

# CV OF MUHAMMAD NURHAFAEZ SHARIF

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## SUMMARY

A mechanical engineer by training (having a structured and organised way of thinking), an artist at heart (creative, out-of-box) and a well-experienced corporate strategist and sustainability advocate with a demonstrated history of working in Government-linked Companies (GLCs), Government Investment Companies (GICs), multi-national and multi-industries ranging from automotive, oil & gas, industrial machineries, components manufacturing, lubricants, electronics, aerospace, agri-business, banking and financial services. Currently exploring real estate and property development space, tasked to lead and facilitate the implementation of strategic initiatives as aspired in the long-term strategy blueprint to complete International Financial Centre (IFC) ecosystem. He brings with him a total of 20 years' work experience and is always on a mission to bring organisations that he attached to the next level.

## AREAS OF EXPERTISE

- |                                |                           |
|--------------------------------|---------------------------|
| • Framework/Policy Formulation | • Sustainability/ESG      |
| • Policy Development           | • Project Management      |
| • Strategy Development         | • Proposals & Reporting   |
| • Strategy Blueprint Design    | • Performance Management  |
| • Business Planning            | • Research & Intelligence |

## PROFESSIONAL EXPERIENCE

**TRX CITY SDN BHD**, Tun Razak Exchange, Kuala Lumpur

**Vice President, Corporate Planning Department**

Nov 2024 – Present (7 months)

### Key Responsibilities & Achievements:

**Strategy Blueprint.** Facilitate and monitor the implementation of long-term strategic business plan for the master developer, with aspiration to become a full fledged and prominent International Financial Centre (IFC) in the country and region.

**Annual Business Plan & Enterprise Goals.** Facilitate and monitor implementation of annual business plan and performance management of the company and ensure alignment with long-term strategic business plan.

**Strategic Corporate Risk.** Provide check and balance on ongoing projects undertaken by the company, highlight potential risks and propose key mitigations.

**Special Projects.** Manage and coordinate special projects to ensure completion of obligations, provide independent point of view on risk assessment of ongoing infrastructure projects.

**Annual Report.** Lead and manage development of annual report that encapsulates achievement of the company for year-end appraisal.

**BANK PERTANIAN MALAYSIA BERHAD (AGROBANK)**, Kuala Lumpur

**Section Head, Sustainability Policy Development & Strategy Section,**

**Sustainability & Corporate Responsibility Department, Strategy Division**

May 2022 – Oct 2024 (2 years 5 months)

### Key Responsibilities & Achievements:

**Sustainability & ESG Frameworks/Policies Formulation.** Drive sustainability and ESG agenda in the Bank. Formulated internal Sustainability Framework Bank-wide to guide Bank's sustainability agenda. Actively involved in various inter-bank working groups spearheaded by Bank Negara Malaysia (BNM) and banking associations to formulate relevant industry policy documents and guidelines on value-based intermediation (VBI), sustainability and climate change such as the VBI Financing & Investment Impact Assessment Framework (VBIAF) Sectoral Guides and Climate Change & Principle-based Taxonomy (CCPT). A member of CCPT Implementation Group (CCPT IG) and participated in Joint Committee on Climate Change (JC3) meetings. Co-formulated VBIAF Sectoral Guide for Agriculture, Forestry and Fishing together with other member banks and technical experts in the industry.

**Sustainability Strategy.** Instrumental in development of Bank's sustainability strategy and creation of strategic initiatives, in line with Bank's 5-year Strategic Business Plan. Conduct research, drive the strategy implementation, review, and communication of the strategic initiatives through collaboration and engagement with internal and external stakeholders. Manage and lead sustainability-relevant projects to fast track certain objectives and aspirations set in the sustainability strategy and targets.

**Carbon Neutral & Net Zero Roadmap.** Collaborate with external advisor/consultant and internal stakeholders to develop an approach for the Bank to achieve Carbon Neutral and Net Zero through various initiatives identified under Scope 1, Scope 2, and Scope 3 emissions.

