



RÉSUMÉ

OF

RUBECCA KHAN

2018

Rubecca Khan Résumé
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 Updated – March 2018

» Personal Details

Name	Rubecca Khan
Date of Birth	14 June 1975
Identity Number	750614 0054 08 0
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Email address	khanrubecca@gmail.com

» Career Objective

Objectives	Property Director
	Asset Management

» Education

Current	Master of Business Administration MANCOSA – Management College of Southern Africa	<i>NQF Level 8</i>
	Dissertation	
02/2018 Current	Excellerated Management Programme Cushman & Wakefield Excellerate (In House Training) <u>Subjects:</u> Business Strategy Driving for Results Decision Making Leading Others Leading & Managing Change Managing Performance Teamwork & Collaboration Innovation & Creativity	Commercial Awareness Property Management Planning & Organizing Client Contracts Communication & Influence Financial Acumen Developing Others Systems & Reporting Process
02/2017	Compliance Online Financial Intelligence Act FICA Compliance	
02/2016	Estate Agency Affairs Board of South Africa Certificate of Professional Designation Professional Practitioner in Real Estate (PPRE)	
02/2015	Empower Training Services First Aid Level 3 <u>Subjects:</u> Principles of Emergency care Cardio Pulmonary Resuscitation Environmental Illness Emergency Child birth	
01/2016 12/2016	South African Council of Shopping Centres Retail Immersion Programme	
06/2015	International Business Training Association Certificate of Excellence in Leadership	
07/2012 07/2014	Master of Business Administration (NQF Level 8) MANCOSA – Management College of Southern Africa	

Subjects:

Managerial Finance	Project Management
Managing Strategic Change	International Business
Accounting for Decision Making	Corporate Strategy
Human Resources Management	Management Information Systems
Marketing Management	Economics
Quantitative Methods	Operations Management

03/2012
05/2012**Merit Business Institute (Pty) Ltd (NQF Level 6)**
Management Empowerment ProgramSubjects:

Managing for Peak Performance
Recruit Right
Disciplinary Process

07/2011
05/2012**Advanced Certificate in Management Studies (NQF Level 6)**
MANCOSA – Management College of Southern AfricaSubjects:

Business Information Systems	Marketing
Principles of Management	Accounting
Microeconomics	Business Statistics

10/2010

Merit Business Institute (Pty) Ltd (NQF Level 6)
Operational FinanceSubjects:

Accounting Concepts and Terminology	Basics of Accounting
Overview of Financial Statements	Management of Working Capital
Operational Budgeting	

08/2010

Scott Safe
Occupational Health & Safety Legal Compliance WorkshopSubjects:

OHS Act

02/2010

Certificate in Property Management (Passed with distinction) NQF Level 5
Courtwell ConsultingSubjects:

Introduction to Property and Investment	Commercial Lease Agreements
Credit Management	Maintenance and Facilities Management
Asset management	Space management
Procurement and Tender Management	Service-level agreements
Budgeting	Life cycle costing analysis
Property Investment	

03/2008

Certificate for Commercial Property Practitioner (CCPP)
South African Property Owners Association
University of PretoriaSubjects:

Introduction to Property Development	Property Economics and Urban Markets
Urban Services and Markets	Planning Controls and Regulations
Financial Mathematics	Building Technology
Building and Design Economics	Property Law
Property Finance	Feasibility and Financial Viability Study
Property Tax and Valuations	Service Level Agreements
Negotiations	Marketing and Investment

03/2007

Advanced Certificate in Shopping Centre Leadership (ACSCL)
South African Council of Shopping Centres
University of PretoriaSubjects:

Town Planning procedures	Market research
Consumer research	Building technology/ services
Financial Mathematics	Operating budgets
Property finance	Investment analysis
Property tax	Property management

Risk management
Strategic management

Negotiation skills

09/2006

Certificate in Shopping Centre Management (CSCM)
South African Council of Shopping Centres
University of Pretoria

Subjects:

Developing Shopping Centre Concepts
Market research
Building maintenance
Tenant mix / relations
Presentation and display
Financing and investment
Security management
Principles of feasibility studies

Location theory
Design principles
Parking management
Leasing of retail space
Financial administration
Shopping centre promotion
Re- merchandising shopping Centre

