

The following documentation is confidential

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Executive Summary

Strategic real estate Senior executive with over 20 years of experience driving large-scale mixed-use development and asset management initiatives. Expertise in aligning asset strategies with operational and financial objectives, collaborating with Design and Development (D&D) teams to optimize outcomes across all phases of project execution, from concept to operations. Proven ability to lead organizations through complex real estate landscapes, developing and executing high-level strategies to maximize asset value, operational efficiency, and sustainable growth. Adept at managing stakeholder relationships, feasibility studies, and cross-functional teams to ensure successful project delivery and ongoing operations.

- Mixed-Use assets under management: 43 Hotels, golf courses, Horizontal and vertical residential, mixed-use retail, sports, and leisure assets, commercialised Assets.

Core Competencies

- Asset Strategy & Optimization
- Project Feasibility & Highest-Best Use Analyses
- Strategic Planning & Operational Execution
- Financial & Operational Alignment
- Cross-Functional Leadership & D&D Collaboration
- Portfolio & Asset Management
- Legal Structuring & Service Charge Methodologies
- Smart City & Sustainable Development
- Stakeholder & Partnership Management
- Change Management & Team Leadership

Professional Experience

Real Estate & Development advisory/Consultancy

Jan 2025 - Present - Saudi Arabia / Dubai

With over two decades of experience in real estate asset management and development, I currently provide strategic consultancy to a select portfolio of high-end developers, family offices, and institutional investors. My advisory work focuses on delivering commercially sound, design-led solutions across the full development lifecycle.

Key areas of focus include:

- Development strategy and planning for mixed-use, residential, retail, hospitality, and commercial assets
- Alignment with Design & Development (D&D) teams to ensure commercially viable, buildable solutions
- Product positioning, concept validation, and asset performance optimization
- Investment advisory, including feasibility studies and development appraisals
- Market intelligence, competitive benchmarking, and location-specific insights
- Collaboration with stakeholders across finance, design, delivery, and operations

Recognised for bridging the gap between vision and delivery, I bring a hands-on, results-oriented approach to every mandate—ensuring projects meet their financial, operational, and experiential objectives.

Senior Director - Operations & Asset Management

Diriyah Gate Development Company (PIF Group of Companies) | May 2022 – November 2024

- Spearhead operational and asset management functions for a portfolio encompassing 43 hotels, golf courses, residential, mixed-use retail, sports, and leisure assets.
 - Strategic Alignment with D&D: Collaborate closely with Design and Development (D&D) teams to ensure alignment on financial models, operational requirements, and cost structures, while adhering to project timelines and quality standards.
 - Formulated and presented comprehensive asset strategies for residential, retail, and F&B components, positioning them for Board approval and future growth.
 - Led the development of operational policies and processes, ensuring seamless integration with strategic objectives.
 - Financial & Operational Leadership: Directed service charge cost modeling and legal structuring strategies to optimize financial performance and operational efficiencies across the portfolio.
 - Managed a high-performance team, establishing individual and departmental KPIs to drive operational excellence, financial performance, and continuous improvement.
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President, Real Estate

Al Qiddiya (PIF Group of Companies) | February 2021 - March 2022

- Oversaw the full development lifecycle of a community project set to house 25,000 residents, including residential, commercial, hospitality, and community assets.
- Cross-Functional Collaboration: Worked closely with D&D to align on mobility, roads, utilities, and infrastructure requirements, ensuring cohesion between design concepts and operational feasibility.
- Led quarterly and annual business planning processes, ensuring alignment between feasibility studies, financial forecasts, and operational cash flow.
- Managed all asset classes, ensuring that development milestones, budgets, and operational strategies were met in collaboration with finance and operational teams.
- Strategic Financial Oversight: Developed long-term capital requirements, operational forecasts, and budgets, ensuring alignment with the broader company strategy.