**Sustainability-linked Financing.** Developed approach and framework for the Bank to create sustainability-linked financing programs and products targeted to customers in agriculture sector in transitioning to sustainability and green practices in their business operations to collectively contribute towards National Agrofood Policy (NAP 2.0), Financial Sector Blueprint 2022-2026 and Sustainable Development Goals (UN SDGs).

**Sustainability Culture.** Organized series of capability building and awareness programs to educate and inculcate value creation and sustainability-driven mindset/culture among the employees especially to Bank's frontliners i.e., credit officers, relationship managers and sales & marketing personnel to ensure ESG adoption from the onset of customers' applications and onboarding. Among the programs conducted include face-to-face engagements, e-learning modules, knowledge sharing sessions, tailored training programs and other platforms such as posters and videos. Become the focal point for advisory on sustainability in the Bank.

**Integrated Reporting & Sustainability Chapters.** Successfully led the first annual integrated reporting in the Bank (AIR 2021) and AIR 2022 which incorporates sustainability-related contents such as materiality, stakeholder engagement and climate-related disclosures in-line with the Task Force on Climate-related Financial Disclosures (TCFD) framework. The ultimate objective is to enhance the Bank's transparency through disclosures and to showcase its developmental role and sustainability commitment to economy, social and environment.

**BANK PERTANIAN MALAYSIA BERHAD (AGROBANK), Kuala Lumpur**

**Section Head, Strategic Review & Reporting Section,**

**Corporate & Strategic Planning Department, Strategy Division**

Oct 2019 – May 2022 (2 years 7 months)

**Key Responsibilities & Achievements:**

**Long-Term Strategy Formulation.** Contributed towards formulation and design of Bank's five-year strategic business plan (SBP 2021-2025) and ensure all initiatives are in-line with Government policies and directions such as 12<sup>th</sup> Malaysia Plan and National Agrofood Policy 2.0. Ideated and led 3 SBP projects as Project Manager namely: Enhancing crowd-in financing and investments from private sectors, Creation of Sustainability-linked Financing & Programs, and Enhancing Bank's Disclosure & Transparency through Integrated Reporting.

**Mid-Term Strategy Review:** Performed check and balance on all strategic initiatives progresses to-date, challenge status quo to achieve and beat original targets. Engaged project and initiative owners on ways to close gaps and overcome issues.

**Compliance & Impact-based Reporting.** Ensure all periodic reporting compliance to BNM is provided within the specified timeframe and within the required standards. The reports are related to how effectively the Bank delivers its mandate and achieves the developmental impact expected on the agriculture sector and its community. In addition, ensure transparency in all other reporting forms such as strategic corporate strategic plan (CSP) and performance measurement framework (PMF) report which highlight all the significant developmental indicators performed by the Bank.

**KDIs & CKPI Formulation:** Initiated idea on establishment, formulation and setting of Key Developmental Impact Indicators (KDIs) consist of mainly non-financial development indicators that contribute towards economic development, social empowerment, and environmental sustainability. The KDIs are embedded into Bank's annual Corporate Key Performance Indicators (CKPIs), which is periodically reviewed and communicated to its key stakeholders (MOF, MAFS and BNM) on quarterly basis.

**FGV HOLDINGS BERHAD** (formerly known as Felda Global Ventures Holdings Berhad), K. Lumpur

**Manager, Strategic Planning**

February 2015 – September 2019 (4 years 5 months)

**Key Responsibilities & Achievements:**

**Strategy Formulation:** Developed a 3-year strategic blueprint for FGV namely Business Plan 2019-2021 (BP21), built on 4 key strategic thrusts which align all targets and aspirations of the Group. Designed implementation process planning, execution and monitoring of BP21 via set of key strategic initiatives and projects, subsequently update Management and Board of Directors about the progress on a periodic basis.

