

SHUJA AHMED ALVI

DESINATION: INDEPENDENT NON – EXECUTIVE DIRECTOR

Shuja Ahmed Alvi brings 27 years of experience in emerging markets, having worked as a private equity investor and a leader in corporate banking, investment banking, and equity research. As a financial sector specialist, his expertise includes valuing banks for global fund managers, facilitating banking sector mergers and acquisitions—such as serving as Joint Lead Manager in the sale of a majority stake in UBL and Lead Manager in the sale of the Pakistan operations of Credit Agricole—and raising capital for sponsors and banks through guaranteed and securitized equity and debt products. His transactions have been widely recognized, and he has been ranked as an outstanding performer in Asia by Union Bank of Switzerland (UBS) Securities.

From November 2016 to February 15, 2021, he was associated with Silkbank Limited as Regional Corporate Head South and Head of Investment Banking, where he managed a portfolio of relationships, structured short- and long-term credit lines, extended trade facilities, and generated guarantee business. Additionally, he managed part of the corporate liabilities portfolio to partially fund the corporate book while establishing strong professional relationships across various industries.

Between March 2012 and February 15, 2021, he served as EVP and Head of Investment Banking at Silkbank Limited, managing a countrywide advisory business across Debt Capital Markets (DCM) and Equity Capital Markets (ECM). Actively involved in the strategic initiatives of the bank, he led the successful closure of a highly innovative and first-of-its-kind preference share issue worth PKR 2,200 million, which was awarded Deal of the Year by the CFA Society.

From July 2009 to May 2011, he was the Managing Director of Tanager Holdings in Dubai, joining a team of highly experienced U.S.-based private equity professionals to establish the firm as a global acquisition vehicle focused on sustainability-related sectors, including energy efficiency, building materials, water, and waste management. He co-developed its business model as an industrial conglomerate that invested in innovation hubs such as the U.S., Europe, and Japan while creating subsidiaries in emerging markets. His role involved evaluating companies suitable for scalability and introducing the firm to large conglomerates and financial institutions.

Between June 2006 and June 2009, he worked as Vice President at GCC Energy Fund in Dubai, the first regional private equity fund focused on the energy industry. He analyzed over 75 companies for portfolio selection, led the investment process—including due diligence, negotiations, and achieving financial closure for two investments—and successfully negotiated a competitive acquisition price for one of them. He also jointly led a successful exit from an investee company and represented the firm in board meetings and strategic discussions with

operating partners. Additionally, he prepared quarterly valuation reports for limited partners and oversaw the audit process of the management company.

From June 2000 to June 2006, he served as Senior Vice President and Head of Corporate Finance at AMZ Securities, leading the corporate finance and advisory practice while reporting to the CEO. He played a key role in making the firm a premier advisory house and building its M&A practice, which became a major revenue driver. His work primarily focused on privatization, financial sector divestitures, and corporate debt, advising on transactions worth over \$300 million.

Between June 1996 and June 2000, he was with UBS Securities Pakistan as Head of Research. Relocating from UBS Hong Kong, he established the research unit for the newly formed entity and built a team of seven analysts covering major listed companies. His contributions helped UBS Securities Pakistan become the number one broker for major institutional funds and secure the international ranking of runner-up equity house of the year. As a country strategist, he advised fund managers across the U.S., Europe, and Asia on portfolio strategy, supported sales teams in Hong Kong, London, and New York, and covered the telecom sector. He also jointly led the international roadshow for the landmark \$150 million PTCL Exchangeable Bond Issue and was recognized as a high achiever in the region by senior management at UBS Securities in Singapore.

From September 1994 to May 1996, he worked as a Research Analyst at UBS Securities Hong Kong, where he co-built the South Asian research desk, published research reports on banks and infrastructure companies, and provided research support to sales teams in Hong Kong, London, and New York, as well as to the UBS Corporate Finance unit. He also advised Hong Kong- and Singapore-based fund managers on stock selection and contributed to the quarterly Asian Strategy Report.

His career began in September 1993 at International Securities Limited, a Smith New Court joint venture in Pakistan, where he worked as a Research Analyst. Reporting to the regional office in Hong Kong, he published research reports on banks and infrastructure companies and supported sales teams in global financial hubs. He was selected for advanced training in financial modeling and report writing at Smith New Court in Hong Kong.

Shuja Alvi holds a Bachelor of Arts degree with majors in Business Administration and Economics from Coe College, USA, which he earned in May 1993.