**CURRICULUM VITAE**

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1. **Summary of experience**

**Broadway Industrial Group Limited (listed on SGX)**

Oct 2015 – current

Group Chief Financial Officer

Managing the full spectrum of financial and operations of the Group alongside the Group CEO.

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| **Key Achievement**  **Sale of 2 BUs of the Group to Private Equity**  1. Member of the deal team  2. Participated in the negotiation  3. Lead the submission of the circular seeking approval from SGX  4. Lead in negotiating and securing a bridging loan to facilitate the deal  5. See through the completion of deal  6. Lead in the refinancing and repayment of the Group’s club loan |

**Managing Strategic issues**

* Partnering the CEO in all key aspects of the business and operations
* Setting the financial strategy in preparing for expansion
* Setting the Group Transfer Pricing strategy with Tax Consultant
* Lead in the refinancing and repayment of the Group’s club loan

**Managing operational matters**

* Setting up the framework to align the different BUs
* Revamping the internal controls and reporting requirements for the Group’s business
* Redesign and implement Management Reports to provide focus for management decision making
* Setting up an entirely new suite of key performance indicators to track performances
* Enhancing the annual budgets process to give it more focus
* Setting up a working capital management system with focus on forecasting cash flow more accurately
* Setting up a framework to better control and manage the business in response to changing business risks

**BLT Chembulk Group (listed on IDX and SGX)**

2013 – Jun 2015

Group Chief Financial Officer

Managing the full spectrum of financial and operations of the Group alongside the Group CEO.

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| **Key Achievement**  1. Successfully completed the financial restructuring of the Group’s USD1.5b debts  2. Strategizing with various professionals in avoiding delisting (managing IDX and SGX) and to resume trading  3. Working with PEs, Lending Bankers and advisors to manage and ensure the Group core business stays financially sound  4. Working with the advisors to facilitate setting up the necessary legal measures to ensure the core assets and businesses are protected |

**Managing Strategic issues**

* Partnering the CEO in all key aspects of the business and operations
* Setting the financial strategy in new acquisitions of businesses and vessels
* Setting the Group Transfer Pricing strategy with Tax Consultant
* Setting of fleet chartering strategy to achieve the desired growth
* Strategizing with various professionals in avoiding delisting (managing IDX and SGX) and to resume trading
* Working with PEs, Lending Bankers and advisors to manage and ensure the Group core business stays financially sound
* Working with the advisors to facilitate setting up the necessary legal measures to ensure the core assets and businesses are protected

**Managing operational matters**

* Setting up the framework to align the different BUs to focus on profitable routes
* Revamping the internal controls and reporting requirements for the Group’s business
* Redesign and implement Management Reports to provide focus for management decision making
* Restructure the Finance Department into a shared service team to better serve the Group Operational activities
* Assigning finance staff to co-own business segment with Operations – partnering Operations
* Setting up the framework for Group finance to participate in operational matters
* Setting up the framework to further enhance the cost structure so as to sharpen its competitiveness and to stay robust
* Setting up an entirely new suite of key performance indicators to track performances
* Enhancing the annual budgets process to give it more focus
* Setting up a working capital management system with focus on forecasting cash flow more accurately
* Setting up a framework to better control and manage the business in response to changing business risks

# Miclyn Express Offshore (listed in ASX)

September 2010 – 2013

Group Financial Controller

Managing the shared service team as well as oversea offices (Australia, UAE, Thailand, Malaysia, Indonesia and Singapore).

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| **KEY ACHIEVEMENTS**    1. Group was taken private by PE  2. Manage the implementation of SAP and BPC systems across the Group  3. Formation of mentoring group  4. Developing various processes and procedures for internal controls  5. Enhance the revenue recognition and cost matching procedures  6. Setting up the Jakarta accounts team to support the Group’s expansion of business into Indonesia  7. Implement controls and reporting requirements for the Group’s business in Songkhla and Sattahip in Thailand  8. Streamline and integrate the Australia accounting team with the Group after we acquired their business in Dec 2011  9. Setting up of regional reporting pack, aligning them across regional to facilitate management review  10. Setting up of monthly business review meetings for all 7 regions where Head of each region will review their financial performance with top management all within one day  12. Setting up of weekly Group finance con-call where all head of finance across all regions will participate  13.Set up the FPA team as well as the Monthly Management Report format to provide more focus management information  14.Restructure the Finance Department into a shared service team to better serve the Group Operational activities  15.Assigning finance staff to co-own business segment with Operations – partnering Operations  16.Managed the integration exercise subsequent to acquisition |

► My job scope entails the following:

**Managing operational matters**

* Setting up the Jakarta accounts team to support the Group’s expansion of business into Indonesia
* Implement controls and reporting requirements for the Group’s business in Songkhla and Sattahip in Thailand
* Set up the FPA team as well as design and implement Monthly Management Report to provide more focus management information
* Restructure the Finance Department into a shared service team to better serve the Group Operational activities
* Assigning finance staff to co-own business segment with Operations – partnering Operations
* Streamline and integrate the Australia accounting team with the Group after we acquired their business in Dec 2011
* Setting up of regional reporting pack, aligning them across regional to facilitate management review
* Setting up of monthly business review meetings for all 7 BUs where Head of each BU will review their financial performance with top management all within one day
* Setting up of weekly Group finance con-call where all head of finance across all regions will participate
* Recommending and implementing measures to further enhance the cost structure to make it more competitive and robust
* Managing key performance indicators key business segments.
* Prepare the annual budgets, cash flow well as tax
* Acting as finance business partners and advising the Fleet and Shipyard of accounting, financing and tax
* Reviewing and developing new procedures to better control and manage the business in response to changing business risks
* Implementing policy and procedures to improve internal controls
* Ensure compliance with Group Corporate Governance Code
* Managing external auditors and internal auditors

**Managing Strategic issues**

* Reviewing the viability of new acquisitions of businesses and vessels
* Reviewing the Group Transfer Pricing strategy with Tax Manager as well as Tax Consultant
* Review of markets (fleet chartering and ship building and repair businesses), strategy to take to achieve the desired growth

### Managing regulatory compliance

* Ensure compliance with legislative requirements across those countries we operate in ie Australia, UAE, Thailand, Malaysia, Indonesia, Singapore

### Managing the finance and administration teams

* Formation of mentoring group within the department to deal with various financial issues as well as to motivate and retain staff
* Organize Finance workshops for the accounts team to motivate and train staff
* Coach newly hired new finance staff

**Other detailed job scope and responsibilities:**

* Control and manage cost saving in all aspect
* Manage and control cash flow for all companies
* Revenue recognition
* Credit control evaluation
* Control and manage financial and business risk exposure.
* Provide commercial advice on various business deals
* Manage the implementation of SAP and BPC systems

I am also the business partner for the following businesses where my focus are:

**Shipbuilding and repair businesses**

* Evaluation of new business model ie. Building of aluminum crewboat
* Reviewing the viability of new business venture ie. JV with British engineers to provide shipbuilding and repair services and consultancy
* Reviewing the shipyard transfer pricing strategy with Tax Manager as well as Tax Consultant
* Oversee the Project Management Team (PMT) over shipbuilding projects ie. on time and on budget
* Assessing the financial structure of new JV to manage risks
* Supervising the shipyard Marketing Manager in his marketing and sales activities to develop the shipyard project pipeline
* Reviewing tender and quotation for high-value shipbuilding and ship repair jobs
* Forecasting and budgeting
* Revamp the quotation process to enhance competitiveness
* Advise on productivity measurement and improvement for sub-contractors

**Project pipe transport business**

* Evaluation of new business proposals of the pipe transportation business
* Assessing funding requirements and advising the business owners on finance structure in terms of new projects
* Setting up of new reporting requirements to manage risk
* Reviewing the financial performance with business owners
* Following up on project pipelines and profitability
* Forecasting and budgeting

# JURONG PORT PTE LTD

July 2007 – August 2010

VP Finance and Administration

Managing a team of 6 Finance Managers and Accountants. Total staff strength of 26 with Administration team. Reporting to the CEO, various Board Committees, Board of Directors and Holding Company.

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| **KEY ACHIEVEMENTS**  **Operational**  1. Prepared and implemented the Purchasing Policy   1. Led the team in devising the strategy to mitigate the effect of the global financial crisis in FY2008 2. Oversee the successful upgrading of Oracle financial systems   **Strategic**   1. Prepared and updated the Investment Guidelines 2. Proposal on setting up a multi-currency loan issuance programme 3. Identified and established potential joint-venture partners 4. Completed assessment of risk mitigations measures for overseas investments 5. Evaluating and establishing new businesses and JV with Ports in China 6. Establishing and lining up a list of corporate banks / venture capitalists / private equity fund to co-invest in oversea port projects |

► My job scope entails the following:

**Managing operational matters**

* Recommending and implementing control measures to further enhance the cost structure to make it more competitive and robust.
* Investing excess funds in short term instruments such as Singapore Government Bonds, Commercial papers, short term bonds issued by reputable corporate to obtain higher yield.
* Conducting due diligence on business ventures and acquisition as well as determining the investment vehicle for the purpose.
* Managing key performance indicators that encourage the optimization of returns for the Company and key business segments.
* Prepare the annual 5 year work-plan, budgets, cash flow well as tax planning.
* Set up a system to track and manage a huge Port development project that spanned over 2 years.
* Implementing ERM (Enterprise Risk Management) framework for the Port.
* Providing advice to other departments in areas of accounting, financing and tax.
* Reviewed the cost structure of General Cargo operations in order to improve the efficiency and profitability.
* Reviewing and developing new procedures to better control and manage the business in response to changing business risks.
* Implementing policy and procedures to improve internal controls.
* Ensure compliance with Group Corporate Governance Code.
* Managing external auditors and internal auditors.