**Strategy Execution:** Formulated the strategy execution & implementation plan for BP21 from key initiatives tracking, monitoring & communication with respective business units. Conducted advisory and corrective measures to ensure alignment with strategic goals and long-term aspirations. Brainstormed, discussed, and suggested ideas for gaps, risks, challenges, improvements and continuously communicated with respective business units / key owners for alignment of goals. Established a centralized Strategy War Room to facilitate communication and fast track decision making. Communicated BP21 progress to all employees within the organization via internal portal, newsletters, roadshows, townhall, site visits and other forms of engagement sessions.

**Annual Budget & Business Plans:** Undertook annual budgeting & business planning process and cycle for FGV Group (in collaboration with Group Finance). Compiled financial and operational targets and ensure alignment with BP21 blueprint.

**Business Sub-Strategy:** Worked together with individual business units for development & formulation of specific strategies which include portfolio strategy, product strategy, go-to-market strategy and country strategy. The tangible result was the successful completion of the Downstream Strategy Blueprint covering food and non-food segments.

**KPI Formulation:** Involved in formulation and setting of Group KPI for Group CEO and Top Management personnel (in collaboration with Group HR) based on BP21 and annual strategic initiatives, cascaded down to individual business units. This forms the basis for KPI setting for all employees across the board thereafter.

**Divestment / Asset Disposal / Liquidation:** Facilitated divestment of non-core entities and liquidation/wind-up of dormant companies (together with appointed liquidator/adviser), structured the process, tracked progress, and tabled to Management & Board.

**Market Intelligence:** Established and led a centralized market intelligence team in the organization, prepared weekly industry benchmarks & analysis of competitors' movement for Board of Directors and Top Management's consumption.

**Others:** Drafted relevant contents for GCEO & Top Management for conference, seminars, media releases, analyst briefings, interviews etc. Supplied strategy-related contents for annual integrated report, quarterly investor updates, quality audit etc. Involved in business development activities through new project assessment & evaluation studies for the Group.

**EMERY OLEOCHEMICALS**, Ara Damansara, Selangor

**Assistant Manager, Global Strategy Division**

February 2013 – September 2015 (2 years)

**Key Responsibilities & Achievements:**

**Growth Strategy:** Instrumental in development and formulation of Emery's long-term growth strategy roadmap (2013-2018), identification of new business areas and key potentials.

**Growth Projects:** Participated in various Emery's growth projects in pre-marketing activities, provide market and industry outlook, go-to-market strategy, competitive strategy, and pricing strategy. One of the key achievements was the involvement in proposed collaboration with a national oil company's subsidiary to venture into specialised chemicals for automotive, construction, furniture & bedding markets. Provided sales pitch presentations to Fortune 500 customers for newly launched environmentally friendly products and technologies.

**Business Strategy & Support:** Provided support (i.e., data mining, research, analysis on market, industry trends, competitors etc.) to Emery's 5+1 business platforms spanning from basic oleochemicals, home & personal care ingredients, crop protection chemicals, polyurethanes & polyols, polymers & plastics, and bio-based lubricants.

**Corporate Initiatives:** Participated in various corporate initiatives e.g., mergers and acquisitions (M&As), joint ventures (JVs), provide detailed profiling of potential partners, its respective business portfolios, highlight key area of synergies and provide recommendations to Management.

**UMW HOLDINGS BERHAD**, Shah Alam, Selangor

**Assistant Manager, Group Corporate Development, Strategy Division**

July 2005 – February 2013 (7 years and 7 months)

**Key Responsibilities & Achievements:**

**Strategy formulation.** Assisted Management in formulation of Group's strategic blueprint, covering automotive business, equipment, manufacturing, and oil & gas. Subsequently assigned to develop UMW's manufacturing arm's sub-strategic blueprint covering the components manufacturing and lubricants.

