

Michèle Sharon Small

📍 London, UK

BOARD LEADER | DEVELOPMENT FINANCE & INVESTMENT BANKING | COMMERCIAL REAL ESTATE

A strategic, resourceful, and award-winning international banker with over 25 years overseeing strategy, policy, and up to €250M investments within the environmental, social, governance, and commercial real estate sectors. A seasoned Non-Executive Board Member and Limited Partner Advisory Committee member for various companies and investment funds in emerging markets. Offers strong guidance and strategic direction while establishing a corporate environment based on integrity, diplomacy, and professionalism. Possesses expert-level skills in risk management and managing transactions with corporate clients, financial institutions, and investment funds in 20+ countries.

AREAS OF EXPERTISE

Business Planning • Financial Analysis • Operational Management • Corporate Governance • Board Leadership • Investor Relations • M&A Prep & Integration • International Investment & Banking • Deal Origination & Structuring • Project & Portfolio Management • Environmental, Social, Governance (ESG)

RECENT NON-EXECUTIVE, EXECUTIVE & BOARD ROLES

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|---|----------------|
|  Board of Directors • <i>British Croatian Chamber of Commerce, UK</i> | 2023 – present |
|  Board of Advisors • <i>Keystone CEE SCsp • Luxembourg</i> | 2021 – present |
|  Non-Executive Director <i>Fusion Investment Management Limited • Kenya</i> | 2021 – present |
|  Non-Executive Director • <i>Fusion Investment Limited • UK</i> | 2015 – present |
|  Owner & Director • <i>MS Commercial Real Estate Capital Limited • UK</i> | 2012 – present |
|  Non-Executive Director • <i>Prigan doo • Serbia</i> | 2015 – 2017 |
|  Non-Executive Director • <i>Whiteshield Partners Limited • UK</i> | 2015 – 2016 |
|  Non-Executive Director • <i>GTC Galleria Burgas JSC • Bulgaria</i> | 2010 – 2012 |
|  Non-Executive Director • <i>Georgian Reconstruction & Development Property Company • Channel Islands</i> | 2007 – 2011 |

COMPETENCY FOCUS

Strategic Planning & Thought Leadership

- Established and managed the first office for a multinational development bank in North America (EBRD)
 - Engaged with 600 potential sponsors, authorities, and shareholders, hosting 30 events and speaking at 100 across 23 cities
 - Built strategic partnerships with think tanks to communicate policies during a complex political landscape
- Helped a small private equity firm transition to a real estate developer by hosting training sessions, advising the investment committee, and leading the design and implementation of ESG and risk management strategies and fundraising
- Oversaw a team of 22 commercial real estate professionals -invest €200M per annum with a portfolio of €2B in a diversified landmark and innovative projects
- Provided guidance and mentoring to bankers who became recognised leaders at BlackRock, Invesco, IFC, and EBRD




Transformation & Turnaround

- Ensured the EBRD's relevance to shareholders and continued strength in North America throughout tenure
- Led efforts to turn a small firm into one of the leading real estate developers in Eastern Africa as an Independent Consultant
- Awarded Professional Woman of the Year at the "Europa Property SEE Real Estate Awards"
- Recognised as the EBRD's nominee to Non-Executive Director and LPAC member on 9 investments

COMMITTEE ROLES

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|---|---------------|
|  Audit & Risk Committee <i>Fusion Investment Management Limited, Kenya</i> | 2022- present |
|  Unitholders Advisory Committee • <i>Heitman European Property Partners Sub Fund IV • Luxembourg</i> | 2011 – 2017 |
|  Investment Advisory Committee • <i>Hines Poland and Russia Fund • Luxembourg</i> | 2011 – 2012 |
|  Investment Advisory Committee • <i>Marbleton Property Fund • Cayman Islands</i> | 2008 – 2012 |
|  Remuneration Committee • <i>Georgian Reconstruction & Development Property Company • Channel Islands</i> | 2008 – 2011 |
|  Investment Advisory Committee • <i>Global Emerging Property Fund • Jersey, Channel Islands</i> | 2005 – 2012 |

EXTENDED CAREER CHRONOLOGY

-  Director (*Head of the North American Office*) ▪ *European Bank for Reconstruction & Development (EBRD)* ▪ *USA* 2016 – 2021
-  Director, Property & Tourism ▪ *EBRD* ▪ *UK* 2011 – 2012
-  Portfolio Manager & Senior Banker, Property & Tourism ▪ *EBRD* ▪ *UK* 1998 – 2011

EDUCATION & PROFESSIONAL AFFILIATIONS

- Master of Science in Real Estate Investment ▪ *Cass Business School* ▪ *London, UK*
- Diploma in Environmental, Social and Governance (ESG) ▪ *Corporate Governance Institute*
- Member, Global Exchange Council ▪ *Urban Land Institute* ▪
- Member & Investor ▪ *The Roraima Fund (non-profit supporting vocational projects in South America)*