

## **Roger MacDonald FRICS MSc.**

### **Profile:**

- Impressive track record increasing business growth by over 30% – UK and Internationally.
- Experienced in full P&L for over 20 years, corporate strategy, finance & people management.
- Substantial increased performance balanced against corporate & project KPI's and objectives.
- Gifted Leader negotiator with excellent stakeholder management skills across all sectors.
- Responsible for negotiating / winning complex long-term concession contracts at Board level.
- Ability to lead, direct and develop multi cultural teams to exceed financial performance.
- Delivered from concept to completion multi- £bn mix use property development programs
- Effective at “business development” able to create brand propositions and sell off-plan
- Operational management, financial planning, continuous improvement -policies & procedures
- Delivered a wide range of complex government projects across PPP / PFI / BPO / BOT / EPC
- In depth knowledge of financial feasibility modelling and funding strategies to drive value
- Promote continuous improvement in best practice, corporate governance, mitigation and risk.
- Uncompromising approach to service quality in accord design, program, construction & cost.
- Experience: retail, residential, commercial, hospitality, education, healthcare & infrastructure.
- Set-up and run new businesses including leasing, property management, FM & full concierge.
- Developed robust processes and procedures to support corporate values, KPI's and targets.
- Well versed in Mergers & Acquisitions, technical due diligence and funding instruments

### **October 2013 – 1 January 2016 ACI Construction Limited & Purple Square Properties Limited**

COMPANY PROFILE: **Chief Executive Officer**

ACIC is part of the AGAMS Group with offices in Ghana, Dubai, Nigeria, Kenya, Gambia and China. We provide a wide range of major government infrastructure and construction programs across Ghana, specializing in large mix-use city wide projects across all market sectors including: retail, residential, entertainment, hotels, sports & leisure, commercial, public buildings, infrastructure, utilities, major roads, waste & water drainage, rail inter-connection station hubs, industrial port expansion and new airport terminal. Operate from inception, bidding, design, funding, procurement, construction and FM aftercare.

ROLES:

- Full P&L responsibility with a targeted turnover pipeline in excess of \$2bn. Developed corporate strategy aligned to Group Board. Set strategic goals, business plans , KPI's and budget with ambitious delivery targets for 2015-2020. Rolled out Corporate Governance, Operational Process & Procedures, Financial Targets & Business Plans together with KPI's and delivered leadership; mentoring programs for key individuals, recruited strategic hires and exceeded business plan by 12% for 2015.
- Launched Purple Square Properties (PSP) development company based on 3 multi-billion \$ mix use development programs including Hope City, Dunkonah City and Trade Fair Beach Resort.

### **June 2010 – Aug 2012 Abu Dhabi Ports Company (ADPC)**

COMPANY PROFILE: **Vice President Project Development – ADPC + Vice President - KIZAD**

ADPC formed in 2006 by Abu Dhabi Government as the master developer and regulator of Ports and Industrial Zones throughout the Emirate of Abu Dhabi. Its primary function is to act as an enabler for trade and facilitate the diversification of the national economy through the delivery of modern Infrastructure including the provision of New Port, Cargo, Passengers, Rail terminal, Real Estate and Business Services Capital Value when completed AED 23.5bn with AED 5bn real estate investment to be built-out by 2020.

ROLES:

- Full P&L responsibility for master plan and delivery of KIZAD first phase CV \$7.2bn to include: Port Facilities, infrastructure, real estate and ongoing asset and facilities management for Khalifa Port & Industrial Zone comprising of 51 sq km of development land for port operations, factories, processing plants, logistic warehousing, workforce, residential, offices, hotels, retail, hospitality, education

healthcare, community, civil defense & emergency services, Customs & Excise and Free Zones. Project managed \$1.9bn seawater cooling system and EMAL's largest Aluminum Smelting Plant.

