

Moustafa Rekaby

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PERSONAL DETAILS

Date of Birth 06 – December – 1951
Nationality Egypt
Languages Arabic, English

EDUCATION

- Masters of Business Administration in Financial Management, Southeastern University, Washington D.C., USA, 1994.
- Bachelor of Commerce from the Higher Institute of Management Studies, Cairo, Egypt, 1980.

PROFESSIONAL EXPERIENCE

UNION NATIONAL BANK, ABU DHABI, UAE December 2011 to DATE

Consultant, Special Accounts

- Secretary to Board Remedial Assets Committee
- Member & Secretary - Remedial Assets Committee (UNB-UAE, Head Office)

Main Duties

Supervising the overall functions of the Special Accounts Division (as given hereunder)

UNION NATIONAL BANK, ABU DHABI, UAE June 2000 TO December 2011

Senior Vice President and Head of Special Accounts Division (Corporate & Retail accounts)

- Secretary to Board Remedial Assets Committee (consisting of 3 Board Members)
- Member & Secretary - Remedial Assets Committee (UNB-UAE, H.O)
- Advisor to Managing Director – UNB – EGYPT for Remedial of Delinquent Accounts

Main Duties

To manage UNB Group's non-performing assets with specific functional responsibility of:

- a) Maximizing Recoveries
- b) Minimizing risk charges
- c) Support the bank's future strategies in maintaining and managing asset quality.

Responsible for Remedial assets of the entire UNB group both domestic and cross border

- 1- Domestic business spread across 4 geographical areas, Abu Dhabi, Al Ain, Dubai and Sharjah and northern emirates and covers:
 - a. Corporate & Retail Banking Groups
 - b. Islamic Banking & Real Estate Finance Group,
 - c. Union Brokerage Company (bank's brokerage Co.,)
 - d. Al Wifaq Finance Company (bank's Islamic finance subsidiary) and
- 2- International and Cross border covering:
 - a. Union National Bank – Egypt operations (excluding litigations and executions)
 - b. Union National Bank – Qatar operations
 - c. International Syndications, investment banking and bilateral exposures in GCC Countries

Formulating and developing the bank's strategy for recovery. Evaluating risk under delinquent accounts, reviewing securities, identifying the potential for recovery, and proposing allocation of adequate level of provision to the Remedial Assets Committee, based on the Central Bank of UAE guidelines and

International Accounting Standard (IAS39).

Following up for recovery through negotiating settlements and restructuring/re-scheduling outstanding exposures. Initiating and taking appropriate remedial action to improve the quality of the portfolio and ensure bank's interests are protected. Conducting quarterly exercise for allocating specific provision for the delinquent accounts portfolio. Automate debtors' data and generate consolidated reporting for Management.

Established the Recovery Department for the bank's subsidiary in Egypt (UNB Egypt), setting up the policies, procedures, systems and objectives, for the operation of the department, under a one year secondment as Member of the Remedial Assets Committee, and Advisor to the Managing Director for Special Accounts.

Monitoring, through regular meetings with external law firms, developments under bank's legal cases and decide next course of action. Attending meetings with court experts, reviewing and commenting on their reports. Following up overseas legal cases and represent Bank before court in particular in Pakistan, Bahrain, Kuwait, Saudi Arabia and Cairo.

Participating as Member and Secretary of the Remedial Assets Committee in approving course of remedial action for delinquent exposures, allocating provision, monitor performance of the delinquent accounts portfolios, and follow up for strict implementation of the Committee's decisions.

United Arab Bank, Sharjah, UAE (Affiliate of Societe Generale France) Dec 1995 - June 2000

Manager Recovery Unit (Corporate & Retail)

- Member of the Commitment Committee for Remedial Assets

Main Duties

Responsible for establishing a Recovery Department to manage the delinquent accounts portfolio, for the bank's Head Office.

Developing and implementing the Bad Debt Recovery process with the branches. Negotiating and evaluating settlement proposals with borrowers. Ensuring proper follow up of legal cases initiated by bank's lawyers against delinquent customers in liaison with the bank's Legal Department.

Reviewing risk rating and classification of exposures, ensuring allocation of adequate level of provision. Establishing a new reporting system for all branches Regular visits to branches for reviewing Bad Debts and discussing future course of remedial action.

Leading a team of 9 team members all located in the respective branches for achieving the utmost level of Recovery of bank's money, conducting courses for banks' staff in the field of Recovery.

Union National Bank, Abu Dhabi, UAE 1992 - 1994

Senior Officer, Recovery, Abu Dhabi Main Branch

Main Duties

Responsible for recovery under delinquent exposures, following up with the bank's internal and external legal advisors for developments and reporting of legal cases. Negotiating out of court settlements/consent decrees with defaulters and recommend for management approval.

