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C - LEVEL EXECUTIVE

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Growth oriented leader with verifiable year-after-year proven success in establishing strategic partnership, launching new businesses, building shareholder value and delivering on customer commitments. Has effectively driven the transition from a project-focused organization to fully operational, customer focused ports and industrial zones business achieving revenue, profit, and business growth objectives. Extensive experience with more than 19 years in the maritime industry with deep understanding of critical maritime business drivers in multiple markets and industries. Customer- focused and performance-driven who led and motivated teams achieving more than 56% Emiratization rate and managed P&L for business, delivering double-digit EBITA growth.

AREAS OF EXPERTISE

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♦ Ports Operations Management ♦ Organic Business Growth ♦ Leading & Developing Teams
♦ Strategic Planning ♦ Performance & Quality Standards ♦ Customer Satisfaction ♦ P&L
Management/Budget Planning ♦ Change Management ♦ Commercial & Customer Support
♦ Leadership Development ♦ Strategic Partnerships Locally and internationally.

SELECTED ACHIEVEMENTS HIGHLIGHTS

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- ❖ **Transformed Abu Dhabi Ports from project focused organization into a fully operational organization** - Generating more revenue and introducing cost effective solutions that enables the organization to be a self-sustained entity.
- ❖ **Developed and delivered a technologically advanced Port Community System** - The first of its kind in the Middle East, optimized to provide efficiency for all the procedures that expedite the movement of vessels in and out of the ports, hence ensuring robust and smooth operations.
- ❖ **Integrated Business growth** - Streamlined 4 business units (Kizad, Maqtaa Gateway, Safeen, Ports) around a coherent commercial and operational worldwide strategy, restoring profitability and producing revenue.
- ❖ **Publicised the expansion plan for the largest Free Trade Zone in the region** - The new Free Trade Zone offers a flexible master plan that is capable of accommodating more industries in the future from a land use perspective.
- ❖ **Introduced a Coastal seafaring training program** - Through partnership with the Australian Maritime College to introduce coastal seafaring training programs to train Emiratis talents.
- ❖ **Provided handy attention to Talent development** - Through development of a rigorous succession planning and disciplined approach to Emirati development to equip them with job-related technical, business, interpersonal skills and knowledge at every level, to create very strong pipeline of capable and mobile talents.
- ❖ **Played a key part in negotiating and signing a 35 year concession agreement** - Valued at about \$738 million with COSCO Shipping, the Chinese company's first such deal in the Gulf.

❖ **Participated in many boards of directors:** Overseeing the business performance and managing the stakeholder's relationships to ensure successful and sustainable business results. **Previously with:** Abu Dhabi Terminals, Etihad Airways and **currently with:** Federal Transport Authority (FTA), Etihad Rail DB, Abu Dhabi Marine Business and Services Company (ADNOC Co), Emirates Maritime Arbitration Center, Kizad

❖ **Advisory Council member** - Supporting the mission of Higher College of Technology and Wollongong University and providing necessary advice

PROFESSIONAL EXPERIENCE

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Group CEO, Abu Dhabi Ports

2013 – Present

- Introduced new business units, and guided business unit leaders in formulating new vision and strategic direction adding value to Abu Dhabi Ports corporate strategy.
- Delivered year-over-year revenue growth.
- Supported the best practices in financial planning practices which were materialized by Abu Dhabi Ports winning the "Financial Excellence" Award in the fourth edition of Abu Dhabi Award for Excellence in Government Performance.
- Led and directed executive team in identifying and correcting critical problems to improve operation, maintain high quality standards, enhance innovation, reduce and streamline overhead expenses.
- Recognized for achieving an exceptional leap in improving the overall organization performance gained through services, operations focus and improvements, established the (Gemba) continuous improvement award as a result Abu Dhabi Ports was honored by being awarded the "excellence in improving performance" award for turning from a beginner excellence to exceeding the rating of an excellence.
- Introduced Abu Dhabi Ports internal excellence award “Mafnood” and established a number of committees (Ibtikar, R&D, Sustainability, Performance Review Board ...etc.)

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EVP-PORTS, Abu Dhabi Ports Company (VP – Senior Manager–Manager)

2008 – 2013

Board Member & Chairman, Abu Dhabi Terminal

2009 – 2013

Led the operation, commercial and regulatory framework of the ports and marine services; devised and executed strategic and tactical action plans focused on improving operation performance, financial performance, long-term ports business growth, and building top-performing team to drive achievement of objectives.

