

HENRY KEVIN MBUGUA, MKIB

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MANAGING DIRECTOR

- **18 years on the frontlines of business and organizational leadership: Shaping the future of organizations with huge surges in revenue earnings, across-the-board results, and bold inspirational leadership -**

Visionary Managing Director, balancing strategic decisions and financial discipline with hands-on approach to leadership, to formulate and execute corporate vision and strategic plans, manage organizational operations across countries and expand businesses in start-up, turnaround, and high growth environments.

Operations strategist with a steady finger on the pulse of market trends and ever-evolving economic landscapes, to make high-stake decisions that drive efficiency and profitable growth.

Trusted board advisor and member, providing valuable perspectives to the Board, cultivating a sense of partnership across the company, and managing stakeholder relations to build trust and brand equity, while delivering shareholder value.

Decisive leader with an exceptional ability to simplify complexities and rally diverse teams behind corporate strategy and growth objectives. Fluent in English and Kiswahili with advanced use of MS Office Suite.

Areas of Expertise

Business Startup | Business Model Ideation, Testing, Implementation and Scaling | Organizational Leadership | Strategic Planning & Execution | Product Development & Launch | P&L oversight | People Leadership | Debt Funding & Investor Relations | Stakeholder Engagement | Business Growth & Expansion Strategy | Strategic Partnerships & Alliances | Board Collaboration | Risk Management | Business Turnaround | General Management | New Market Development

CAREER EVOLUTION

Country Manager |Autochek Ltd

Jul 2023 – Oct 2024

Country Head of Dealer Finance |Autochek Ltd

Nov 2024 - Date

An automotive technology development company that builds solutions aimed at enabling and enhancing commerce within the automotive sector. The company trades under the brand name Autochek and entered into the Kenyan market 4 years ago.

My previous role as the Country Manager morphed to Country Head Dealer Finance with a mandate to take the reins of the company's B2B strategy, operations & process, people management, partnerships and stakeholders management to position the company for profitability and growth.

Scope: Staff: **3 reports** | Budgets: **\$12M in revenue & 500 vehicles in volume sales**

Performance Highlights:

- Spearheaded the development, rollout and management of two product lines that contributed 60% of the total revenues and led to growth in revenue by 40%, propelling the company to US\$40k in operating profit (EBITDA) as at 31 Oct 2024.
- Developed and delivered a revamped commercial strategy increasing partner network by 64% from 50 dealers to 82 dealers.
- Revised the partnership model that led to a new income stream for the company.
- Managed collaboration initiatives with the partner network to introduce an innovative insurance solution and the first of its kind in the market (<https://www.linkedin.com/feed/update/urn:li:activity:7240248860797755393/>)

Alios Finance Group

May 2016 – Feb 2023

One of the leading Asset Finance Groups in Africa, providing SMEs and Corporates with a full range of financing solutions including Financial Lease, Investment Loans, Hire-Purchase, Operating Lease and short term loans.

Brought on board to take the reins of strategic planning and execution of overall operations for Alios Finance Kenya, and gained additional responsibility in March 2019 to helm both the Kenyan and Tanzanian subsidiaries. Stepped into new role to assume executive leadership for both countries, crystallizing corporate vision, mission, core values, and overall operations, with full P&L control, and authority on long-range planning, strategic vision and direction, cross-country product

management, business development and turnaround, financial and credit risk management, sales and marketing, and human resources management.

Managing Director – Alios Finance Kenya Limited & Alios Finance Tanzania Limited (March 2019 – Feb 2023)
Managing Director – Alios Finance Kenya Limited (May 2016 – March 2019)

Scope: Staff: **11 reports in Tanzania & 12 reports in Kenya** | Budgets: **\$8.5M in assets (Kenya) to \$10.2M in assets (Tanzania)**

Performance Highlights:

- Orchestrating successful business turnarounds for the both subsidiaries.
 - Revitalized Alios Tanzania performance from a loss of more than TZS 35.847M (\$15K) in December 2018, to a Net Profit of TZS 2.5B (\$1.09M, before income tax) in December 2020.
 - Reduced operating losses before tax for Alios Finance Kenya by 95% from KES 87.6M (\$812K) in 2015 to KES 4.7M (\$44K) in 2018).
- Harnessed solid market relations to raise and secure a KES 500M (\$5M) debt capital for Alios Finance Kenya (2017-18), growing total assets by 72%, from KES 675M (\$6.3M) in 2015 to KES 1.16B (\$10.7M) in 2018.
- Powered a 20% Net Interest Income growth for Alios Finance Kenya, propelling income from KES 57M (\$529K) in December 2015 to KES 68M (\$630K) in December 2018.
- Slashed non-performing loans for Alios Finance Kenya by 61%, dropping from 18% per year to 10% per year in 4 years.
- Restructured Alios Finance Kenya's debt instruments within a year of hire, substantially reducing the Cost of Fund Ratio by 48% and magnifying Net Interest Margin growth by 100%.
- Developed and formalized a credit policy for Alios Finance Kenya that diversified asset finance offering and grew new loans advances by 141% over 4 years (KES 280M in 2015 to KES 678M in 2018).
- Shaping and influencing strategic decision-making on credit, operational, market, reputational and compliance risks, as member of the Board Credit Risk and Credit management Committee and Member of the Group Credit Recovery Committee.
- Spearheading human resource strategies, performance management, talent management, and succession planning across the two countries.
 - Re-engineered the HR structure and developed staff KPA, KPIs and incentive programs to ignite productivity.
 - Led and mentored 11 team members to oversee cross-functional team development and management.
- Managing relations and communication with external stakeholders, regulatory bodies, local and international lenders, revenue authorities, and the public.