Coordinating with recovery team in branches for implementation of management remedial decisions, concluding settlement agreements, and collecting bank dues.

Ascertaining borrowers' assets and source of payment and report to bank's lawyer for obtaining court

attachments.

Lodging criminal cases against delinquent borrowers, and undertaking foreclosure procedures, ensuring enforcement of court execution against judgment debtors. Assessing and commenting on the court accountant expert reports.

Union National Bank, Abu Dhabi, UAE 1991 - 1992

Officer, Operations, Abu Dhabi Main Branch

Main Duties

Responsible for branch operations unit, including Customer Service, ATMs, Cards Activation and supervising cash deposits and tellers' activities.

Reviewing MIS reports and branch's periodical statements, reconciling ledgers and reporting to Branch Manager.

Bank of Credit and Commerce, Cairo, Egypt 1986- 1991

Head of Egyptian Desk in Abu Dhabi, UAE

Main Duties

Seconded from the Bank of Credit and Commerce (Egypt) to the Bank of Credit and Commerce in the United Arab Emirates (UAE) for mobilizing corporate, retail, and fund transfer business of Egyptians in the UAE.

Responsible for establishing and operating the Egyptian Desk of the Bank in the UAE. Business development, cross selling and coordination between 19 branches of the bank in Egypt and 21 branches in UAE. Functioning as Bank of Credit and Commerce's reference office to the Egyptian Market.

Promoting business through arranging market campaigns, customer functions and seminars, advertising, to solicit business relationships for the bank in Egypt.

Preparing and submitting MIS reports related to achievements, projected business, and market research, to the Head Office in Egypt.

Direct report of 3 staff members in UAE, and support desk of two officers in Egypt.

Bank of Credit and Commerce, Cairo, Egypt 1979- 1986

Marketing & Recovery Officer/ Acting Branch Manager Alexandria/ Tanta branches, Egypt

Main Duties

Responsible for business development, marketing, and recovery of accounts. Promoting bank's products, soliciting borrowing relationships, undertaking market segmentation, customer profiling, and implementing corporate guidelines for the branch.

Managing and controlling borrowers' mortgaged goods under bank's custody. Conducting survey/evaluation of securities through bank's approved evaluators. Registering mortgaged assets with notary public.

Negotiating repayment arrangements under delinquent exposures. Recovering bank's dues from defaulting borrowers. Representing the bank in the offices of the Public Prosecutor and the Public Attorney under

large delinquent exposures.

Following up legal cases with designated lawyers to ensure bank's interests are protected, and preparing quarterly report to the Head Office.

National Bank of Egypt, Alexandria, Egypt 1976-1979

Various positions

Main Duties

Providing support services to account holders, and passing necessary entries in the respective ledgers, in the Current Accounts Department.

Recording bills drawn on the bank, following up bill payments with drawers, and reporting defaulters to respective government authority, in the Bills Department.

Following up bank's accounts with overseas correspondent, prepare consolidated statements of banks' position, and preparing report to Reconciliation Department Head.

Ministry of Justice, Egypt 1975-1976

Main Duties

Enforcement of judgments of Alexandria Court of Traffic issued against motorists, as part of fines collection team.

National Compulsory Services The Egyptian Army, Egypt 1971-1975

Business Training Attended

- ✓ International Commercial Arbitration program (Mini-MBA)
 - a) Application in Money and Investment Markets and Fidic Contracts
 - b) Offered by University of Cairo, research and commercial studies centre.
 - c) April, 2012
- ✓ The 7 habits of highly effective managers, Sr. Management workshop. Manage yourself, leading others, unleashing potential
 - a) 22 & 23 Feb. 2012 from 8:30 am to 5 pm, Qasr Al Sarab, Abu Dhabi,
 - b) Faculty: Franklin Covey Middle East (Mr. Jeffrey Michael Shyne)
- ✓ Contracting Financing, 10th, Dec. 2009, UNB Training Centre.
- ✓ Fraud Control, 26th, Oct. 2009, UNB training Centre.
- ✓ Analysing & Modelling Mergers & Leveraged Acquisitions (8-9/10/08)
- ✓ Credit Risk Management, UNB, 2001 and 2004
- ✓ Basel 2 (Overview) , 2005
- ✓ Dispute Resolution Road Show , 2005
- ✓ Credit Policy Orientation, 2005
- ✓ Advanced Negotiation Skills, 2004 – 2 days 15-17 March 04
- ✓ Money Laundering, 2003
- ✓ Effective Credit Utilization & Debt Collection Techniques 16- 19 March 2003, Institute for International Research. Dubai, UAE.
- ✓ Introduction to the UAE courts system, general description .Law & Regulations in UAE, Outline of

Framework for Litigation in the UAE. October 1999.