**Managing Strategic issues**

* Strategize the Company’s capital structure to cater for new business ventures, business models and new investments.
* Financial review of markets, strategy to take (organic or acquisition growth), overseas growth, types of funding, risk mitigation etc.
* Evaluating and establishing new businesses and JV with Ports in China
* Establishing a and lining up a list of corporate banks / venture capitalists / private equity fund to co-invest in oversea port projects

### Managing regulatory compliance

* Ensure compliance with legislative requirements across those countries we operate in.

### Managing the finance and administration teams

* Formation of focus group within the department to deal with various financial issues.
* Coach and hire new finance staff.

**Other detailed job scope and responsibilities:**

* Perform rolling forecast to review current and future revenue to expenses.
* Control and manage cost saving in all aspect.
* Manage and control cash flow for all companies.
* Evaluate Revenue recognition.
* Credit control evaluation.
* Control and manage Liability exposure.
* Report interested party transactions
* Review licences, insurance, contracts and legal matters
* Provide commercial advice on various business deals
* Manage the various upgrade of Oracle Financial Systems

# JURONG TECHNOLOGIES INDUSTRIAL CORPN. LTD

2000 – July 2007

Group Financial Controller

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| **KEY ACHIEVEMENTS**   1. For the 12 years with Jurtech, it has grown from a Group with revenue of $23 million and net profit of $3.7 million to revenue of $1.9 billion and net profit of $66.4 million in 2005. 2. Successfully set up a $500M multi currency loan issuance programme. 3. Successfully implemented SAP systems on a regional wide basis spanning Singapore, Malaysia, Indonesia, China etc. 4. Set up a network of companies in the region to support the transformational initiative in turning the Group into a regional manufacturing player. 5. I have planned and applied successfully for Pioneer Incentive (tax free incentive) for subsidiaries in Singapore and Malaysia. 6. Acquired a local manufacturing company based in Batam. 7. Acquired a substantial stake in a Taiwanese listed component company. |

Manage 14 staffs (with 2 qualified Finance Managers). The Group comprised of more than 25 subsidiary and associated companies in Malaysia, Indonesia, Taiwan, Thailand, China, Hong Kong, Brazil and the USA. I need to travel extensively as a result of the wide geographical spread. Reporting to the President / CEO and the Board of Directors.

**Managing the business and associated risks**

* Involve in strategic planning and positioning of the Group for future growth and expansion.
* Conducting due diligence on business ventures and acquisition as well as raising the necessary finance for the exercise. Assist the Investment Committee by using simulation, CAPM, IRR and DCF analysis in evaluating business ventures that will add value to the business.
* Managing a rising interest rates and weakening USD trend through the use of IRS (interest rates swap), options and forward contracts.
* Improving and optimizing the Groups’ capital structure to cater for new business ventures, business models and new investments.
* Developing, implementing and improving early warning systems to address risks in the initial stage and deal with it in a more holistic manner.
* Cash flow and profit forecasts, tax planning
* Conduct feasibility studies and due diligence on new products and new lines of business
* Review licences, insurance, contracts and legal matters
* Provide commercial advice on various business deals
* Set up China offices in Suzhou, Tianjin, Kunming, Batam Indonesia, San Jose California USA and setting up the reporting systems

**Managing financial and operational reporting**

* Review the consolidation of the Group accounts
* Prepare the Quarterly and Year end reporting and announcements of results
* Attend and conduct quarterly results briefing with equity analysts (mainly sell-side analysts) as well as hold meetings with fund managers and buy-side analysts
* Compile and prepare the Annual Report
* Preparation of Annual Budget.
* Perform rolling forecast to review current and future revenue to expenses.
* Control and manage cost saving in all aspect.
* Managed and control cash flow for all companies.
* Evaluate Revenue recognition.
* Credit control evaluation.
* Perform manufacturing costing and cost variance analysis to improve GP margin.
* Control and manage Inventory E&O exposures.
* Control and manage Liability exposure.
* Report and manage Finance KPI.
* Report interested party transactions
* Streamline operations and implement policy and procedures to improve internal controls, efficiency and effectiveness as a group.
* Report to AC and BOD for current business result with forecast
* Manage the migration of MFG PRO to SAP

# JURONG TECHNOLOGIES INDUSTRIAL CORPN. LTD

(formally known as JURONG 24Hrs AUTOMATION SERVICES PTE LTD (“J24”))

1999 – 2000

Finance Manager

Managing 12 staffs with 3 oversea subsidiaries and reporting to the President / CEO and the Board of Directors.

