

SHAHRUL EKRAM BIN SOFIAN

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CHIEF FINANCIAL OFFICER

Highly accomplished, result-driven senior accounting and corporate finance executive with 22 years of progressive experience in finance, treasury, operations management, corporate finance and planning, digitalization, business transformation, restructuring & business expansion and capital market.

Knowledgeable in regulatory compliance related to IFRS, MFRS, Companies Act 2016, Securities Commission, Bursa Malaysia, Bank Negara Policy & Guidelines and Income Tax. Demonstrated ability to streamline business operations that drive growth and increase efficiency and bottom-line profit. Strong qualifications in developing and implementing financial controls and processes in addition to productivity improvements, and change management. Accustomed to managing multiple projects simultaneously in fast-paced and deadline-driven environment. Strong collaborative skills with experience working in a team environment, able to work effectively alongside individuals from diverse backgrounds.

CORE PROFICIENCIES

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| • Accounting, Finance & Taxation | • Procurement | • Stakeholders management |
| • Investors Relationship | • Multi-location Operations | • Capital Market |
| • IPO, M&A & restructuring | • Project Management | • Process improvement & automation |
| • Enterprise Risk Management ("ERM") | • Corporate Finance & Planning | • Financial / Business Planning & Performance Measurement |
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INDUSTRY EXPOSURES

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| • Banking & Insurance | • Airlines & Shipping | • Supply Chain Management |
| • Investment Properties | • Manufacturing | • IT & Network Infrastructure |
| • Oil & Gas (downstream) | • Agri & Aqua Culture | • Engineering & Total Solutions |
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PROFESSIONAL EXPERIENCE

Sapura Resources Berhad - Chief Financial Officer	Aug 2022-Present
Export-Import Bank of Malaysia Berhad – Vice President I	July 2018–July 2022
<ul style="list-style-type: none">- Head of Finance & Treasury- Head of Procurement, Properties & Administration- Head of Business Management Office	
AgriFood Resources Holdings Sdn Bhd	Jan 2018-July 2018
<ul style="list-style-type: none">- Group Financial Controller	
Progressive Impact Corporation Berhad	July 2014-Dec 2017
<ul style="list-style-type: none">- Group Financial Controller	
Permintex Group of Companies	April 2012-July 2014
<ul style="list-style-type: none">- General Manager-Group Finance	
Ernst & Young	Feb 2005-April 2012
<ul style="list-style-type: none">- Audit Manager	

SKILLS

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| IT skills | : Microsoft Dynamics 365 F&O, Business Automation & Artificial Intelligence, Sage X3 ERP, SAP ERP, Navision, Timberline, MySoft, MS Office tools, Microsoft Project, MYOB and UBS Accounting System |
| Communication skills | : Proficient in reading, writing and speaking in English and Malay language |

KEY CONTRIBUTIONS / ACHIEVEMENTS

Accounting, Finance, taxation & treasury (back-office)	<ul style="list-style-type: none"> - Strengthen Group Finance function: <ul style="list-style-type: none"> a) improved timing for monthly reporting, b) Improved quality of financial reporting via significant reduction number of post audit adjustments and management letter issues raised by the internal and external auditors; c) reduced number of non-compliance raised in the internal audit report and d) reduced / eliminated non-compliance to the Bank Negara, Bursa Malaysia & Securities Commission requirements. - Centralised dash board for financial and business performance information which timely accessible, red flag and recommend solution - Improved Group / Company / Subsidiaries / JV / project profitability and cash sustainability through effective cash flow management, feasibility studies, right customers pricing positioning, on-going performance review, effective & efficiency budget monitoring and problem solving for identified / foreseen issues - Cost down and optimisation activities, obtain external fund with very low finance cost, and obtain government grant. - Prepare and monitor cash flow forecast (inclusive key ratios such as Risk Weighted Assets & Risk Weighted Capital Ratio) and financial modelling to determine appropriate short and long-term strategies and in compliance to the Regulators' policy and guidelines - Optimise Group / Company / Subsidiaries / JV / Project effective tax rate through tax planning and maximize incentives. - Establish in house tax department for Group and company: tax planning, deferred tax, transfer pricing and compliance. - Reporting to BNM foreign receipts / payments (EOD, Weekly & Monthly)
Corporate Finance and Planning	<ul style="list-style-type: none"> - Resolve terminated external financing with better source of external financing. Refinance or renegotiate all debts and other commitments. - Provide group with liquidity to run business at market leading rates by negotiating and refinancing, achieving favourable terms and avoiding negative provisions. - Obtained external (Equity & debts instruments) and internal (optimise & mobilise internal fund) to secure project worth range RM250 mil to RM1 bill. - Corporate budget and business plan: feasibility studies via relevant business models such BCG Matrix, Product-Life Cycle, Competitive Forces Model, Porters Supply Chain & etc and sync with Megatrend report such as Khazanah Megatrends, BNM report, McKensey report and etc. - Identify "market needs drivers" by leveraging on digital (e.g. search engine optimization ("SOA")), allocate resources to optimise and address needs, provide solutions and on-going monitoring. - Group Business Performance – monthly and annually. Become strategic partner to the subsidiary and investment by raising "Red Flag" and provide counter measure in order to ensure group's objective on track and achievable. - Repatriate / recover / maximise return on investment via dividends, management fees, transfer pricing, group cost sharing and etc. - Managing and optimise daily capital requirements according to the plan / burn out rate and generate passive income from idle capital / fund - Financial modelling: analyse the value and risk associated with investment options.