Chief Officer, Commercial & Operations

Msheireb Property Group | September 2019 - December 2020

- Directed the operational transition of a groundbreaking sustainable regeneration project, ensuring smooth collaboration across Development, Design, and Operations teams.
- Reported directly to the CEO and Board of Directors, providing strategic input into the development of mixed-use retail, hospitality, and residential components.
- Design & Operational Integration: Led D&D collaboration to ensure design deliverables aligned with long-term operational goals and sustainability objectives.
- Achieved operational and financial goals by developing operational functionality processes and aligning them with project execution timelines.

Previous Key Roles

Executive Consultant (Self-employed)

Hill International Inc. | August 2018 - August 2019

- Managed the feasibility and business planning for King Salman Park & Cycling Path Project, coordinating between D&D, finance, and external partners.

Chief Commercial / Operations Officer

Jabal Omar Development Co. | August 2016 - July 2018

- Guided strategic development and operational alignment of a high-density mixed-use mega-project in Makkah, involving collaboration with D&D teams and securing a USD 6 billion fund.

Director - Asset Management

Saadiyat Development and Investment Company | June 2014 - June 2016

- Oversaw asset management for prime waterfront residential and commercial properties, aligning financial strategies with D&D deliverables for a \$1 billion portfolio.

Director - Asset Management

Dubai Property Holdings Group - Taziz | November 2012 - June 2014

- Led asset management and delivery for the largest mixed-use development in the UAE.

Chief Executive Officer

NG Farah Real Estate Group, Australia | January 2010 - October 2012

- Oversaw operations for a real estate development and asset management company, ensuring effective project delivery.

General Manager

Asteco UAE - Qatar | November 2006 - November 2009

- Managed the establishment of full-service real estate and property services for major developments in Qatar.

Education & Certifications

- **Masters of Property & Real Estate Development**
Newcastle University, NSW, Australia | 2019
- **Bachelor of Business (Management)**
Swinburne University, Australia | 2016
- **Registered Property Valuer (CPV & AVI Member)**
Australia | 2012

Languages

- English: Native
 - Arabic: Mother Tongue
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Key Achievements

- **Strategic Operational Excellence:** Delivered comprehensive operational excellence by collaborating directly with Design and Development (D&D) teams. This alignment ensured that project requirements were seamlessly integrated with financial and operational objectives, resulting in the successful execution of multi-billion-dollar projects. My proactive engagement facilitated the identification and resolution of challenges, ultimately driving project efficiency and stakeholder satisfaction.
 - **Leadership in High-Profile Developments:** Successfully led the development of landmark projects such as Diriyah Gate and Al Qiddiya. Through optimizing financial models and leveraging data-driven insights, I effectively managed large-scale teams to enhance asset value and operational performance. My strategic oversight not only improved project delivery timelines but also ensured adherence to quality and sustainability standards.
 - **Innovative Financial Structuring:** Spearheaded efforts to secure a fundraising initiative through innovative financial structuring. My approach involved engaging key stakeholders and building strong partnerships, which were critical in navigating complex financial landscapes. This initiative underscored my ability to deliver strategic funding solutions that support long-term project viability and growth
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Technical & Leadership Skills

- **Complex Problem Solving:** Expertise in analyzing multifaceted challenges within real estate development and asset management, employing critical thinking and strategic approaches to devise effective solutions.
- **Deep Understanding of Asset Management Frameworks:** Proficient in feasibility analysis and operational planning, ensuring alignment with best practices in real estate development.
- **Proven Track Record in Managing Cross-Functional Teams:** Skilled at fostering collaboration and ensuring alignment between Design and Development (D&D) with financial and operational goals, driving project success.
- **Strong Leadership Skills:** Committed to coaching, mentorship, and conflict resolution, empowering teams to excel while maintaining a focus on achieving organizational objectives.
- **Organizational structuring:** I possess a strong ability to design and implement effective organizational structures, utilizing detailed org charts and forecasts to ensure clarity in roles and responsibilities. Recognizing that selecting the right people for the right jobs is paramount, I prioritize talent acquisition and development strategies that align with the strategic goals of the organization.