**Projects.** A significant achievement was the involvement in a lubricants project where UMW was successfully appointed as an exclusive manufacturer and marketer for a Spanish leading lubricant brand for Asia-Pacific markets (SEA, East Asia & South Asia). Another key achievement was the involvement in UMW's first aerospace ventures. To date, UMW had successfully manufactured and delivered high-end aerospace products (titanium fan case) for a global aircraft engines manufacturer based in Singapore for Boeing 787 Dreamliner model.

**Board Papers & Reports.** Assist in giving inputs/findings for Board paper write-ups. For Board-approved projects/investments, compare and contrast all the targeted objectives against the actual progress of the projects. Prepared quarterly report and updates on key economic indicators, industry, social, politics & market for Management's consumption.

**Risk Management.** Tracked all risk-related matters for the Division. Compiled and provided updates on top 10 (or extreme) risks at Group level.

## EDUCATION

### Tertiary Education

- Bachelor's degree of Engineering (Automotive) (Honours), International Islamic University Malaysia (IIUM), 2005
- Accomplishment: Final project ("Experimental Analysis & Comparison of Performance Characteristics of Catalytic Converters including Simulation") presented in 4<sup>th</sup> International Conference on Heat Transfer, Fluid Mechanics & Thermodynamics, Cairo, Egypt. This project has become the source of reference by researchers, engineers, and university students for their emissions systems-related projects.

### Professional Certification

- Global Reporting Initiative (GRI) Professional Certification Program, Singapore, 2021
- Certified Enterprise Risk Manager, Institute of Enterprise Risk Practitioners (IERP), Kuala Lumpur, 2009 (1<sup>st</sup> batch)
- Certified Train the Trainer (TTT), HRD Corp, Kuala Lumpur, 6 October 2023

## OTHER CREDENTIALS

### Language Proficiency

- English (Excellent in speaking, reading, and writing)
- Bahasa Malaysia (Native speaker, excellent in speaking, reading, and writing)
- Arabic (Fair in speaking, excellent in reading and writing)

### ICT Proficiency

- Proficient in Microsoft 365, SharePoint, Teams, PowerPoint & Word
- Intermediate in Excel
- Intermediate in Social Media Technology

### Consulting Works

- A part-time consultant that provides expertise and solutions in areas of strategy and sustainability, in a broad range of industries.
- Accomplished various consulting works including strategic advisory, company profiling, pitching deck, marketing, training module development and online tools especially in ESG and climate maturity assessments.
- Collaborated with UN Global Compact Network Malaysia & Brunei (UNGCMYB) to design various ESG (ESG START) and Climate Maturity Assessment tool (PROGRESS – *Promoting Green, Resilient & Sustainable SMEs*), along with training modules for its partners/ members. PROGRESS was launched on 10 Nov 2023.
- Collaborated with UNGCMYB & Bursa Malaysia to enhance the Corporate Sustainability Practitioner (CSP) 2.0 which was launched on 12 Nov 2024.

### Speaking Engagements

- A regular speaker for various engagement sessions within the organization spanning from strategy-related matters, sustainability, and risk management.

#### PERSONAL TRAITS & VALUES

- Visionary, committed, transparent, highly passionate on work/assignments/duties, able to go to furthest details.
- A commendable sense of leadership
- Resilient, able to work in a fast pace and high-pressure environment.
- Self-discipline and excellent time management.
- Agile and adaptive to new/changing environment, co-operative and team oriented.
- Emphatic mentor to staff and always be the key reference for consultation and motivation.
- Excellent interpersonal skills, able to communicate and adapt with people at all levels.
- Fast, energetic, creative, favors “out of the box” approach and strives to contribute new/different perspective.
- A self-starter, always looking for the opportunity to gain new skills/knowledge for self-improvement.
- Love to work in community-related projects, has high interest towards wildlife and a strong advocate for environment-related issues.

#### REFEREES

- To be provided upon request.