

# HIGH-FLYERS

THE ACT MIDDLE EAST TREASURY AWARDS ATTRACTED ENTRIES FROM THE REGION'S BRIGHTEST AND BEST

{ AWARDS: **WORKING CAPITAL AND STRATEGIC FUNDING** }

## **WORKING CAPITAL MANAGEMENT** Landmark Retail

One of the Middle East's largest retail groups, Landmark Retail, took the Working Capital Management Award at the 2017 ACT Middle East Treasury Awards.

Landmark's achievements in this area include an overhaul of its working capital infrastructure and the introduction of a long-term supply chain finance strategy to cement links with its Asian supplier base and promote sustainable growth.

Embarking on a comprehensive review of its working capital management involved benchmarking Landmark's performance against peers, identifying

cash management efficiencies and introducing long-term working capital reduction initiatives. Landmark's corporate treasury also wanted to set up a long-term working capital structure to provide low-cost working capital to its SME supplier base. Within this context, Landmark agreed to structure a supply chain finance solution with the Asian Development Bank (ADB) that will facilitate \$200m in trade flows between Asia and the Middle East.

The retailer sources most of its merchandise from Asia. Thanks to the new arrangement, it will be able to procure goods on a payment-on-delivery basis, providing

its suppliers with a sustainable cash-conversion cycle.

Rajesh Garg, group chief financial officer at Landmark Group, said: "At Landmark, we have monomaniacal focus on delivering value to our customers. This drives us to constantly innovate across all channels of our value chain. This supply chain financing structure will enhance our relationships with Asian SME suppliers and pave the way for other such programmes. In addition, we would reap the benefits backed by the AAA rating of ADB and efficient solution delivery by Deutsche Bank. This award is a great recognition of the efforts of the Landmark treasury team."



## **Deal highlights**

**Issuer/organisation:**

Landmark Retail

**Provider:** Deutsche Bank

**Structure:** Three-month revolving facilities



**The judges said:**

"Landmark has arrived at an impressive structure for working capital and is to be commended for its work with SMEs across Asia."

## **DP WORLD**

### **Deal highlights**

**Issuer/borrower:** DP World Prince Rupert Inc and DP World (Canada) Inc

**Provider:** Various

**Structure:** Term loan and refinancing of acquisition debt

**Tenor:** Seven years



**The judges said:**

"They have covered a lot of ground and driven up-to-date solutions and approaches, doing a great job on a global stage."

## **STRATEGIC FUNDING** DP World

Global trade enabler DP World took the ACT Middle East Treasury Award for Strategic Funding for its expert refinancing of a complex project at its container terminals in British Columbia, Canada.

DP World had an existing terminal in Vancouver, Canada, and in August 2015 acquired a new container terminal in Prince Rupert, Canada. The acquisition was amid an expansion project of Prince Rupert and hence required additional funding, but to minimise any delays, no external borrowing was put in place at the time of acquisition. But, it was the

intention of DP World to put in financing at a later stage to release equity, repay debt and/or redeploy capital in new projects.

After the acquisition, DP World's group treasury team in Dubai raised CAD\$603m in a non-recourse secured term loan funding. The arrangements included the refinancing of existing bank debt; refinancing of an acquisition loan; a capex facility for equipment and berth expansion; and hedging the interest rate exposure on an amortising basis.

The international nature of the deal brought

complexity to the transaction as the loan documentation fell under English law, while a security package was governed by Canadian law and the negotiations involved multiple stakeholders and lenders. DP World's treasury team coordinated those negotiations solely with lenders and port authorities without involving financial advisers or structuring banks.

Girish Shenoy, director of group treasury (pictured left), said: "It is particularly pleasing to be recognised for our work in the Canadian refinancing."

{ AWARDS: **TREASURY TEAMS** }

**LARGE CORPORATE TREASURY TEAM OF THE YEAR** DP World

The group treasury team at global trade enabler DP World, the world's third-largest container terminal operator, was awarded the Large Corporate Treasury Team of the Year at the ACT Middle East Treasury Awards. The judges were impressed with the team's wide-ranging and high-class work across both transactions and working capital management.

The five-strong team has been to the capital markets multiple times in the past 18 months in different geographies. For example, a £650m financing for London Gateway Port Ltd, \$1.2bn sukuk due May 2023 in parallel with a \$1.127bn fixed

price tender offer for a \$1.5bn sukuk maturing in July 2017, and the CAD\$603m non-recourse secured term-loan financing and associated hedging for the group's Canadian assets, which won the Strategic Funding Deal of the Year Award.

As DP World has 78 terminals in 40 countries across six continents, the treasury team deals with diverse locations, which brings its own complexities, especially in emerging and frontier markets. In the past 18 months, the team has played a key role in the company's strategy by initiating and executing various transactions concurrently, in addition to overseeing

day-to-day treasury operations such as cash and liquidity management, interest and FX rate hedging, compliance, credit risk management and trade finance. Furthermore, working closely with the credit rating agencies over the past year has resulted in two upgrades from Fitch (from BBB- to BBB+) and one from Moody's (from Baa3 to Baa2).

Girish Shenoy, director of group treasury, said: "We are delighted to receive the Large Corporate Treasury Team of the Year Award. It's been a busy period as we have closed more than \$6bn of financings across multiple geographies and over \$4bn in spot and hedging transactions."



**The judges said:**

"They have shown great teamwork and deal expertise, with an impressive array of achievements and skills demonstrated."

