

# MAZIN MANNA

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## Career Summary

Over 29 years of experience in credit, corporate finance and investment banking, corporate banking, retail banking and marketing covering several markets in the Middle East region. Outstanding leadership skills and an ability to lead large and diverse teams and achieve consistently solid results in a complex environment. Excellent contacts with decision makers throughout the region and across sectors. Exceptional core strengths in setting out and delivering on strategies that are appropriate for specific markets, as well as in credit and new business development. Outstanding knowledge of Middle East economies. Broad exposure and capabilities in a variety of banking products and services. Strong aptitude in direct client contact and closing deals. An able banker with strong managerial, interpersonal and leadership skills.

## Education

***London School of Economics and Political Sciences (LSE) | 1989***

BsC Economics, Special Field-Management Sciences

## Experience

### ***Abu Dhabi Islamic Bank***

***Group Chief Executive Officer | March 2019- May2020***

- Set out the Group Strategy across all businesses and international branches for the next 5 years.
- Adapted and set out to implement the digital agenda for the bank across various businesses including branch transformation and digitalization of the banks offering.
- Established and implemented operational efficiency targets and optimization of the bank's assets and resources.
- Enhanced the banks Compliance and risk infrastructure.
- Strengthened the banks information security framework.
- Reviewed the International footprint.
- Expanded the product offering, particularly across the wholesale bank.
- Focused on creating a collaborative culture working towards common goals.
- Redirected the balance sheet towards lower capital consuming products and better risk rated clients improving the overall risk profile.
- Solidified and grew the bank's balance sheet and profits through ensuring positive operating profit and enhanced profitability.

### ***Credit Agricole Corporate and Investment Bank***

***Chief Executive Officer MENA | Group Chief Executive Officer UAE | July 2015- June 2018***

**Member of the Extended Executive Committee-CACIB (extended to Include the Senior Regional Officers of the 3 regions one of which is MENA)**

**Member of the Management Committee of CACIB**

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**Member of the 'Circle One' management of the Credit Agricole Group (worlds 11<sup>th</sup> largest banking group by total assets).**

- Responsible for the management of all Credit Agricole Group entities represented in the UAE and responsibility for all CACIB activities across MENA.
- Setting strategy for the bank, ensuring all key metrics are met including, revenues, costs, headcount risk weighted assets, ROE, operating efficiency, risk adjusted returns amongst others. Ensure the CA brand is once again recognized across the region and that the bank is able to recognize its rightful position in the market.
- Represent the bank with regulators and manage regulatory relationships with various regulators and ensure the diverse operations are managed within the expectations of local and International regulations.
- Ensure Career development plans, succession plans, appropriate trainings are performed for all staff.
- Increased Net banking income by more than 70%. Improved the portfolio risk rating, reduced usage of Risk weighted assets, reduced PD in portfolio, improved the portfolio returns by more than 40% and managed to improve the banks position in fee league tables by more than 40 positions to number 6.
- Re-adjusted the credit portfolio, reducing exposure to risky assets and re-directing freed RWA to better rated entities in addition to increasing penetration and share of wallet of existing clients.
- The bank secured a number of high-profile mandates in the DCM, M+A, capital raising, space amongst others.
- A considerably healthier working relationship between various business lines, product lines and support functions, breaking down silos and enhancing co-operation to maximize the cross-selling of bank products.
- Significantly improved the Governance framework and structure and focus on implementation of agreed action plans to address emerging themes. Something recognised both internally and by regulators.
- Implementation of various CSR initiatives that help support the economy and country in which we operate.

**Board Memberships:**

- **Member of Credit Agricole Egypt Board**
- **Member of the Credit Agricole Algeria Board**
- **Member of the Regional Board of Directors of Injaz Al Arab**

**Citibank**

**Chief Executive Officer Citibank Bahrain | Managing Director Citi Islamic Investment Bank | May 2010- July 2015**

- As Chief Executive Officer, responsible for leading the business, setting strategy, managing relationships with top government and government related businesses. In addition, responsible for managing relationships with financial institutions, top tier corporates, financial sponsors as the lead coverage officer, as well as the relationship with regulators and management of the P&L for the business.
- Providing leadership to the Corporate and Investment Bank, Retail Bank, Global Transaction services, Private bank, Treasury in addition to being responsible for overseeing the back and front office functions for regional and international functions based out of Bahrain.
- Responsible for setting out and delivering the strategy for the business in co-ordination with business partners as well as Governance and Franchise Management in the country.
- Lead the business related to the Public Sector in the country.
- Managing a country with more than 550 employees.
- In addition to managing Bahrain, responsible for managing the relationships and banking names in Saudi Arabia and the relationship with regulators in the Kingdom of Saudi Arabia.
- Senior Credit Officer managing a large credit portfolio.
- Won and originated a number of mandates including the last four Bahrain Government bond mandates and others for financial sponsors and government related entities, a number of syndicated loans, M&A transactions, originating and advising on acquisition financing for a government related entity amongst others, originating a number of corporate/Project financings, amongst other deals.
- Citi Bahrain has won the EMEA Finance award for Best Investment Bank in Bahrain in 2011/12/13/14 as well as Best Foreign Bank in Bahrain.

