholding.

February 2015 – January 2016
Head: Balance Sheet & Liquidity Structuring (Markets Structuring)
Portfolio Management role expanded to a more dedicated and focused structuring area within the Markets Structuring business. Core responsibility and focuses included:

- Balance sheet and liquidity optimization structuring for Absa CIB and clients as needed
- Idea through to strategy formulation and sales / execution of structures / platforms in achieving optimization initiatives. These included collaborating with transaction counsel, regulators, rating agencies etc.
- Drive the optimization of the CIB Banking Book portfolios through a variety of projects as listed below:

- Structuring against the needs of the Committed Liquidity Facility
- Fully supported liquidity optimisation structures for internal use and as a 3rd party product
- Risk participation mechanisms outside of SPVs and innovative partnering on a co-investment basis with our NBFI clients
- Sought pioneering approaches to manage the requirements of Basel 3 (NSFR & LCR)
- Strategic approach to active distribution (onshore & offshore) meeting the needs of our clients
- Listed on the Stock Exchange Mauritius to de-risk the Banking Book and explored viability of listing on the Irish and Luxembourg exchanges to drive efficiency across various markets, likewise looked at alternative exchanges

August 2009 – February 2015
Head: Pricing & Execution (Portfolio Management)
Core responsibilities and focuses included:

- Primary and secondary deal solutioning, portfolio optimisation, structuring, sales, and execution
- Beta Protection, which included fundamental hedging, portfolio rebalancing, balance sheet and liquidity optimisation
- Alpha generation, which included developing trade ideas and drove strategy on both risk-in and risk mitigation to enhance returns of the Banking Book portfolios
- SPV Programme Management, which included developing SPV strategy and delivery of strategic initiatives with the use of SPVs with overall programme management responsibility remaining with my team. I led my team in developing and successfully launching the first fully supported ABCP structure in the South African market in 2014. Likewise, we successfully executed several single-asset repacks which included derivative structuring
- Budgeting, forecasting, economic funding plan, management information, pricing, and valuations
- In addition, my responsibilities extended to our clients both corporate and institutional in developing solutions and managing the various key stakeholders including both external and internal

June 2008 – August 2009
Strategy and Planning

- Investment Banking Strategy and Planning spanning across CIB
- Led most of the key business and organizational structure projects that drove efficiencies across the board, mainly frontline functions in Markets and Investment Banking
- Trusted advisor and thought partner to the Absa Capital ExCo

April 2007 – June 2008
Debt Capital Markets Consultant (+ Risk Management)
Core responsibilities and focuses included:

- ABCP Programme Manager and associated risk management of a R20bn Programme with four distinct strategies, the first segregated series, hybrid, ABCP securitisation conduit vehicle in South Africa
- Asset origination, sales & structuring, private placements, and liability structuring. Part of a team that was responsible for the first CMBS, the first securitisation warehousing vehicle and the first ETFs in South Africa. The team also structured the first Pension Backed Securitisation as far as we are aware, worldwide
- Asset and Liability management of the ABCP Programme
- Stakeholder / client / regulator interaction and relationship management
- Corporate & Institutional client engagement and driving end to end solutioning

February 2004 – April 2007
Transaction Manager/Technical Manager/Product Controller
Core responsibilities and focuses included:

- Conduit and Securitisation SPV management
- Financial management, accounting, and financial modelling
- Liquidity, operational, market and financial Risk management
- Managing processes and control framework
- Institutional client engagement and product guidance, including regulator engagements

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March 2003 – February 2004
Financial Planner: Absa Personal Financial Services (Financial planning arm of the Absa Group)

- Comprehensive financial and estate planning for affluent clients

EDUCATION AND QUALIFICATIONS

2017	**Duke CE,** BankSETA International Executive Development Programme
2015	**PotentiaLife 10x Leaders,** Absa CIB HiPo Leadership Programme Successfully participated in the Programme and received an award for top achievement
2012	**CAIA Association,** International Chartered Alternative Investment Analyst (CAIA® Charterholder)
2008	**Slingshot Leadership Programme,** Absa Capital Participated and successfully completed the Programme
2007	**Global Association of Risk Professionals,** International Financial Risk Manager (FRM® Professional Designation)
2004	**CFA Institute,** International Successfully completed level 1 of the CFA programme in 2004
2000	**South African Institute of Financial Markets,** Securities Institute of London International Capital Markets Qualification (ICMQ) and JSE Registered Persons Exam (plus International Fixed Interest and Bond Markets). Member of the Institute of Financial Markets (MIFM)
1999	**University of Natal,** Durban Honours in Finance: Selected amongst 8 others of the top 5th percentile of Finance class Subjects: Investment Analysis & Management; International Business Finance; Corporate Finance; & Financial Econometrics. Dissertation: "Motives and Success of Mergers and Acquisitions"
1998	**University of Natal,** Durban Bachelor of Commerce Majors: Finance (Investment Finance & Corporate Finance); and Economics (Mathematical Economics, International Economics, Maritime Transport Economics & Environmental Economics)

OTHER

Languages:	Written and verbal fluency in English and Afrikaans
Membership:	Global Association of Risk Professionals (GARP®); Chartered Alternative Investment Analyst (CAIA®) Association; South African Institute of Financial Markets: Black Management Forum (BMF): and the Association of Black Securities & Investment Professionals (ABSIP)

REFERENCES (contact details will be provided on request)

Stephen van Coller:	Group Chief Executive Officer of EOH Holdings Ltd.
David Hodnett:	Group Chief Risk Officer of Standard Bank Group Ltd.
Deon Raju:	Group Chief Risk Officer of Absa Group Ltd.
Leslie Maasdorp:	Vice President & Chief Financial Officer of the New Development Bank (the BRICS Bank) (Shanghai)
Andrew Dickens:	Head: Trading Controls Programme at Barclays Investment Bank (London)
Dr Mabouba Diagne:	Finance Vice President Banque d'Investissement et de Développement de la CEDEAO (Mauritius)
Peter Vundla:	Non-Executive Chairman of AMB Capital and Founder of New Seasons Investment Holdings (Pty) Ltd.