

# WASIM A. TAHIR, CFA

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## EDUCATION

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### UNIVERSITY OF OXFORD

OXFORD, UK

#### Master of Engineering, M.Eng (Honours)

2003 - 2007

- Overall 2.1 achieved; awarded 1st class for 3rd year project designing a wireless telecom network for rural regions
- Course included modelling with C++ and MATLAB programming languages

## PROFESSIONAL EXPERIENCE

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### CDC GROUP

LONDON, UK

*Part of the UK Government, CDC Group is the world's oldest development finance institution with an investment mandate that covers Africa and South Asia and a development mandate focused on private sector development. In my role as sector strategist I am responsible for CDC's approach to financial sector development*

#### Director | Sector Strategist | Financial Institutions Sector

Oct 2019 - Present

- Defined and articulated the approach of CDC's Financial Institutions (FI) investment activity covering \$1.7bn of investments across a range of institutions and instruments (see 'Publications' for authored report on the strategy)
- Developed the FI impact framework (pathways through which CDC's FI investments achieve impact), now used as the basis of the 'development impact thesis' section of investment proposals submitted to Investment Committee
- Introduced a new debt proposition to FIs which will enable CDC to deliver on its Climate Change and Gender corporate priorities; target deployment is \$120m per year (see 'Publications' for co-authored report on proposition)
- Co-developed the Digital Financial Services strategy which, once implemented, will see CDC support earlier stage and transformative business models in the financial inclusion space; target deployment is \$100m over 5 years
- Co-ordinated the COVID response package for the sector resulting in the deployment of ~\$400m year-to-date into CDC's markets via financial institutions
- Support CDC's FI investment activity on an ongoing basis across the transaction lifecycle, from origination (for all products) through to portfolio management (for equity)

### BOSTON CONSULTING GROUP

LONDON, UK

*BCG is a global management consultancy. Recruited onto the 'expert consulting track' within the financial institutions practice – one of only two such employees in London dedicated to the sector – my remit included project execution, business development and knowledge creation*

#### Expert Consultant | Financial Institutions Practice

May 2016 – Sep 2018

- Executed 10+ projects across banks, asset managers, insurers and payment companies, covering strategy, M&A and operational topics. Led workstreams and managed junior and non-expert consultants in projects such as:
  - Revenue growth programme for the Wholesale Banking arm of a leading emerging markets-focused Bank
  - Brexit contingency planning for the Global Markets business of a European Bank
  - Acquisition target screening for the Global Asset Management arm of a large Universal Bank
  - Fraud solutions landscape assessment for a Payments Processor, with a focus on anti-fraud fintech solutions
- Internally recognised as a firm-wide content expert on wholesale banking, capital markets and Brexit topics, with significant involvement in knowledge creation, proposal writing and business development. Examples include:
  - Lead consultant on the joint BCG / AFME report "*Bridging to Brexit: Insights from European SMEs, Corporates & Investors*" looking at the impact of Brexit on wholesale banking and clearing
  - Devised a revenue uplift approach for a proposal that represented £3m (in terms of fees to BCG) of a £12m successfully sold revenue growth programme to a leading emerging markets-focused Bank
  - Contributor to BCG's Annual Capital Markets reports
- International exposure with projects in France, Netherlands, Singapore, UK and US

**CREDIT SUISSE****LONDON, UK**

*Credit Suisse is a wealth manager, investment bank and financial services firm. During my time, I had the opportunity to work in a 'traditional' strategy function and in a 'front office' team of the Global Markets division. In doing so, I gained a broad understanding of the investment banking and capital markets subsectors*

**Associate | Index Products Group****Jan 2015 – Mar 2016**

- Collaborated with sales and trading desks to produce new index products, constructing and testing first in MS Excel with VBA before coding in C++ and making them available to clients for investment purposes
- Wrote and published market commentary, research notes and client materials on Credit Suisse's benchmark and tradable indices; increased readership of the monthly publication by 220%
- Kept abreast with new regulatory developments and assessed implications on the product group
- Contributor to Credit Suisse's Financial Inclusion Initiative (see "Public Sector & Community Service" section for more information)

**Assistant Vice President | Global Markets Strategy****Jun 2013 - Dec 2014**

- Undertook initiatives for senior stakeholders across Investment Bank and EMEA region. Project experience includes:
  - Reduction of the EMEA cost base by optimising the organisational structure, headcount and real estate
  - Regulatory impact assessment of Credit Suisse's index business in light of the LIBOR fixing scandal (leading to being offered a role within this 'front office' business unit)
- Executive Assistant duties to Gaël de Boissard, Global Co-Head of the Investment Bank – activities included crafting communications, managing requests from UK & Swiss regulators, and preparing Board presentations

**LLOYDS BANKING GROUP****LONDON, UK**

*Lloyds is a UK based financial services group focused on banking, insurance, pensions and investment provision. I worked across several distinct business units and in doing so I gained a broad understanding of the product offering and operations of a diversified financial institution*