09/2005

Facilities Management Programme (*Passed with Distinction*) (*NQF Level 6*)
South African Property Owners Association
University of the Free State

Subjects:

Facilities Management
Introduction to Facilities Management
Principles of Facilities Management
Management of Operating Cost
Financial Management
Introduction to Property Maintenance
Service Level Agreements

Introduction to Property Management
Strategic Management
Asset Management
Energy and Water Management
Law of contracts
Principles of Life Cycling & risk Management

01/2008

LGIT Smart Solutions

Subject:

Business Writing Skills

07/2005

VETTA Communications

Subject:

Supervisory & Leadership Skills

11/1994

Association of Private Colleges: SA

Subjects:

Microsoft: Word, Excel and PowerPoint
Introduction to Computers
Advanced Word Perfect

02/1992

Department of Education & Culture
Avonford Secondary School (Phoenix)

Subjects:

Lotus 1-2-3

12/1992

Matric /Grade 12
Solvista Secondary School (Phoenix)

Subjects:

English
Mathematics (with distinction)
Accounting

Afrikaans
Biology
Typing (with distinction)

» **Employment**

07/2017
current

Senior Portfolio Executive: Cushman & Wakefield Excellerate t/a JHI
Portfolio

Sanlam Insurance Ltd, Vukile Property Fund, MICC Property Fund Limited & Synergy Property Fund, Investec Property Fund, Old Mutual Commercial & Industrial

Additional Responsibilities:

Input and Contribution at EXCO
Client relationship management

Business development and growth
 Alignment with Excellerate services within the region
 Portfolio Executive management of certain client portfolios
 Staff development, management and retention
 Ensure service excellence in the region, in line with various client mandates and requirements
 Brand building and promotion of Cushman and Wakefield Excellerate capability within the region and nationally where possible
 Regional financial performance monitoring and target achievement

07/2015
 06/2017

Portfolio Executive: Cushman & Wakefield Excellerate t/a JHI Portfolio

Sanlam Insurance Ltd, Vukile Property Fund, MICC Property Fund Limited & Synergy Property Fund, Investec Property Fund, Old Mutual Commercial & Industrial

Key Performance Areas

Staff Management

Source and select the right people for the right position; Performance management according to agreed KPAs; Identify development gaps and source solutions together with People Management Consultants; Continuous development of staff to address gaps as well as their retail expertise; Motivational and directional support;

Property Management

Facilitate the property management process in selected retail Centres within the mandates provided by the client; Planning and alignment of resources between retail centres; Facilitate the property management process between functions, i.e. Property Management, Marketing and Facilities; Evaluate tenant mix, turnovers, trading densities, feet count statistics, etc. of Centres under management and make recommendations to improve; Implement initiatives to improve the retail expertise across regions; Optimize sustainable net income stream per property; Ensure compliance to mandates received from clients, i.e. approvals according to Approval Framework; Monitor performance of properties against targets as set by Client and implement corrective actions where necessary; Facilitate and monitor the implementation of space marketing initiatives; Investigate and implement new initiatives to reduce the vacant space in client portfolios; Liaison with major clients and prospective clients at senior level to determine their needs and preferences; Forward possible leads for property related services to prospective clients to the Business Development division; Actively participate in the composition of proposals to prospective new clients and assist marketing team in concluding the deal; Facilitate and monitor changes in our service delivery to accommodate specific client needs;

Financial Management

Maximizing the profitability of the Company by efficiently managing existing business in the Retail business stream; Monitor Company expenses on an ongoing basis; Investigate and implement measures to reduce costs; Actively participate in the budgeting process to ensure that the Company budget is correct; Actively manage and monitor actual profit against the budget

Revamps and/or expansions to existing shopping centres to improve the long term profitability of the centres

Ongoing liaison with property owners and asset managers to understand their needs; Ongoing liaison with national tenants in shopping centres to understand their current and future needs; Investigate the various possibilities to address the specific needs, i.e. expansion vs. changing current tenant mix and utilization of space, etc.; Compile a proposal to address the specific needs and present it to the property owner or asset manager; Once approval for the project is obtained, advise the project team where needed

Public Relations and Community Involvement

Pro-active approach in dealing with local government and government; Active involvement in business and property related forums to promote the Company and improve the well-being of the Property Industry; Active involvement in community projects; Active involvement in the Company's social responsibility programme.