- Chair of a number of committees including the Asset Liability Committee, Country Co-ordinating Committee, Business Risk Compliance and Control Committee, AML committee and the Citigroup Staff Policy Committee, amongst others.

#### **Board Memberships:**

- Citi Islamic Investment Bank
- American Chamber of Commerce Bahrain
- Human Resource Development Fund-Bahrain
- Specific Council for Training in the Banking Sector-Bahrain (BIBF)
- Injaz Bahrain and Regional Board at a later date.
- Bahrain International School Association.
- Previously Board member of the Bahrain Association of Banks.

### ***Citigroup Global Markets Limited- Dubai***

#### ***Managing Director Co-Head Middle East Banking| Jan 2009- May 2010***

- Responsible for managing and providing thought leadership to a team of more than 100 officers across the region including Managing Directors, Directors, VP's. Report into the EMEA Head of Banking based in London.
- Entrusted with merging the legacy Corporate and Investment Banking divisions into the new banking organization.
- Responsible for managing a portfolio in the billions of USD both from a risk and business perspective.
- Senior credit officer and member of the credit committee for the region. Credit responsibilities included overseeing the preparation and approval of target market studies, country analysis/reports, scenario plans, stress tests and credit memoranda as well as the recommendation of individual bank credit limits, country limits, target market financial screens and risk acceptance criteria.
- As a Senior Credit Officer, responsible for signing off on all credits approved in the region as well as country and cross border limits.
- Joint responsibility for managing the Energy sector in the region.
- Access into top decision makers throughout the region to win high profile mandates.
- Bid and won restructuring mandates for two names in the region.
- Worked on a number of high-profile transactions in the region in the capital market space and in M&A as well as derivatives.

### ***Citigroup Global Markets Limited- Dubai***

#### ***Corporate and Investment Banking-Head of Corporate Banking and Finance Gulf Region ex UAE| Jan 2007- Jan 2009***

- Expanded management responsibilities to include the financial institutions business in Kuwait, Bahrain and Qatar in addition to the responsibilities outlined below during my tenure at Citi Bahrain.
- Responsible for managing corporate banking, corporate finance and public sector businesses in Kuwait, Qatar, Bahrain, Saudi Arabia, Oman and Yemen. Citi now has on-ground presence in Kuwait and Qatar in addition to Bahrain and the corporate bank heads (covering corporate banking, Financial institutions and public sector) in these countries report to me. Saudi Arabia, Oman and Yemen are handled as non-presence countries directly covered out of Dubai. The Corporate Finance/Corporate Banking function for these countries is also handled by the same team.
- Senior credit officer and member of the credit committee for the region. Credit responsibilities included overseeing the preparation and approval of target market studies, country analysis/reports, scenario plans, stress tests and credit memoranda as well as the recommendation of individual bank credit limits, country limits, target market financial screens and risk acceptance criteria.

- As a Senior Credit Officer, responsible for signing off on all credits approved in the region as well as country and cross border limits.
- Managing approved facilities in billions of USD across the region.
- Responsible for establishing the strategy as well as target market studies for Citi for the Gulf region.
- Key member of the management committee for Citi in the region as a member of the Country Co-ordinating committee responsible for all key decision-making activities for the business across the region.
- Providing coverage and origination for Investment banking, along with the Investment Bank across the countries of coverage in the Gulf region.
- Managing a team of 17 professionals including 6 Vice Presidents and 3 Directors.
- Grown corporate bank revenues for the region more than 10-fold in 3 years.
- Successfully originated and closed key transactions such as a major acquisition exceeding USD 10BN and related leveraged financing, Sale of a stake in a company in the energy sector, a sub debt issue, a major refinancing, the financing for a telecom operator for their third license in a country, amongst others including some of the largest deals ever done out of the region. Project financing for a number of Qatar Government related entities.