- ✓ Risk Management, 18-19 June 2001, Bahrain Institute of Banking & Finance.
- ✓ Legal Business Environment, conducted by M/s Al Tamimi Law Firm – Dubai (On weekly Basis for 8 weeks).
- ✓ Bank Portfolio Management, Emirates Institute for banking and Financial Studies. October 1998
- ✓ Credit Appraisal Techniques, Emirates Institute for Banking and Financial Studies. April 1998
- ✓ Problem Loans Management, Emirates Institute for banking and Financial Studies. October 1996
- ✓ Laws relating to Banking, Emirates Institute for Banking and financial Studies, Sharjah, 1Week. Oct'1993.
- ✓ Islamic Banking, Emirates Institute for Banking and Financial Studies. A week. April 1987
- ✓ Management Development [General Banking], BCCI - Academy, Nigeria, Five Weeks. Oct'1985

Management Training Attended

- ✓ Emotional Intelligence, 2006
- ✓ Leadership Workshop, 2005
- ✓ Quality Session, 2005
- ✓ Team Building Course, 2004
- ✓ Coaching Skills Follow-up workshop, 4 April 2001, Al Atheer Development Consultancy, Dubai, UAE
- ✓ Personal Development Review, Follow up, 7 February 2001, Al Atheer
- ✓ Development & Management Consultancy, Dubai, UAE
- ✓ Coaching Skills Workshop, (16-17 October 2000), Al Atheer Development & Management Consultancy, Dubai, UAE.
- ✓ Performance Development Review Workshop (23-25 September 2000), Al Atheer Development & Management Consultancy, Dubai-UAE.
- ✓ Management Development Program covering: During 1996
 - (a) Performance and time management from 27 to 28 Feb'1996
 - (b) People Management and Motivation from 13 to May 1996
 - (c) Communication and team Building from 11 to 12 Nov 1996Program courses conducted by Mercury International, London, Dubai Office.

Business Conferences/ Seminars Attended

- ✓ Legal & Administrative Issues Related to E-Banking, 20-22 January 2003, seminar organized by Union of Arab Banks, Dubai, UAE.
- ✓ Workshop in the Banking Workshop in the Banking & Financial Sector, Abu Dhabi Chamber of Commerce & Industry. October 2003.
- ✓ Implications of Global Credit Crunch, April 2009.
- ✓ Recession Workshop, April 2009
- ✓ G A A T - Abu Dhabi Chamber Of Commerce, Jan 1995.
- ✓ Global Investment Environment, Abu Dhabi, Merrill Lynch, One Day, Feb 1995.
- ✓ Arbitration in Banking, Abu Dhabi Chamber of commerce, One Day, Apr 1994.
- ✓ Customer Care, Middle East Training, Dubai, One Day, June 1993.
- ✓ International Arbitration, 9/10/2012, by Clyde & Co., Abu Dhabi
- ✓ Emerging Risks, cyber liability (protection and prevention, by Clyde & Co., Middle East – Abu Dhabi.
- ✓ Abu Dhabi Real Estate Seminar, 22/05/2012 by, Clyde & Co., Middle East, Abu Dhabi
- ✓ Corporate Governance (Code & Guidance) for financial services entities. By Clyde & Co., Middle East, Abu Dhabi.
- ✓ Dispute resolution, by Holman Fenwick Willan, Middle East (HFW)
 - a) Law & Jurisdiction clauses, issues to remember
 - b) Enforcing local/foreign judgments and awards in the GCC
 - c) Arbitration in London, Singapore or Dubai (is there a preferred choice).

Business Training Conducted

- Detection of Early Warning Signals - Advances, Nov. 25, 2010, UNB, Training Centre
- Participated in law related to banking in liaison with bank's legal advisor, giving cases study.

S U M M A R Y

- ✓ Extensive Banking Experience gained with International Banking Groups
- ✓ Specialization in Bad Debts Management
- ✓ Strong ability in Marketing and creation of relationships
- ✓ Good communication skills in both English and Arabic
- ✓ Analytical thinker
- ✓ Strong interpersonal skills
- ✓ Computer Skills

Countries visited

USA, England, France, Greece, Holland, Nigeria, Pakistan, Qatar, Kuwait, Sultanate of Oman, Bahrain and Saudi Arabia.

References: Will be provided upon request