Senior Manager – Asset Finance & Bancassurance | Credit Bank Limited, Nairobi **August 2015 – April 2016**
Commercial Bank in Kenya with a network of over 15 branches and total assets in excess of KES 23 Billion as of December 2020.

Provided strategic leadership in developing Asset Finance and Bancassurance products and led tactical execution to grow portfolio, build new revenue streams, and drive assets and liabilities growth.

Scope: Staff: **3 direct reports**

Performance Highlights:

- Formulated the Asset Finance and Bancassurance policy, including a credit policy with segregated income and expense lines, capturing KES 500M (\$4.6M) in new loans approval within seven months, and increasing the departments

monthly revenues to KES 50M (\$460K) up from KES 30M (\$278K).

**Business Development Manager – Asset Finance | NIC Bank Limited (Now NCBA), Nairobi
August 2009 – July 2015**

Third largest bank in Kenya with total assets of KES 444 Billion as of December 2019.

Advanced through a promotion after 2 years, from Relationship Manager to National Business Development Manager based on outstanding performance, to steer growth and expansion of the Asset Finance portfolio.

Scope: Staff: **12 direct reports** | Budgets: **KES 12B annual P&L**

Performance Highlights:

- Delivered KES 12B in annual sales turnover while steering sales and business development activities.
- Piloted new product launches that included an import-financing product for vehicle imports.
- Spearheaded entry into new markets, working within cross-functional teams to set up new asset finance departments in Kisumu and Eldoret, and a satellite branch in Kisii to sell asset finance products.
 - Paved way for KES 240M annual sales revenues for Kisii, KES 300M for Eldoret, and KES 450M for Kisumu between 2009 and 2014.
- Recognized for doubling growth of asset-based finance balance sheet from KES 8B to KES 16B in 6 years (2009 – 2014).
- Executed vendor contracts for motor vehicle and equipment dealers in Kenya, positioning NIC bank as a leader in Asset Financing (30% market share) and the preferred finance partner.

**Relationship Manager – Asset Finance | NIC Bank Limited (Now NCBA), Nairobi
September 2007 – July 2009**

The role was based in Nakuru branch but covered the wider Rift Valley region which included Eldoret and Kericho. Western region which included Kitale, Kakamega, Kisii and the Nyanza region which included Kisumu.

Performance Highlights:

- Credited with growing the Asset Finance and IPF book from Nil to KES 3B.
- Successfully implemented vendor programs with all main motor vehicles and equipment suppliers as well as Insurance companies and brokers in the allocated region making NIC bank to be the preferred business partner of choice.

EARLY CAREER

Equity Bank Limited

January 2005 – August 2007

Largest bank in Kenya with KES 1.02 Trillion in total assets as of Dec 2020

Hired as a Teller at the Nakuru Branch and leveraged exemplary performance to rise through increasingly responsible roles under the following positions:

Credit Officer, Consumer Lending – Nakuru Branch (July 2006 – August 2007)

Customer Service Officer – Nakuru Branch (January 2006 – June 2006)

Teller – Nakuru Branch (January 2005 – December 2005)

Performance Highlights:

- Drove branch consumer-lending operations, successfully, reducing loan PAR (Portfolio at Risk) from double digits to an annual average of 8%.

- Masterminded efficient processing of customer transactions and operations, credited with improved customer experience and loyalty.

EDUCATION & TRAINING

MBA – Global Business Management – United States International University (USIU) – (Apr 2022 – Oct 2023)

Postgraduate Diploma in Global Social Sustainable Enterprise – Colorado State University (Jan 2015 – Aug 2015)

- Acquired practical skills and knowledge on the 3Ps of Sustainability (People, Planet and Profit)
- Acquired practical experience of how to set up a profitable social venture, and how to scale it up

Bachelor of Business Administration: Finance and Accounting – Kenya Methodist University (2007 - 2009)

INTERNATIONAL EXPERIENCE

International Business Immersion Program – Kogod School of Business (American University – Washington, DC) – June 2023

- Acquired global awareness through immersion in American culture
- Expanded global perspective through interactive sessions with top executives in IMF & World Bank, touring firms and local government institutions
- Exercised problem solving skills in navigating new setting and learned to establish rapport quickly with individuals in an unfamiliar territory

OTHER CERTIFICATIONS & TRAINING

Leadership Training (Becoming a Person of Influence) – PPT Leadership Academy (Feb 2023 – June 2023)

Management & Leadership Training – HEC Paris (2018)

Lean Start-up Methodology & Innovation – USIU (Jan 2023 – April 2023)

BOARD MEMBERSHIPS & CIVIC AFFILIATIONS

Board Member – Alios Finance Tanzania Limited (March 2019 – Feb 2023)

Board Member – Alios Finance Kenya Limited (May 2016 – Feb 2023)

- Implementing corporate strategy and updating the Board on company operations.
- Preparing and presenting Board papers on company performance, budgets, capital structure, advances and expenses, regulatory compliance, risk exposure, and Bank of Tanzania external, internal, and audit committee reports.
- Providing recommendations to the Board on competent officers to manage company operations.

Board Member – Apex Collections Africa Ltd (Apr 2017 – Dec 2022)

- Providing guidance and insight on strategy formulation & execution, and business development

REFERENCES

Available on request.