### ***Citigroup Bahrain- Corporate & Investment Banking***

#### ***Gulf Corporate Bank and Corporate Finance Head (CFIB until June 2005) ex- UAE | Sep 2002- Dec 2006***

- Responsible for managing the Corporate Finance business/Corporate Banking for Citigroup in Saudi Arabia, Kuwait, Qatar, Oman, Yemen as well as Bahrain.
- Providing coverage of Citigroup's Investment Banking activities in the region. Investment banking was part of my responsibilities until June 2005 when a dedicated Investment Banking resource was made available to the region.
- Managing a team of 9 Officers responsible for the Corporate Finance and Corporate Banking activities in the Gulf region.
- Managing a portfolio in excess of USD 2BN with a zero-loss record over the past 15 years.
- Appointed as Business Senior Credit Officer in 2004, a title held by a select number of capable risk management bankers across Citigroup globally.
- Credit responsibilities included overseeing the preparation and approval of target market studies, country analysis/reports, scenario plans, stress tests and credit memoranda as well as the recommendation of individual bank credit limits, country limits, target market financial screens and risk acceptance criteria.
- Outstanding relationships with key decision makers in the top public and private sector names in the Gulf region built in different capacities over the past 10 years.
- Successfully closed a number of deals including one of the largest M&A transactions in the region in the Telecom sector, a GDR for a financial sponsor, the financing for the acquisition by a Telecom operator of the 3<sup>rd</sup> license, a refinery and petrochemical project financing, a \$2.0 BN Project Finance, deal, Bahrain's USD 500 MM sovereign debut bond issue, a USD 3.6 BN project finance, National Industries Group FRN and Qatar Petroleum's debut bond issue, amongst others.
- Actively involved in risk management for the bank in the Gulf region including roles in crisis management.
- Spearheaded the Corporate coverage restructuring effort for Citigroup in Bahrain as well as the successful downsizing and rebuilding of corporate exposure in the region.
- Speaker in Citigroup's Emerging markets offsite in New York on Citigroup's CEEMEA experiences under its Capital Priority Initiative.

#### **Member of:**

- **Member of the Asset Liability Committee.**
- **Member of the Country Co-ordinating Committee**
- **Member of the Citigroup Staff Policy Committee**
- **Member of the Branch Credit Committee**
- **Member of the Business Risk, Compliance and Control Committee**
- **Business Senior Credit Officer- since 2004**

## ***Citibank Bahrain- Gulf Regional Office Corporate & Investment Bank***

### ***Vice President | Feb 2000- Sep 2002***

- Responsible for managing the Oil, Gas, Petrochemicals and Electricity sectors in Saudi Arabia as well as the Eastern Province of the Kingdom.
- Managing a credit portfolio in excess of USD 1BN MM with a zero-loss record.
- Consistently a top performer significantly exceeding set targets/performance plans.
- Credit responsibilities included the preparation and approval of target market studies, country analysis/reports, scenario plans, stress tests and credit memoranda as well as the recommendation of individual bank credit limits, country limits, target market financial screens and risk acceptance criteria
- Member of the Credit Committee for the Gulf region.
- Part of the Citibank team that prepared for the opportunities expected to arise from the USD 25 BN Saudi gas initiative.
- Involved in setting up an auto asset securitisation programme for the Gulf region, primarily Saudi Arabia.
- Succeeded in winning the mandate to make Citigroup the main M&A bank on a retainer basis for one of the most significant accounts in the EMEA region.
- Credit responsibilities include the preparation and approval of corporate target market studies, scenario plans, budgets, credit memorandums and stress testing the portfolio against key event risks and variables that could result in a deterioration in credit quality.

## ***Citibank Bahrain- Gulf Regional Office Financial Institutions Group***

### ***Vice President | March 1997- March 2000***

- Managed significant portfolios/ relationships with financial institutions in Saudi Arabia, Qatar, and Bahrain.
- The role involved meeting client funding/structuring needs through multiple product offerings including asset repos and Euroloan syndications as well as the sale and distribution of cross border risks/credit linked notes to banks in the region.
- Managed a portfolio of more than USD 1 billion with "zero" loss.
- Member of the Credit Committee for the Gulf region
- Credit responsibilities included the preparation and approval of target market studies, country analysis/reports, scenario plans, stress tests and credit memoranda as well as the recommendation of individual bank credit limits, country limits, target market financial screens and risk acceptance criteria
- On the investment side responsibilities included the custody of client assets in foreign markets as well as marketing fund management services of Citibank London and New York.
- In addition, marketed the full range of commercial banking annuity products including trade and cash management amongst others.
- Secured new multi-million-dollar accounts for the bank, which helped grow the regions core annuity business.
- Initiated new business and maintained existing accounts, resulting in a 100% growth in revenues.