Procurement & Contract	<ul style="list-style-type: none"> - Centralised procurement & contract department which submission, evaluation, approval, appointment & storage are digitally performed. - Holistic and integrated solutions - Engaged with new strategic partnership and knowledge acquisition - E-procurement - Customer / vendor strategic partnership, commercial negotiation & manage expectation
Process Improvement & Automation	<ul style="list-style-type: none"> - Interface, Integrated & real time reporting platform for budget, procurement, and payment ("Dash Board") - MFRS 9 dash board integrated and synchronised model - Implementation of an artificial intelligence (AI) for repetitive processes. - Straight-through Processing ("STP") and eliminate human error - Thermal monitoring system (Covid-19) integrated with Human resources attendance report system
Strategic initiatives & digitalization	<ul style="list-style-type: none"> - Secure strategic partners for aviation, investment properties, advanced technologies, engineering, and environmental total solution providers business unit. - Business model and commercial structure - Automated monthly and quarterly finance reporting report. - Committee members to secure new projects in Malaysia and Asia countries. - Committee members to corporate finance exercise by turn-around two companies from substantial loss to profit. - Lead listing exercise (via reverse-take-over).
Mergers & acquisition	<ul style="list-style-type: none"> - Joint venture with multi-national companies to improve competitive advantage of the company - Divest/harvest unhealthy companies/subsidiaries
Managing talent & general management	<ul style="list-style-type: none"> - Developed high performance finance team to drive disciplined growth and strengthen controls, scale infrastructure for growth and build share service centre within low-cost centre. - Create a more streamline and less bureaucratic structure. - On and off the job training ("Reskill")
Internal Audit ("IA") & Enterprise Risk Management ("ERM")	<ul style="list-style-type: none"> - Overseeing internal audit function and risk of the Group with outsource consultants
Governance, Stakeholders Management & Investors Relationship	<ul style="list-style-type: none"> - Alternate Chairman for Group Management Committee ("GMC") & Group Risk Management Committee ("GRMC") - Members for Credit Management Committee ("CMC") - Engagement with auditors, Board of Directors, Board of Audit & Risk Committee, Tax Agent, Company Secretary, Key investors, Regulators and Authorities. - Spearhead improvement and synchronise Policy, Procedures and Guidelines ("PPG") Improved and centralised procurement policy, guidelines, and procedures.

EDUCATION & CREDENTIALS

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| - Universiti Teknologi MARA (UiTM) | Jan 2017 | Master in Business Administration (MBA) |
| - Malaysian Institute of Accountants | Sept 2012 | Member |
| - The Association of Chartered Certified Accountants | June 2012 | Member & Fellowship |
| - Universiti Teknologi MARA (UiTM) | June 2008 | The Association of Chartered Certified Accountants |
| - Universiti Teknologi MARA (UiTM) | April 2001 | Bachelor of Accountancy (Hons) |
| - Universiti Teknologi MARA (UiTM) | April 1999 | Diploma in Accountancy |

OTHER CONTRIBUTION

- Speaker at Questex 10th CFO Innovation Malaysia Forum “Transforming the Finance Function for Increased Agility and Sustainability

Topic: Improving financial decision-making process with surging data and process automation
(3rd August 2023, Park Royal Collection, Kuala Lumpur)