07/2012
 06/2015

Senior Portfolio Manager: JHI Properties (Pty) Ltd t/a JHI Portfolio

Sanlam Insurance Ltd, Vukile Property Fund, MICC Property Fund Limited & Synergy Property Fund

Key Performance Areas

Team Leadership

People management, staff in own cluster of responsibility including performance management as per agreement KPA's; Training and development; Conducive work climate; Co-ordination of regional activities where relevant.

Marketing of Space and Renewals and Leasing

Ensuring correctness of vacancy list and informing Finance and Operations Managers accordingly. Devising marketing plan, based on vacancy list, including determining tenant mix. Lease negotiations (according to approval frameworks and mandates). Drafting motivations for approvals of deals. Communicating with brokers and implementing marketing programme. Ensuring a sustainable income stream is secured, whilst taking account of the viability of tenant (trading densities) and required tenant mix, as well as profile and image of the building. Retain or replace tenant in time at optimal rate. Ensuring contract administration accurate and timeously completed. Ensuring vacant space let at optimal rate whilst taking account of sustainability of the income stream. Monitoring of outstanding renewals.

Public Relations and Community involvement

Proactive approach in dealing with local government and government. Active involvement in business and property related forums to promote the company on a regional level. Active involvement in community projects. Active involvement in the company's social responsibility programme.

Property Management

Service contractors: arrange fulfill specifications and finalization of service contracts according to needs in conjunction with Facilities Centre. Manage service contractors and liaise with management of contractors.

Inspections: Manage inspection programme with Operations Manager, Portfolio Managers and Centre Managers. Inspections with Facilities team. Ad hoc inspections. Oversee tenant installation process. Oversee running and planned maintenance. Ensure compliance in terms of OHS Act and other statutory requirements; oversee health and safety meetings.

Budgeting

Provide inputs into the income and expense budgets based on knowledge of property market in the cluster. Management of income and expenses. Approval and management of internal orders. Energy Management in conjunction with technical consultants. Evaluating municipal accounts and implementing corrective measures. Monitoring or company expenses and implementing appropriate cost reductions. Monitoring actual income versus budgeted income. Evaluating outstanding rent roll, timeous follow up and corrective measures. Involvement and monitoring of legal cases.

Liaison (tenants, clients, brokers, public and community)

Facilitate interaction between tenants and other company divisions. Implement an effective tenant visitation programme. Ensuring tenants meet required standards and contractual obligations with reference to usage clause. Feedback to external clients including issues identified and recommendations of corrective measures. Implementation of instructions of Key Account Manager or Landlord regarding requirements for the portfolio. Dealing with broker queries and providing assistance. Ensuring quality customer service delivery.

Revamps and Upgrades

Visioning sessions with professionals. Involvement in project planning stage and project implementation. Relocating of tenants if required. Ongoing involvement in meetings during revamps. Providing project management expertise.

01/07/2010
30/06/2012

Portfolio Manager: JHI Properties (Pty) Ltd t/a JHI Portfolio

Sanlam Insurance Ltd, Vukile Property Fund & MICC Property Fund Limited (Retail & Industrial & Commercial)

Key Performance Areas

People Management

Staff and team performance management taking into account training and development aspects. Implementation of actions with respect to the corporate culture change programme. Ensuring that the working climate in the cluster is conducive to productivity, empowerment and service quality.

Marketing of Space and Renewals

Ensuring correctness of vacancy list and informing Finance and Operations Managers accordingly. Devising marketing plan, based on vacancy list, including determining tenant mix. Lease negotiations (according to approval frameworks and mandates). Drafting motivations for approvals of deals. Communicating with brokers and implementing marketing programme. Ensuring a sustainable income stream is secured, whilst taking account of the viability of tenant (trading densities) and required tenant mix, as well as profile and image of the building. Retain or replace tenant in time at optimal rate. Ensuring contract administration accurate and timeously completed. Ensuring vacant space let at optimal rate whilst taking account of sustainability of the income stream. Monitoring of outstanding renewals.

Property Management

Assisting with specifications and finalization of service contracts according to the needs in conjunction with the Facilities Consultants and manage service contracts. Conduct and manage inspection programmes with the Operations Manager. Regular inspection of the building. Oversee tenant installation processes. Ensuring OHS Act and other statutory requirements are adhered to and the building is compliant. Updating of relevant data in the BIMS. Monitoring and maintaining BIMS data by Operations Manager. Parking audits. Monitoring and submitting insurance claims. Preparing management packs and reporting thereon.