- Developed and implemented the Ports Unit commercial and regulatory framework to ensure operational success and Port's growth as part of 2030 Abu Dhabi and western region plan and waterways management initiated by Department of Transport.
- Developed annual business plans to drive a set of revenue and operational objectives to support the overall Abu Dhabi Ports strategy.
- Led the commercial functions of Ports including revenue generation, volume budgets, capacity planning and commercial strategy.
- Implemented nautical/port operations experience to the design process for Khalifa Port & other port facilities.
- Developed business plans and corporate restructuring of ADT.
- Enhanced the Ports' roles and stature within the UAE, regionally and internationally by leading the strategic stakeholder engagements with key Abu Dhabi governmental entities, strategic customers & partners and international trade organizations
- Lead and built diverse multi-functional teams capable of managing the high growth of terminal and ports businesses in Abu Dhabi.
- Created new channel strategy and developed strategic alliances on international basis.

- Set up and developed a new marine services company with direct responsibility of handling all the marine services activities of all ports in the emirates of Abu Dhabi.
- Developed a strategy to retain and attract Emiratis in maritime industry.
- Managed the strategic relationships with stakeholders related to the business interests of Abu Dhabi Ports and the Emirate of Abu Dhabi as they relate to Ports.
- Monitored plans, systems and internal processes for major and minor ports in accordance with the established policies, regulatory and Abu Dhabi Ports requirements and overall direction of Abu Dhabi Ports Strategy.
- Developed policies and procedures that define the ports operating protocols, systems and controls.
- Led the Ports Unit towards continued implementation of industry best practices and standards in ports management strategically, commercially and regulatory.
- Negotiated concession agreements, service level agreements, contracts and joint venture agreements with port service providers.
- Built and developed alliances and channel strategies with international and local shipping lines.
- Managed terminal capacity, volume forecasts, operating costs, and financial & manpower budgets of the Ports Unit in compliance with the laws and regulations set by the Federal Government, Abu Dhabi Government, Department of Transport and Abu Dhabi Ports.
- Managed a broad spectrum of Customers in the shipping industry through visible leadership and relationship building.
- Headed the operation department and managed all harbor activities.
- Monitored the operation & maintenance of dredged channels and developed a schedule of regular bathymetric surveys and maintenance dredging.
- Monitored waterborne traffic & propose changes to dredged channels and basins where appropriate.
- Proposed new navigation aids and changes to/removal of existing structures/equipment after assessing the requirements for navigation aids.
- Coordinated and co-operated closely with Coastguard, Marine Police, Permanent Boundaries Committee, Maritime Security Executive Committee and other Maritime related authorities in Abu Dhabi.

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SR. EXECUTIVE - BUSINESS DEVELOPMENT, Gulf energy Maritime

2007 – 2008

Reporting to the CEO, recruited to lead commercial and operational responsibilities and identify future expansion of the business

- Implemented 11 Double Hull Tankers in Korea (Chemical ships 1 x 37K 4 x 46K & Product Ships 4 x 75K 2 x AFRAMAX) complying with current and future international and national standards
- Developed strategies to identify stakeholders.
- Managed customer relationships including operational matters and volume budgets.
- Introduced safety briefings to enhance safety culture.
- Coordinated with engineers on phase-in of additional infrastructure, equipment's and machineries.
- Held both operational and commercial responsibilities.
- Developed plans for further expansion of the fleet by assessing the global market and making a feasibility study taking into account intended charter terms and length
- Negotiated deals and valued potential investments.

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CHIEF OFFICER, NGSCO

2001 – 2007

- Planned, organized and executed duties of marine officer.
- Monitored budget.
- Managed safety based on best standard practice.
- Monitored national cadet's training program.
- Participated in selecting and developing National Talents.
- Managed navigation aids.

ON BOARD TRAINEE, ADNOC

1996 – 2001

- Trained on board Oil and LNG ships



EDUCATION & CREDENTIALS

University of Tasmania - 2007	<i>MBA</i>
Australian Maritime College - 2005	<i>Advance Diploma of Applied Science</i>
Australian Maritime College - 2001	<i>2nd Mate Class 1</i>



AWARDS

- Peter Morris Prize for significant contributions to the maritime industry, Australian Maritime College 2016
- Seatrade Young Person of the Year 2012, in Middle East and Indian subcontinent.
- H.H. Sheik Rashid Award for Scientific Outstanding (2008), Dubai – UAE.
- Graduate Certificate of Management (2005), University of Tasmania. Australia.
- Baird Publications Prize for best performance in Navigational Studies (2005), Australian Maritime College.