**Special mention** Etihad Aviation Group's treasury team

The judges acknowledged Etihad Aviation Group's treasury team. As the airline and aviation group has evolved, its 70-strong treasury team has taken on broad

responsibilities encompassing corporate treasury, insurance, group tax, structure and corporate finance and centralised payments and fraud management.

The team is currently undergoing a treasury transformation, and in September last year completed a global transactional banking project and global treasury systems implementation.



**The judges said:**

"Alghanim Industries is to be applauded for its leading-edge internationally focused work. The team there has covered a great deal of ground in core treasury areas."

**MEDIUM CORPORATE TREASURY TEAM OF THE YEAR** Alghanim Industries

Alghanim Industries is one of the oldest and largest privately owned companies in the MENA region.

Over the past three years, the Alghanim Industries corporate team has transformed into a diverse unit of specialists offering innovative ideas to the businesses and playing a key role in executing them with the banks. Alghanim Industries was

one of the first private organisations in Kuwait to implement straight-through processing – a digital payment mechanism on SWIFTNet.

The team has also taken significant steps in improving working capital management through innovative and structured products. The group has close to 20 banking partners and the treasury team ensures that the right partners

and products are chosen for each requirement.

"The Alghanim Industries Treasury team has been taking on bold initiatives to make sure the company is at the forefront in implementing the best treasury practices, and this award is a testament to what we have achieved and a reminder that we must aspire to continue setting the bar in our field," said Sonal Gupta, corporate treasurer for the group.

Read the full article at [www.treasurers.org/MEawards/2017](http://www.treasurers.org/MEawards/2017)



**Highly commended** Landmark corporate treasury team

The judges highly commended the Barclays-nominated Landmark corporate treasury team for its transformation from an operational finance function to a dynamic

centralised treasury. Landmark's treasury team has optimised group liquidity using long- and short-term financing options. The group is the first private-sector

corporate in the region to make use of an export credit agency guarantee embedded with FX hedging and a reimbursement mechanism.

**SMALL CORPORATE TREASURY TEAM OF THE YEAR** Webcor

Food and consumer goods distributor Webcor won the Small Treasury Team of the Year Award at the ACT Middle East Treasury Awards.

Led by head of treasury Mona Lockett (pictured right), Webcor's treasury team has spent the past 18 months working to centralise and embed treasury within a highly dispersed organisation.

Webcor derives 95% of its revenues from Angola. It also operates in Mozambique, the Democratic Republic of the Congo and Italy, and has a presence in Asia and

Lebanon. The company is headquartered in the United Arab Emirates.

The treasury team installed a Kyriba treasury management system (TMS) in the group with a strong focus on Angola. At the time, Angola's economy had been severely hit by falling oil prices and the country was struggling with goods shortages, while Webcor in turn grappled with control exchange issues. Implementing the TMS, as well as SWIFT for payments, proved instrumental in helping the company to

improve cash visibility across the group, providing the senior management team with invaluable information. The installation also helped streamline the whole bank reconciliation process.

"The award was amazing recognition for the group and a measure of how hard we have worked to bring visibility from Africa. This is just one milestone with many more to come. The ACT offers treasury professionals a platform to support growth within the treasury team and as a group," said Lockett.



**The judges said:**

"The TMS installation, which was achieved in the face of significant challenges, stands out as a great achievement for Webcor."

{ AWARDS: **TREASURY PROFESSIONALS** }

**TREASURY PROFESSIONAL OF THE YEAR - PRIVATE SECTOR**

ADAM BOUKADIDA



**The judges said:**

"He has demonstrated the value treasurers can bring to an organisation. He has also been a very strong advocate of ACT treasury qualifications, identifying the skills needed by United Arab Emirates nationals and proactively championing the training cause."

The award for Treasury Professional of the Year in a private-sector organisation went to Adam Boukadida, acting group treasurer at Etihad Aviation Group (EAG).

Boukadida, formerly deputy treasurer at the aviation group, assumed his responsibilities as acting group treasurer in May 2017, bringing more than 15 years of knowledge and experience in treasury management, global markets and banking to the role.

Under his leadership, the treasury team at Etihad has completed a global transactional banking project. The goal was to rationalise the number of accounts and

banking partners, reduce costs, eliminate manual interventions where possible and move to increased straight-through processing, an end point that was reached six months ahead of schedule.

EAG has also made a significant investment in financial technology, leading to the replacement of two separate treasury management systems with a single consolidated system to manage all treasury operations and financial risk management, including commodity risk.

Boukadida's achievements include developing the 70-strong treasury team – leveraging their different skills and talents in a way that

supported Etihad's business and technology objectives. The implementation has brought a simplified payments infrastructure, improved cash visibility, and cost and time savings across the global network.

In the same year, the treasury team also raised \$1.5bn via a sukuk programme, the largest ever in aviation history.

Boukadida said: "I am honoured to be recognised for this award. Credit goes to my team, which has worked tirelessly to implement the many strategic initiatives we have implemented over the past 12 months to provide a stronger framework for our business."

**TREASURY PROFESSIONAL OF THE YEAR - PUBLIC SECTOR**

ABDULLA BELYOAHAH

Treasury Professional of the Year in a public-sector organisation went to Abdulla Belyoahah, head of debt management at the Government of Dubai, Department of Finance.

Belyoahah impressed the judges not just for recent achievements in debt management, but for his hard work and dedication over a period of some years in terms of introducing and professionalising the

treasury function within such a high-profile government department.

Belyoahah is to be applauded, they said for demonstrating and embedding high standards within the department.



**The judges said:**

"Abdulla Belyoahah has made a true contribution to the profession."