

CURRICULUM VITAE

NAME: Gloria Cheng Ge Fang

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GENDER: Female

DATE OF BIRTH: Aug. / 1974

ADDRESS: 36 St.Patrick's Road Tierra Vue #05-04 Singapore 424160

NATIONALITY: Chinese / 20 years Singapore P.R

MARITAL STATUS: Married

EDUCATION: MBA in Finance with Distinction
The University of Nottingham, UK
2004 – 2006

Best Overall Performance and Best Dissertation Award

Published Research Paper <**Electronics: A case study of Economic Value Added in Target Costing**> in Academic Journal <Management Accounting Research> by Elsevier Ltd in Sept 2012

Bachelor of Economics (International Accounting)
Shanghai International Studies University
1992 - 1996

QUALIFICATION: Fellow member of Association of Chartered Certified Accountant (ACCA), UK

ACCA Worldwide Prize Winner (1993)

Chartered Accountant, Singapore

Certified Green Belt



Awarded by University of Michigan College of Engineering

WORKING EXPERIENCE:

Company: Armstrong Asset management Pte. Ltd.
From Aug 2017 to date

Nature of the firm: An independent asset manager specialized in clean energy sector with investment into clean energy infrastructure assets in South East Asia countries that leave a long term positive impact on society and the natural environment.

Position Held: Financial Controller (contract) Aug'17 to date

Job Description: Fund Finance, tax & Administration

1. Reporting to Managing Partner, the FC role is responsible for financial control and all accounting activities as well as tax reporting of the Master-Feeder Fund and its 10 SPVs
2. Review quarterly management accounts prepared by the Fund Administrator for all the Fund and SPVs. Prepare quarterly investor report to LPs and assist in calculations of returns (Gross and Net IRR & Multiples for Fund, Portfolio, etc) on monthly, quarterly and annual basis
3. Responsible for investor capital calls, distribution, investment exit repayment, management fee calculation and investors questionnaires
4. Responsible for the annual valuation of portfolio companies held by SPVs and the Fund
5. Managing cash flow of the fund and its SPVs, maintain Master-Feeder Fund and SPV bank accounts to ensure efficient cash management and proper internal control maintain the fund flow statement on regular basis.
6. Oversee the external audit process on year end and ensure accurate and timely delivery of audited financial statements
7. Responsible for annual tax return, ECI filing, annual declaration for MAS S13X & S13R as well as FATCA and CRS return filing for the Master-Feeder Fund and SPVs, prepare semi-annual GST remission report of the Fund
8. Liaise with and maintain constructive working relationship with fund administrator, tax agents, auditor, banks, legal counsels, company secretaries and etc
9. Perform all day-to-day duties linked to the general administration and strong support to the operation of the fund

10. Assist in investment structure set up for new deals to ensure that they are tax and operational efficient. Assist in investment exit in terms of Gross /net IRR calculation, water fall analysis, deal cost tracking, SPV winding up and correspondence with MAS, ACRA etc.

Manager Accounting, Tax & Reporting

1. Review monthly management accounts prepared by the Service Provider
2. Managing cash flow and act as the bank authorized signer
3. Coordinate with internal & external auditors to ensure all documentation is provided in a timely manner and that audited annual accounts are completed in time
4. Coordinate with tax agent to ensure proper filing of tax returns and assist in ECI and PIC calculations
5. Responsible for annual MAS filing for Form 25B, FSI-FM return Monitoring CMS license ensuring Fund's AUM not exceeding the threshold

Company: Henderson Global Investors (Singapore) Ltd
From Dec'05 to July'15

Nature of the firm: Asia Pacific headquarter of UK / Australia listed Asset Management Company total US\$5 billion AUM in Asia including SICAV & hedge funds, private equity funds, real estate funds and approximately US\$120 billion AUM worldwide.

Position Held: Head of Finance, Asia July'11 to July'15
Finance and Admin Manager Dec'05 to July'11

Job Description:

1. Reporting to Managing Director of Asia Pacific and dotted line to Head of Group Finance in London, overseeing all accounting and financial / management reporting functions in Asia pacific including Singapore, Hong Kong, China, Australia, Japan and Indian offices.
2. As Asia Senior Management team (AMT) member, attending regular AMT and board meetings to report financial performance of Asia Pacific region, provide financial input to Asia strategy, evaluate organic and M&A opportunities from finance perspective and participate in all corporate development initiatives in the region.

3. Holding directorship in portfolio company in Henderson Private Equity Fund HAPPII (US\$250m) from 2012 to 2015 , attending investment committee meetings, quarterly investors' meetings, fund performance reporting. Review China investment's return and risks, discussion of exit opportunities with various parties.

4. Working with private equity team and direct property (real estate) team in private equity and real estate fund structure set up, providing input on tax incentive and implications etc

5. Ensure statutory and regulatory obligations are met in respect of preparation and filings of all statutory and regulatory reports in Asia pacific region, experienced in liaisons with MAS Singapore, SFC HK, FSA Japan, ASIC Australia and AIC China. Experienced in preparing and reviewing regulatory reports including but not limited to the following:

- Singapore MAS quarterly forms and Income & Expenditure reports

- Singapore MAS annual financial return and AUM surveys

- Singapore Statistical Board quarterly AUM surveys

- Singapore ACRA financial statements filings

- HongKong FRR returns

- Australia annual financial returns

- Japan quarterly FSA reports

- China MOF / AIC monthly, quarterly and annual reports

6. Supervising two direct reports (Senior FM & Accounting Manager) in Singapore hub plus two local financial controllers in Japan and Australia to ensure timely, accurate and presentable financial reports and deliverables for all Asia Pacific entities.