## ***Citi Islamic Investment Bank Bahrain – Global Islamic Finance Subsidiary of Citicorp***

### ***Manager | Feb 1996- March 1997***

- Part of the initial team hired to establish the bank with a focus on marketing and product development with a worldwide mandate.

- Responsible for designing Islamic structures, banking documentation, product programs, and informational brochures. Acquired an in-depth knowledge of Islamic Banking procedures and legal aspects of preparing financial documentation.
- Successfully introduced Islamic banking products to institutional investors in the Gulf Region and Egypt.
- Successfully originated and distributed investments in cross-border assets of emerging market countries to regional investors.

### ***Citibank London***

#### ***Corporate Finance | 1994- 1995***

- Assigned to corporate finance in London working on deals in CEEMEA region.

### ***Citibank- Levant, Amman Jordan***

#### ***Manager | November 1991- 1996***

- Worked on corporate finance opportunities in the oil and aviation sectors in Syria including the financing of new aircraft for Syrian Air.
- Responsible for monitoring developments and establishing contact with the appropriate Government channels to determine the possibility and viability of establishing a Citibank branch in the country.
- Achieved a 200% growth in revenues from Syria within the first year.
- Established dynamic relationships with several key accounts in Syria, including the Ministry of Finance, Ministry of Economy, the Central Bank as well as several multinational oil companies operating in the country.
- Maintained an outstanding credit portfolio in Jordan while managing a portfolio of bank relationships in the country. This portfolio included conventional banks as well as the only Islamic bank at the time. At the end of 1995, Unit revenues represented some 60% of branch revenues up from some 35% in 1992 through significant growth in annuity revenues.
- Member of the Levant Credit Committee covering Jordan, Syria, Iraq and Lebanon.

### ***Industrial Development Bank - Amman Jordan***

#### ***Information Specialist | USAID Loan Guarantee Project | November 1990- November 1991***

- Provided advice on the nature and scope of the project (established to encourage banks to undertake cash flow lending to small and medium sized enterprises in the country) to banking institutions.
- Assisted local banking institutions in formulating processes and procedures for cash flow lending providing training in basic financial areas of operation.
- Monitored the lending decisions of local banks through credit file verification and review.
- Provided training to Jordanian banks in lending to medium sized enterprises.

### **Professional Courses/ Qualifications**

- Guest Reviewer on the Audit and Risk Review Teams for The Citibank Nigeria and Russia branches, two of the largest Citigroup operations in CEEMEA.

## **Citigroup Training:**

- MD Forum –NY-2014
- Leadership forum-NY-2013
- Capital and Balance sheet management workshop-NY-2013
- Leading at Citi 3, London-2013
- Senior management course-NY-2012
- Consumer Risk workshop-New York-2011
- Public Sector Workshop-New York -2011
- Workshop on innovation-New York-2011
- Senior Problem loan recognition and remedial management- Dubai-2010
- Leadership Course-London-UK-2008
- Advanced Risk Issues- Miami-USA, November 2004
- Marketing Derivative Ideas-Beirut, Lebanon, April 2004
- Infrastructure and Energy Finance and Export Agency Finance Workshop- London, February 2004
- Current Risk Issues- Istanbul Turkey, June 2003
- Advanced Problem Loan Recognition and Remedial Management, Istanbul -Turkey, July 2000
- The Bourse Game, Istanbul-Turkey, May 1999
- Capital Markets- Corporate Finance, Debt, and Equity Financing, Istanbul-Turkey, May 1998
- Alternative Investment Strategies, Bahrain, 1997
- Emerging Markets Customer Franchise, Bahrain, 1997
- Corporate Finance Assignment, Citibank-London, October 1994 - March 1995
- Intermediate Credit, Istanbul-Turkey, November 1995
- Treasury Skills, Bahrain, October 1993
- Core Credit, Bahrain, November 1993
- Client Focused Management Process, New York, September 1992

## **Other Training:**

- The Project Finance School-Thomson Financial, London, March 2001
- Bahrain Institute of Banking and Finance, Intermediate Islamic Banking, Bahrain, 1996
- Bahrain Institute of Banking and Finance, Islamic Capital Markets, Bahrain, 1996
- Xerox Corporation, The Selling Cycle, Cairo, Egypt, May 1990
- Prepared a feasibility study over a one-year period for Shell UK on establishing a Golf course in the country. This was part of the final year of study in operational research at the LSE.

## **Other Skills:**

- Fluent in English and Arabic, basic French.