**Strategy Manager | Wealth, Asset Finance & International Division****Apr 2011 – May 2013**

- Executed strategy and operational improvement initiatives for the International Retail Banking, Wealth Management & Insurance businesses. Project experience includes:
  - Growth strategy for an international retail banking business – modelled opportunity and assessed implementation feasibility of introducing retail banking and investment products into new geographies
  - Strategic option assessment of a wealth management business (partial carve-out, exit, business model repositioning) – analysed full value chain and developed business case around recommended option
- Executive Assistant duties to division CEO Jakob Pfaudler – activities included preparing Board and Executive Committee presentations, producing ad-hoc analyses and executing tactical change initiatives

**OLIVER WYMAN****LONDON, UK**

*Oliver Wyman is a global management consultancy largely focused on the financial services industry. I executed 10 projects across banks, asset managers, insurers and government agencies, with a focus on risk and regulatory reform topics linked to the 2008 financial crisis*

**Management Consultant | Financial Services Practice****Oct 2008 - Mar 2011**

- Regulatory reform project for the Financial Stability Board – analyzed the global financial system to identify gaps in regulation and potential for systemic risk, culminating in a written report for the G20 summit in April '09
- Recapitalisations of two Irish banks for the Irish Government – executed analysis quantifying the required capital injection (balance sheet loss forecasting) and analysis minimising this figure (risk-weighted asset optimisation)
- White Paper on the outlook of the UK consumer credit market for the UK Civil Service – analysed key issues related to consumer indebtedness and proposed potential policy options
- Senior consultant on the Annual State of Financial Services report – developed the public policy section of the report covering topics such as market infrastructure reform, bank solvency and consumer protection
- International exposure with projects in France, Germany, Saudi Arabia, UAE and UK

## PUBLIC SECTOR AND COMMUNITY SERVICE

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- **CREDIT SUISSE FINANCIAL INCLUSION INITIATIVE (FII), 2015-2016**  
Supported Credit Suisse's financial inclusion and microfinance efforts – dedicated ~3 hours per week over 12-months contributing to research, report writing, partnership development and assessment of grant proposals
- **GROW MOVEMENT, 2012-2014**  
Remote volunteer consultant helping small businesses in Africa on topics such as accounting and marketing – worked with three companies in 3 years, dedicating 2 hours per week over a 10-week period for each company
- **AFRICAN COTTON LTD, 2011**  
Full-time volunteer consultant spending 6 weeks on the ground in Nairobi – helped a Kenyan FMCG manufacturer to design a programme to deliver sanitation kits to 1 million schoolgirls in rural Kenya
- **UK CIVIL SERVICE, Summer 2006**  
Eight-week internship in the Public Spending department of HM Treasury – worked as part of a team doing a periodic review of the department's funding of other HMG departments
- **SALVATION ARMY, 2003-2005**  
General volunteer at the local Salvation Army-run homeless shelter – originally a school-mandated activity, I continued it after leaving school, dedicating 2 hours per week during winter, spring and summer university breaks

## ADDITIONAL INFORMATION

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### PROFESSIONAL QUALIFICATIONS

- *Strategic Leadership in Inclusive Finance*, HBS / Accion, April 2020 (Admitted but course deferred due to COVID-19)
- *Climate Change: Financial Risks and Opportunities*, Imperial Business School / ImperialBusinessX, May 2020
- *CISI Capital Markets Certificate*, Chartered Institute for Securities & Investment, March 2015
- *Chartered Financial Analyst Designation*, CFA Institute, August 2013

### PUBLICATIONS

- *"Directed Lending: Current practices and challenges"*, January 2021, Co-author of report
- *"Why and how we invest in financial institutions"*, May 2020, Author of report
- *"Supporting financial institutions to work for women"*, October 2019, Co-author of article
- *"Bridging to Brexit: Insights from European SMEs, Corporates & Investors"*, July 2017, Lead consultant

### PUBLIC SPEAKING (panel participations)

- *"COVID 19 triggering deep digital change in African Fintech"*, Africa Tech Festival, November 2020
- *"DFIs Preserving SMEs Liquidity and Solvency"*, SME Finance Forum Virtual Roundtable, June 2020
- *"Keys for MFIs and NBFs to realise scalable growth"*, Asia Financial Institutions Forum, February 2020
- *"DFIs: New strategic context and implications for SME Finance"*, SME Finance Forum DFI Roundtable, October 2019
- *"The Future of African Capital Markets"*, AFSIC Africa Investment Forum, May 2019

### INTERESTS

- Blockchain and digital currency enthusiast
  - Personal investor in digital currencies achieving a ~20x return on investment to date
  - Executed a commercial due diligence on a European digital currency broker while at BCG; activities included landscape assessment of European digital currency brokers / exchanges and impact assessment of regulations
  - Formed a team and developed a proposal for a multi-strategy fund focused on digital currencies; achieved ~£2million in soft-commitments (launch halted due to the digital currency market crash of December 2017)
- Road cycling, strength training, science fiction (film, tv and print), historical fiction (print)