Budgeting

Provide inputs into the income and expense budgets based on knowledge of property market in the cluster. Management of income and expenses. Approval and management of internal orders. Energy Management in conjunction with technical consultants. Evaluating municipal accounts and implementing corrective measures. Monitoring or company expenses and implementing appropriate cost reductions. Monitoring actual income versus budgeted income. Evaluating outstanding rent roll, timeous follow up and corrective measures. Involvement and monitoring of legal cases.

Liaison (tenants, clients, brokers, public and community)

Facilitate interaction between tenants and other company divisions. Implement an effective tenant visitation programme. Ensuring tenants meet required standards and contractual obligations with reference to usage clause. Feedback to external clients including issues identified and recommendations of corrective measures. Implementation of instructions of Key Account Manager or Landlord regarding requirements for the portfolio. Dealing with broker queries and providing assistance. Ensuring quality customer service delivery.

Revamps and Upgrades

Visioning sessions with professionals. Involvement in project planning stage and project implementation. Relocating of tenants if required. Ongoing involvement in meetings during revamps. Providing project management expertise.

06/2006
06/2010

Property Manager: ERIS Property Group (Previously RMB Properties) Portfolio

Emira/Freestone Properties (Retail & Commercial)

Main Duties & Responsibilities

Project Management & Tenant Co-Ordination

Perform ongoing building inspections during redevelopment. Liaise with contractors on site and ensure that the building programme is maintained. Attend site meetings. Submission of layouts and proposals in terms of feasibility approved for fit out. Tenant Co-Ordination for retail and commercial tenants ensuring that tenants can take handover as specified.

Asset Maintenance & Management

Perform ongoing building inspections. Liaise with Centre Managers and Property Service Managers. Authorise and monitor monthly expenses and sign invoices. Proactively manage building maintenance. Ensure TI's run efficiently and at an effective cost. Motivate unbudgeted expenses. PSM to motivate, PM to agree and forward mutual recommendation for approval to Asset Management. Presenting a well maintained, profitable building to the Client. Attend asset management meetings with Client.

Arrears

Ensuring minimal debtors. Monitoring regularly tenant arrears. Motivating rental payments, handovers, reductions and bad debts. Maintaining arrears at single digits by 7th.

Budgeting

Preparation of annual and mid-year budgets. Adjusting market rentals. Updating current budget. Update Rolling Budgets, after provisional Income Statements, but before final Income Statements. Obtain budget approval via regional managers, general manager and director of property management. Reduce variances, increase income, minimise unbudgeted expenses.

Renewals

Compile proposals and conclude lease negotiations. Motivate where necessary for proposals under budget or TI's in excess of budget to the Asset Manager. Negotiate, troubleshoot and manage Tenant Installation process. Sign up tenants, both new and renewals. Negotiate the best rates possible at the least expense to the Landlord. Constantly monitoring tenant mix and demand for retail space.

Reporting

Compilation of final income statements, variance reports, leasing reports. Submit Manpacs consisting of 6 Year Trading Forecast, Income Statement Variance Report, Vacancy Report, Letting Activity Schedule, Arrears, Debtors Analysis and, additional for Retail, Turnover Report, Foot Count Report, Centre Manager's Report, Technical Report and Marketing Report.

Staff Management

Motivate to manager to ensure that staff have adequate equipment, skills and knowledge to complete their tasks. Motivate to manager to plan and implement career development, including guidance and mentorship. Manage relationships between staff and clients. Performance appraisals. Constantly ensuring that staff are fully informed and educated and trained on all process of property management. Promoting team spirit and team workmanship and maintaining a happy and productive environment for all staff.

Tenant Retention & Liaison

Attend tenant meetings. Respond timeously and efficiently to tenant queries. Know and understand tenants businesses and industries in which they operate. Keep abreast of major trends in those industries and possible effects on tenants.

Vacancies

Ensure that vacant space is adequately marketed and correctly advertised. Ensure that space forecast to be vacated within the next 6 months. Minimise vacant periods by proactively marketing vacant space. Identify problematic pockets of space and suggest possible solutions to overcome vacancy. Compile proposals and conclude lease negotiations. Negotiate and manage Tenant Installation process in conjunction with Property Services Manager.

