

David Haglund





# David Haglund

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## PROFILE OVERVIEW

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- Senior investment professional with a track record of utmost integrity and dedication over two decades of experience in asset management, investment banking and private equity in Emerging and Frontier Markets
- Currently serving as a non-executive director in Aramex one of the largest logistics public companies in the Emerging markets. Focus areas strategy, audit, risk, ESG and corporate governance topics
- Currently transitioning to a full-time role as Independent Non-Executive Director
- Established a Frontier Fund, one of the largest such products globally and contributing towards the creation of the asset class itself. Extensive experience in managing institutional mandates for Sovereign Wealth Funds
- Long experience of in-depth analysis and valuation across industries and geographies. Deep understanding of company, industry and macro drivers
- Extensive travelling throughout Emerging, Frontier and regional MENA markets; routinely engaging with senior executive management of public and private companies, policymakers, economists and rated financial analysts
- Strong professional network across industries and geographies, including the largest players of the Emerging and Frontier investment community
- Long experience in working alongside senior executives and boards to enhance corporate governance standards, transparency, strategy and value
- Corporate governance education and diplomas from INSEAD, Harvard, CFA and Hawkamah

## EXPERTISE/SKILLS

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|-----------------------------|----------------------|---------------------------|
| • Emerging/Frontier Markets | • ESG                | • Corporate Governance    |
| • Accounting/Risk/Finance   | • Financial Analysis | • Valuation/Modeling      |
| • Regional/Global Macro     | • Strategic Review   | • Capital Markets         |
| • Investor Relations        | • Integrity          | • Regional/Global Network |

## SECTOR EXPERTISE/INTEREST

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|----------------------|-----------------------------|----------------------------|
| • Transport/logistic | • Consumer goods            | • Food & staples retailing |
| • Beverages          | • Food/agriculture products | • Telecommunication        |
| • Healthcare         | • Industrial/manufacturing  | • Financial Services       |

## PROFESSIONAL EXPERIENCE

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### Aramex

Dubai, UAE | 2020 – Present

Independent Non-Executive Director, Member of Audit/Risk committee and Strategy committee

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|------------------------------------|-------------------------------|-------------------------|
| • Increased reporting transparency | • Milestone international M&A | • Budget & KPI drafting |
| • Improved investor relationship   | • Large non-core divestment   | • Network connections   |
| • Removed FOL restrictions         | • Improved risk management    | • Revising AoA          |
| • Enhanced ESG                     | • Disaster management         | • C-level succession    |

### Franklin Templeton

Dubai, UAE | 2007 – Present

Portfolio Manager/Senior Executive Director

- Over a decade of experience in capital markets, investment analysis and portfolio management. Extensive experience in in-depth analysis and valuation across industries and geographies. Strong understanding of macro, industry and company drivers
- Key member of Dr. Mark Mobius Global Emerging Market Group; responsible for building Frontier and MENA products for the firm
- Managed the flagship SICAV Frontier Market Fund, two institutional MENA mandates and Africa Fund with AUMs over US\$1bn. Conceived and expanded the FT's MENA product to close to US\$1bn in assets

- Responsible for growing the Frontier Fund to one of the largest Frontier products in the world and contributing in establishing the assets class itself which numerous competitors subsequently replicated
- Awarded best Frontier Fund on several occasions by organizations such as Lipper
- Extensive travelling throughout Emerging, Frontier and regional MENA markets. Thousands of one-on-one meetings with executive management of public and private companies around the world. Frequent meeting with policymakers, economists and financial analysts. Built a very strong professional network across industries and geographies
- Experience in working alongside senior executives and boards to enhance corporate governance standards, transparency and value. Initiated, negotiated and participated in numerous M&A transactions
- Partner with international equity analysts to increase/improve research on companies in the Frontier space
- Regularly engage with large global institutional investors to lead fundraising efforts for the frontier and MENA strategies

**Emirates International Investment Company**  
Senior Private Equity Professional

**Abu Dhabi, UAE | 2006-2007**

- Managed a private equity portfolio for a family office consisting of more than 50 investments in companies/funds with a combined value above US\$1bn
- Carried out business intelligence (macro/micro/industry/company), modelling, valuation, legal documentation review, due diligence processes, exit assessments, participation in negotiation and gained thorough knowledge of the regional industries and markets
- Conducted extensive quantitative and qualitative analysis to recommendation domestic, regional and global companies, funds and industries for investment
- Actively managed portfolio companies to drive performance
- Provided continuous support and interacted with top-level management of portfolio companies, affiliates and banks

**Rasmala Investments**  
Associate

**Dubai, UAE | 2005 – 2006**

- Acquired extensive investment banking experience in modelling, valuation, M&A, information research, presentation skills and gained thorough knowledge of the regional markets across various sectors

**EFG-Hermes**  
Associate

**Dubai, UAE | 2005**

- Accumulated extensive investment banking experience in modelling, valuation, M&A, information research, presentation skills and gained thorough knowledge of the regional markets and several sectors

**East Capital**  
Fund Administrator

**Stockholm, Sweden | 2003 – 2004**

## **EDUCATION & CERTIFICATIONS**

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**CFA Institute Certificate in ESG Investing** | 2023

**Harvard Business School** **Boston, US | 2022**  
Audit Committees in a New Era of Governance

**INSEAD** **Paris, France | 2018-2019**  
International Directors Programme, Certificate in Corporate Governance (IDP-C)

**Hawkamah Institute for Corporate Governance** **Dubai, UAE | 2019**  
Certified Professional Director

**Lund University** **Lund, Sweden | 1997-2002**  
Masters of Science in Business Administration and Economics. Coursework focused on International Finance, Statistics, Economics, Accounting, Stock Valuation, Corporate Finance and Corporate Law

**National University of Singapore (NUS)** **Singapore | 1999-2000**  
Exchange program at the Faculty of Business Administration