7. Review and present management reports and monthly financial package for Asia pacific region to AMT and London headquarter on monthly basis.

8. In charge of consolidated Strategic Plan and consolidated annual budget / forecast preparation for Asia Pacific region.

9. Liaison with UK group finance team / management information team / tax team in respect of inter-company issues, transfer pricing and group reporting requirements.

10. Liaison with external auditors in the region on statutory audit and tax consultants on corporate tax / indirect tax calculation and filings.

11. Review and streamline accounting practice and accounting policies in Asia Pacific to ensure both group and local requirements are met

Company: Siemens Medical Instrument Pte Ltd
From Jan'05 to Dec'05

Nature of the firm: German Manufacturing company listed in NYSE with annual turnover of S\$240million contributed from Singapore medical division.

Position Held: Senior Accountant

Job Description: 1. Provide KPI analysis for factory performance control and profit and loss analysis for ESPRIT reporting, mainly

- ❖ Delivery time & Delinquent backlog
- ❖ Manufacturing cycle time
- ❖ Rolled throughput yield
- ❖ Inventory turnover
- ❖ EBIT and Operating Cash Flow analysis v.s prior period and budget

2. In Charge of US Sarbanes-Oxley Act compliance work and other internal control assessments according to Siemens internal audit requirement.

- Documentation of SOX control activities (Siemens Annex 2 and Annex 3 preparation)
- Lead testing team of 12 members to conduct internal testing
- Evaluation of deficiencies and implementation of remediation actions

3. Monitor and refine web-based Transfer Pricing Management System (TPMS) and provide monthly pricing analysis by major products and customers

4. Co-ordinate FY05/06 sales budget and preparation of master budget according to Siemens budget premise.

Company: ITT Industries (Singapore) Pte Ltd.
(A Subsidiary of ITT Industries Inc)
From Dec'99 to Dec'04

Nature of the firm: Manufacturing and Regional Headquarter of Electronics Components Division of ITT Industries Inc, a US Multi-national Company with \$6 billion annual turnover

Position Held: Assistant Finance Manager Jan'04 to Dec'04
Senior Financial Analyst July'01 to Dec'03
Financial Reporting Analyst Dec'99 to July'01

Job Description: 1. In charge of the group financial reporting and analysis function with overall responsibility in consolidation, financial result analysis and preparation of monthly financial reporting package for Asia Pacific region.

2. Review and consolidation of Asia Pacific group management accounts (altogether 9 entities) according to US GAAP & review of China and HongKong subsidiaries' financial accounts.

3. Conduct monthly business risk and opportunity analysis, co-ordination of yearly strategic plan, operating plan and budget for the whole group.

4. Review and provide guidance on accounting, costing and internal control functions in regional units, assisting financial controller in preparation of monthly Controller Letter .

5. Responsible for US Sarbane-Oxley Act (SOX) compliance in Singapore HQ, leading a cross-function SOX team to improve internal control process in revenue, purchase, inventory, fixed assets, payroll cycles. Perform SOX audit with ITT internal auditor PwC in China companies

6. Supervision 3 staff in the team.

Company: Morison International
Certified Public Accountants, Singapore
From Dec'97 - Nov'99

Nature of the firm: Accounting and auditing firm

Job Description: Audit junior to Senior

- 1) Independent local and overseas audit on full set of accounts including Manufacturing, Construction, Trading, Investment holding, Shipping, Jewelry, Travel agency and Logistic companies.
- 2) Special audit on client's internal control system, GST compliance and preparation of walkthrough flowcharts & management letters for control improvement.
- 3) Consolidation of financial accounts and review of client's financial management reports.
- 4) Liaison with clients on statutory audit and internal control issues.
- 5) Due diligence work for overseas construction company to apply syndicated loan from USA
- 6) Supervising a team of audit assistants and reviewing their audit works

Company: Shanghai Lansheng - Daewoo Co., Ltd
Aug'96 - Nov'97

Nature of the firm: Joint venture between Korean MNC and Shanghai listed Co. in international trading business with annual turnover of US\$0.5 billion

Job Description: Financial Accountant

In charge of Accounts receivable function and debtors' aging analysis

Financial analysis on management reports and cash flow forecasting

COMPUTER SKILLS:

- Proficient in Ms Office software

- Working Knowledge of Hyperion, MAPICS (ERP) system, CODA system.
- knowledge of SAP GL, AP module.

HOBBIES: Swimming, jogging, martial art (Taiji) Reading and Writing

LANGUAGE SKILLS: Fluent in English, Mandarin (mother tongue)

To Whom it May Concern

Gloria Cheng Ge Fang was employed by **Henderson Global Investors (Singapore) Ltd** from Dec 2005 to July 2015. She joined the company as a finance manager and was promoted to Head of Finance, Asia in 2011, reporting to both Managing Director, Asia and Head of Group Finance in London.

I have known Gloria for ten years during her tenure with Henderson. As Head of Finance, she was in charge of regional accounting functions and took overall responsibilities in financial, management and regulatory reporting, strategic planning, budgeting as well as internal controls and corporate governance in the region. She had good working experience with different regulatory bodies, auditors and tax authorities in the regional countries. As a senior management team member, Gloria was also actively involved in corporate development projects and contributed in various business initiatives during her work in Henderson.

Gloria was experienced in leading a finance team. She was also a hands-on manager who worked very diligently. Her pleasant personality and communication skills had allowed her to develop good working relationship with her colleagues and subordinates.

I'm happy to act as a reference for Gloria Cheng and I highly recommend her for employment. Please feel free to contact me should you require further information.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Alex Henderson', with a stylized flourish at the end.

Alexander Henderson

Managing Director, Head of Asia Distribution