Information Management

Check Income Statements and adjusting. Monthly accruals. Reduce variances, increase income, minimise unbudgeted expenses. Ensure that recoveries are captured timeously. Perform spot checks on the accuracy of PIMS. Checking GLA of the building. Ensure pro rata share apportioned to each tenant is always accurate. Lease audits. Manage lease process. Authorise credits and reversals on tenant accounts. Authorise deposit refunds. Set up team meetings with whole team including PSM. Manage implementation of Statutory and Legal requirements. Follow up on the status of all legal action and legal handovers.

Refurbishments and Developments

Assess asset in terms of life span and maturity levels for possible revamp. Submit motivations and costing to Asset Management for approval for refurbishment or revamp. Check leases in terms of notice periods and relocation. Co-ordinate relocation and vacation of tenants during intended revamp. Market and let new space and concepts. Project Manage the professional team and attend regular site meetings. Finalise snag and liaison with architect and project team and asset management.

08/1999
05/2006

Housing Administration Officer: First Metro (Social Housing Institution) Portfolio

Main Duties & Responsibilities

Management of 792 Residential Rental Units.

Management of 15 Commercial Properties (retail)

Sale of 56 plot & plan sites and 100 free-standing sites.

PROPERTY MANAGEMENT INCLUDING:

- **Letting & Letting Administration:**
Co-ordinate letting activities: including integrity checks on screening, qualification for subsidies and acceptance of tenants for rental tenure. Interviewing potential tenants ensuring they meet specified criteria to gain tenancy. Conducting workshops to ensure tenant understands terms, conditions and house rules of tenancy with organisation. Co-ordinate letting administration: including all documentation associated with tenant take-on; integrity checks on leases and tenant verification status. Compiling and completing lease agreements with tenants – managing the letting department including letting officer and letting administrator.
- **Property Marketing & Client Services & Project Development:**
Design adverts for vacant units. Constantly improving delivery and company performance mechanisms for letting and property management. Designing marketing strategies, producing adverts, delivering sales pitch and signing the deal with potential tenants and purchasers. Interacting with tenants to continuously ensure they are happy with their tenancy status. Finding methods to ensure that tenants are satisfied with service delivery. Taking steps to improve projects, e.g. painting of internal or external facades, replacing tiles, designing and delivering a playground in a National Treasury Funded Project. Marketing: Promotional Requirements incl. Branding, Pamphlets, Newsletters and Brochures, Events Organizer of all functions. Design recreational facilities for tenants.
- **Client Education & Policies and Procedures:**
Design and maintain tenant subsidy database. Developing Policy and Procedures for the Company, Compiling Relevant Documentation for various departments incl. Real Estate, Managing Maintenance Concerns from Tenants, Assisting Staff with implementing Procedures and Understanding Policy. Track, Research and develop changes in policies in terms of Rental Housing Act and Institutional Subsidies. Develop tenant information booklets and manuals for easier understanding and ensuring tenants always know what processes to follow in case of emergencies, maintenance problems and general complaints. Communication and development: respond to tenant queries, concerns and requests; assisting in various tenant surveys and developing integrity checks for illegal operations.
- **Default Management:**
Including drawing reports on various levels of defaulting tenants, overseeing processes of legal handovers. Default Counseling: including interaction with clients in default; attempt resolution before legal proceedings; customer orientation and contact. Discussions with tenants to assist in financial management when in arrears, etc. Design Excel management reports for Rental Collector to compile reflecting various stages of defaults. Managing the Property Management Programme Nicor and ensuring smooth operations on Tenant Financial Statements. Producing Reports on arrears.
- **Maintenance Management:**
Working hand in hand with the Maintenance Officer to ensure smooth operations in the maintenance department. Assisting in securing quotations from various contractors and analysing and awarding contracts. Verifying funds available for expenses and maintenance required. Overseeing maintenance complaints and referring to relevant department, contractor or caretaker to handle the complaints depending on severity. Preparing response time reports for Board meetings on extent of refurbishments, the time frames and the cost to company loss for vacancies.
- **Facilities Management:**
Overseeing the general day to day operations of the various buildings, flats and complexes. Ensuring that there are no problems and unnecessary expenses in terms of burst pipes, poor security, lift maintenance and generally poor use of the buildings. Ensuring that the company is utilising buildings, storerooms and general lettable areas to its fullest potential. Devising systems to improve project atmospheres and general appearances of buildings and facilities.