- Developed robust Processes & Procedures working alongside Key Stakeholders and General Counsel. Established the; Legal Framework, Rules & Regulations; Musataha Agreements, Lease & License Agreements, Free Zone and Non Free Zone entities. Setup One Stop Shop for business licenses.
- Delivered 5 year business plans, financial models and feasibility appraisals to drive sales target, and achieve a double digit IRR on unleveraged basis. Managed all risks associated with delivery of Utilities, Roads, Rail, Infrastructure, Emergency Services, Buildings, Customs & Excise.
- Managed all key stakeholders to deliver Phase1 on time, quality and budget.
- Rolled out KPI's & OGSM targets in accord AD 2020, managed 15 direct reports together with recruitment & performance monitoring against clear deliverables. Exceeded all financial / sales targets by in excess of 22% and increased profitability by an additional 12.5%
- Setup and implemented Facilities Management Company with all associated Rules and Regulations

• **April 08 – April 10**                      **Meraas Developments – Meraas Holdings (Dubai)**

**Senior Development Director**

COMPANY PROFILE:

Meraas Developments is a Dubai based property development company inspired by the vision of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai. Meraas is responsible for a series of master plans developments including Jumeira Gardens City (JGC) with a capitalized value of \$35bn. Headhunted to drive forward major mix use programs.

ROLES:

- Full P & L responsibility for Meraas Developments. Completed the following large luxury mix-use residential development programs including; Coastal Islands, Dubai Park, Safa Retail Park, Pearl Jumeria, The Avenue. CV of development pipeline programs \$5.3bn including JGC, Al Quoz Industrial Estate and Canal City (now under construction).
- Developed corporate strategy, 5&10 year business plans. Delivered strong leadership, robust project monitoring, audit and sales processes to deliver critical programs. Achieved 12% ahead of sales targets together with required cash-flow whilst maintaining a double digit IRR and agreed NPV calculations.
- Completed \$1.5bn capitalized value of mix-use luxury residential, retail and commercial infrastructure programs. Managed key stakeholders including Regulatory Authorities to secure developments.
- Raised AED 1.9bn of funding for the Pearl Jumeria program an island reclamation project of 735,000sq m including, island structure, roads, power stations, water & sewage treatment, 374 serviced residential, retail shopping centre, 5 star Nikki Beach & Spa hotel & community facilities.
- Managed 9 direct reports with a team in excess of 230 across all aspects of the business processes including HR, finance, IT, procurement, design, development, infrastructure, construction, tendering, project management, cost monitoring, risk, benchmarking, research, and sales & marketing
- Rolled out sales targets, KPIs and project plans. Completed successful recruitment drive and developed all sales collateral, project briefs, financial models, research, together with full suite of processes and procedures aligned to corporate objectives. Produce all feasibility appraisals, financial models, cash-flows, IRR, risk, costs, legal, IT, HSE, land together with technical reports for J/V's and Bank funding.

## Previous Positions

Company	Position	date
Laing O'Rourke International	Director Development & Project Leader	2007 - 2008
Allied Developments Inc ( USA & UK)	International Development Director	2005 - 2007
E C Harris LLP	Equity Partner ( Head of Regeneration)	2004 – 2005
Capita Group PLC	Business Development Director	2002 - 2004
Mace Limited	Group Operations Director	1998 - 2002
Pentagon Professional Services Group	Managing Director	1994 – 1998
Pentagon Professional Services Group	Business Development Director	1991 – 1994
Horner Hill & Partners	Equity Partner	1987 – 1991
Imperial Life – Jordans – Morrison	Operations Director / Regional / Area	1983 – 1987
Stuart Murray & Company	Associate Partner / Manager / Surveyor	1980 – 1983

## Further Education

1996-1999	MSc. Information Technology & Business Communications Kingston University, Surrey (Corporate Strategy, GIS & Intelligent Buildings)
1979-1983	Manchester & Reading University – Combined Valuation and Construction Royal Institute of Chartered Surveyors – passed with distinction. Accredited FRICS

## Professional Qualifications & Associations

- Fellow of Royal Institute of Chartered Surveyors FRICS
- Masters Degree Information Technology Business Communications and GIS
- Advisor to Government Office on Mix-Use Regeneration & Sustainability
- Committee member of BURA British Urban Regeneration Association
- Coaching Mentor for RICS MENA region

## Personal Details

Date of Birth : 11 October 1960 Health : Excellent Driving License: Full  
Marital Status : Widowed 4 children (2 Sons 27 & 24 and 2 Daughters 20 & 18)

## Interests

- International current affairs, travel, theatre, photography and experiencing new cultures
- Squash, tennis, cycling and Water / snow skiing, scuba diving.
- Previously represented County in Rugby, Athletics and in Open Karate Championships