EXECUTIVE SUMMARY

Niclas Hiller



Investment executive and former CIO

Portfolio construction and investment governance

Oslo, Norway / www.hasand.no

I help owners turn their purpose into an investment philosophy, a coherent total portfolio and the organisation required to implement it. My experience combines early institution building at Norges Bank Investment Management with investment leadership and platform development for private clients at Formue.

EXECUTIVE PROPOSITION

More than 25 years across sovereign, institutional and private capital. My particular strength is connecting asset allocation, manager selection and risk with the governance, people, incentives and costs that determine the owner's outcome. I am most relevant when an investment programme needs to be built, expanded or transformed.

SELECTED CAREER EVIDENCE

NBIM: institution building and global allocation

Joined in January 1998 after recruitment in 1997. Built and led the external fixed-income and macro programme, reaching approximately NOK 160bn by departure. Held delegated responsibility for manager selection, capital and risk allocation, performance and programme development. Worked in Oslo and New York.

Formue: institutional investment quality for private clients

Built an investment organisation of approximately 30 professionals, specialist mandates and scalable portfolio building blocks, including Irish UCITS/AIF structures. Chaired the Investment Committee. Served as CIO during firm AUM growth from approximately NOK 30bn to NOK 160bn and developed centralised discretionary management to more than 30% of firm AUM.

Unibank: commercial and organisational turnaround

Reshaped a loss-making Swedish fixed-income operation across a Swedish-Danish team of approximately six traders and six sales professionals. Stopped losses, restored profitability and reached a number-three Prospera ranking within three years.

LEADERSHIP AND MANDATE FIT

Purpose-driven, analytical and direct. Establish the destination, work backwards and give people clear mandates and accountability. Competence, integrity and authenticity guide decisions. Best suited to family offices, principal investment companies and foundations, or selected board, Investment Committee and strategic advisory assignments.

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