**Listing application**

* Hiving off the non Electronic Manufacturing businesses back to JSL
* Review the GST and Corporate Tax implication on the restructuring exercise with the help of Tax professionals
* Review and prepare the necessary Proforma Accounts for merging with another entity for listing on SGX
* Prepare the Proforma Accounts for inclusion in the Accountants Report
* Set up the governance structure ie. formation of various Board Committees, reporting guidelines for all companies within the Group, Group financial approval limits, corporate governance guidelines etc.
* Review and propose risk mitigating strategies of the Group for inclusion the NLA and Prospectus
* Compile and prepare the profit forecast for the inclusion for the new listing application (“NLA”)
* Prepare and compile all the documents required for the NLA and Prospectus
* Heavily involved with the entire listing process

**JURONG 24Hrs AUTOMATION SERVICES PTE LTD (“J24”)**

(renamed to JURONG TECHNOLOGIES INDUSTRIAL CORPN. LTD in FY2000)

1995 - 1998

Senior Accountant

Managing 7 staffs with 4 local and 1 oversea subsidiaries and reporting to a Director.

**Managing financial and operational reporting**

* Prepare and analyze monthly and quarterly group performance report
* Prepare group budgets and update quarterly forecasts
* Prepare monthly, quarterly/yearly reporting to holding company
* Consolidation and preparation of Annual Budget
* Perform rolling forecast to review current and future revenue to expenses
* Control and manage cost saving in all aspect
* Managed and control cash flow for all companies
* Debtors’ profile analysis and credit control evaluation
* Working capital management
* Completed the migration of the accounting system from Accpac to MFG PRO
* Ensure compliance with appropriate accounting standards
* Prepare PowerPoint presentation for financial result
* Prepare and review monthly closing of accounts
* Filing GST return
* Review Corporate Tax Returns and in the meantime strategized on how to reduce the overall tax of the Group

**Managing specific operational matters**

**Marine and offshore projects**

J24 was a 60% subsidiary of Sembcorp Marine Ltd. It was involved in the provision of ship repair, ship air-con system and other subcontract work.

* Provide monthly analysis to WIP for projects undertaken (in terms of costs and overheads in WIP, progress billings, partial recognition of profit based on percentage completion method)
* Prepare and review the completed projects

**Trading**

J24 also engaged in procurement and trading activities in the offshore and ship repair business.

* Provide analysis to profitability of trading of ship building, oil and offshore parts
* Procurement and analysis of profitability of offshore project cargo such as cracker project in Vietnam
* Arrange and deal directly with Banks in the arrangement of trade finance ie. LC, bills discounting, back to back LC arrangement etc. for cross-border trade
* Review for obsolescence of inventory stock

**Electronic Manufacturing Services**

* Evaluate Revenue recognition.
* Credit control evaluation.
* Perform manufacturing costing and cost variance analysis to improve GP margin.
* Control and manage Inventory E&O exposures.
* Provide analysis of product profitability

**CHINA STRATEGIC HOLDINGS LIMITED (HKSE)**

1994-1995

Senior Accountant

Based in China ie. Wuxi, Yantai and Dalian.

* Conduct due diligence and the preparation of report on the study and valuation of business for takeover purposes; mainly in China
* Group was controlled by a wealthy Indonesian – infamous for making deals

**COOPERS & LYBRAND AND J.K. MEDORA & CO**

1991-1994

Audit Senior

* Conduct statutory audits for big and medium size clients such as Times Printers Pte Ltd (a subsidiary of Times Publishing Ltd).
* Conduct special consultancy work for Ministry of Community Development.
* Conduct due diligence for taking over of business of a freight forwarder.

**SINGAPORE ARMED FORCES**

1983-1991

Senior NCO

* Analysing information gathered for the purpose of submission to higher authority for subsequent action.

**2. Personal particulars**

Name : Tan Chee Keong

Sex : Male

Date of birth : 7 August 1963

Marital status : Married

Contact no. : 9383 6563 (HP)

E-mail address: eliastck@yahoo.com

**3. Academic qualifications**

► Master in Business Administration (1997)

University of London

► ACCA – Joint Scheme Examination (1993)

The Association of Chartered Certified Accountants – United Kingdom

**4. Association / Membership**

► Chartered Accountant Singapore – (1996)

Institute of Singapore Chartered Accountants

► Fellow member - FCCA

The Association of Chartered Certified Accountants – United Kingdom

**5. Expected salary**

► Negotiable

**6. References**

► Upon request