- **People Management:**
Direct, control and monitor employee performance; analyze, source and provide training and development; Mentoring staff. Carrying out regular site inspections to ensure field staff are performing and abiding by Company Rules and Regulations. Investigating disciplinary matters and proceeding with disciplinary action in some cases disciplinary hearings with external chairpersons otherwise pre-arbitration dismissal hearings. Liaising with CCMA, attorneys and referring to relevant Legislation.
- **IT and IT Support:**
Company internal IT support staff for viruses, uploads and upgrades of all electronic and information technology systems. Ensuring the general smooth operations of the network at head office and maintaining site connections for property management and internet access. Managing Property Administration and Property Management System.

Other Appointments:

- Skills Development Facilitator: Services Seta.
- Project Monitor: Property Management Programme – Nicor.
- Chief First Aid Personnel.
- Occupational Health, Safety and Security Officer.

Other (10/2002 To 11/2002)

Attended a training programme in Rotterdam (Holland) to learn more on Social Housing, Documentation, Policy and Planning in an effort to implement my findings in South Africa.

06/1996
07/1999

PA to Senior Partner: Shepstone & Wylie (Attorneys)

Duties and Accomplishments

Typing, Assisting colleagues with P.C. Troubleshooting, Co-Ordinator: SASLAW – KZN Region, Organizing and Co-Ordinating Seminars, Functions and Meetings, Paralegal Assistant to Senior Partner, Research of Case Law, Minute Taking, Reporting, Diary, Travel Arrangements, Administrative Duties, Report Writing, Researching Various Case Law and Case Studies for Upcoming Trials, Marketing, Client Liaison, Appointed Committee Secretary for S A Society of Labour Law, Design Letterheads for Various Sub-Structures, Drafting Reports and Maintaining Ongoing relations with various role players.

10/1994
05/1996

PA to Senior Partner/Networking Assistant: Gowans & Paton (Attorneys)

Duties and Accomplishments

Customer & Supplier Liaison, Data Capturing, Diary Organizing, Typing all Correspondence, Electronic Filing, Setting up and Coordinating Functions and Conferences for Managing Members, Preparing Tender Documents, Checking Tenders, Taking Minutes at Meetings, Liaising With Clients And Court Officials, Appearances At Court, Negotiations On Settlement Offers, Compiling Reports For Applicants And Management, Maintenance Of Computers, Marketing And Promotions, Debt Collections, Receiving, announcing and Redirecting Company visitors. Receiving, recording and distributing mail/parcels, Assisting switchboard with re-routing calls, General Office Administration and arranging documents for tenders.

02/1993
10/1994

PA to Managing Director: Dehal Incorporated (Attorneys)

Duties and Accomplishments

Dictaphone Typing, Court Transcribing, General Administrative Duties, liaising with Clients, Minute Taking, Marketing and Promotions Assistant, Setting Up Databases, Drafting Contracts and Sale Agreements, Co-Ordinating Functions, Diary Management, Travel Arrangements, Filing, Debt Collections.

» **Skills & Competencies**

Resilience
Time Management
Administration Skills
Business Writing
Project Management
Contract Management

Communication
Marketing & Promotions
Public Relations
Property Management
Negotiation
Deal Management

» **Knowledge**

Budgeting and Financial Management
People and Performance Management
Property Market Industry
Technical (Facilities Management)
General Business Acumen
Contract Management and Collections

» **Behavioural Attributes**

Assertive
Problem Solving and Decision Making
Methodical
Drive and Productivity
Customer and Quality Focus

Communication
Systematical Thinking
Tolerance of Stress
Team Leadership
Accuracy

» **References**

- | | |
|---|--|
| <p>1. Mr Rob Moran – reference at period in JHI
 Asset Manager – JT Ross
 083 357 3759
 RobM@jtross.co.za</p> | <p>2. Mrs Debby Kippen – reference for
 period at ERIS Property
 Asset Manager - Maradelta
 +230 5 496 2772 (Mauritius)
 debby.kippen@maradelta.com</p> |
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