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## PROFILE SUMMARY

A Chartered Accountant with over 25 years of total experience and proven records. I had developed a strong foundation in managing the performance of Finance Division ensuring compliances to the statutory requirements, company policies and SOPs as well as the accounting standards.

Had been entrusted with several leadership roles in Northport (Malaysia) Berhad before joining Prasarana Malaysia Berhad in 2021 and JLG Services Sdn Bhd, a real estate arm of Johor Corporation Group in mid 2023.

My experience in coaching and mentoring teams over 100 staff resulted in an efficient and effective finance function by setting and sharing of the Board and Senior Management's expectations.

Worked with cross-functionals to improve profitability through effective contract management negotiations, tax planning, debt restructuring, insurance procurement strategies, process mapping, as well as re-designed account receivable to improve collections.

A member of Malaysia Institute of Accountant and Fellow of Certified Chartered Accountant.

## EDUCATION

### ACCA

Self-studied, 2005 – 2008

### BSc In Accounting

Hull University, United Kingdom, July 1995

### A LEVEL

PPP/ITM, 1990 – 1992

## CORE SKILLS AND CHARACTERISTICS

Strong interpersonal & communication skills •  
Problem Solving • Leadership • Meticulous  
attention to detail • Excellent Organizational skills  
• Self-starter • Foster peer-to-peer communication  
• Encourage employees' share of their voice •  
Sharing of important information

## WORKING EXPERIENCES:

### JLG SERVICES SDN BHD – June 2023 – current

- Head of Division, Finance Shared Services

This position direct reports to Head of Company of JLG Services Sdn Bhd, a real estate arm of Johor Corporation Group (JCorp). Leveraging on own experiences and competencies to drive a Finance Shared Services and automation agenda. The responsibilities include to support Finance talents in the complex finance transformation journey, streamlining internal operating procedures of the entities, performing variance analysis of the entities' financial performances, oversee compliances towards statutory requirements and MFRS for entities and groups of companies financial reporting as well as the treasury aspects.

Achievement to-date, had accomplished timely the mid-year review business plans for 4 big groups of companies, identified area of improvements despite constraints on many areas that includes under-staffing due to organization restructuring and operating on various accounting ERP.

### PRASARANA MALAYSIA BERHAD - Sept 2021 – May 2023

- Executive Vice President for Group Financial Services and Insurance.

This position direct reports to Chief Financial Officer, responsible to advise Senior Leadership Team, Sub-Board Committees and Main Board on all issues pertaining to the financial governance and performance for the whole group.

### **Key Achievement:**

- Redesigned group financial reporting with a clear objective to meet the expectation of Board Members who are from diverse backgrounds.
- In a year had managed to register significant savings on indirect taxes on projects undertaken by Prasarana which includes exemption on business income for a subsidiary for a period of 5 years, exemption on service tax on Rapid Bus' charter contracts, exemption on indirect taxes for major capital projects.
- Had registered substantial savings on renewal insurance policies despite a hardening market, huge loss ratio and limited capacity.

### **Core Responsibilities**

- Responsible for overseeing and improving the efficiency of the Financial Reporting Team for Group Finance, Prasarana Financial Reporting team and other subsidiaries under the purview of Group Finance. Motivate and coaching finance team whilst promoting work-life balance and teamwork. Create multi-skilling team-members that will benefit the organization, facilitate work rotation and opportunity for career advancement.
- Advise the Chief Financial Officer on the application of the appropriate accounting standards for the preparation of the Audited Financial Statement for Prasarana and its subsidiaries. Encourage two-way and frequent communication with external auditors to obtain relevant information to the audit.
- Advise the Chief Financial Officer on succession planning for the Finance team and identify areas for competencies and leadership development to improve staff retention rate.
- Set policies and procedures and always monitor compliances. Monitor closely the financial reporting and month-end closing process. Engage Head of Finance of subsidiaries to continuously review the month end closing process (pre and post) for improvement and set targets up-front.
- Examine the financial statements which include Balance Sheet and Cashflow statement, highlighting changes over period under review and calculate relevant ratios and any other information expected by Board Members.
- Provide guidance and strategies on all matters related to taxation. Consistently engage and follow up with the Tax Division of the Ministry of Finance and tax agents for information and updates relevant for the application for incentives, exemption, and new rulings.
- Responsible for the governance, performance and insurance provision for the whole asset and operation of Prasarana group. Supervise initial placement, renewal, and the claim process with the objective to keep low loss ratio in order to mitigate premium cost from increase.

### **Mar 2020 - Aug 2021 (career break after opted for VSS)**

- Engagement on assignment basis to source best pricing ocean freight, providing solution for transloading shipments, cargo consolidated shipment and oversee the container freight station operation.
- Key contacts are shipping lines, exporters, port operators, customs and port authorities.

## **NORTHPORT (MALAYSIA) BHD - Jan 2006 – Mar 2020**

### **▪ May 2016 – Mar 2020 General Manager, Finance**

– Direct report to Chief Executive Officer and administratively to Group Chief Financial Officer.

#### **Key achievements**

- Tax savings about RM5.0 mil a year by restructuring inter-company advances between holding company and ultimate holding company.
- Cost savings for more than RM20 mil through highly effective contracts negotiations and consolidation of contracts namely on purchased of quay cranes, contract with Petronas for purchase of diesel, repair & maintenance contracts and supply of labour.
- Reduced forex loss exposure through negotiation on terms for non-Malaysian Ringgit contracts.
- Timely refund from Customs of GST input tax through consistent follow through and accurate reporting.
- Managed to achieve consistent ACP around 35 days through quick resolution on commercial disputes and effective engagement with top customers.
- Achieved zero CLA on financial year-end audit and no major finding on audit performed by internal and external auditors.
- Selected for one-year leadership program initiated by parent company.
- Timely distribution of dividend to shareholders

#### **Core responsibilities**

- Promoted to oversee the whole spectrum of Finance Division included Account Receivable, Billing, Account Payable, General Ledger, Import and Export Documentation Centre, Inventory Management, Budgeting.
- Responsible for reporting to Management on company's Financial Statements and Management Account for all business unit including Container Services, Bulk Services, Liquid Bulk Services, Marine Services and Logistics Services.
- Maintain, review and analyse Balanced Scorecard at the Enterprise and Departmental level for reporting to CEO.
- Also responsible for timely reporting of financial statement for investment holding company and subsidiaries.
- Lead Payroll Section managing monthly payroll and expense claim for 2000 staff and senior management.
- A secretariat for Risk Management Committee. Responsible to review departmental and Enterprise Risk Scorecards.
- Helped in negotiation for 30 years renewal of concession agreement with UKAS.

- Work Cross-functional in the negotiation on Collective Agreements with Trade Union.
- Chairman for Expenses Review Committee to challenge business units on purchases, empowered to review credit standing and recommended on appointment of new vendors and represented CEO in tender negotiations.

- **July 2015 – April 2016 - AGM, Finance**

**Key achievement**

- Completed the data migration exercise in 12 days involving 10-months accounting records included data interfaced from other supporting systems. Reviewed and verified reconciliations of sub-ledger and reported daily to new Management. The migration was necessary to ensure smooth financial audit for 2015.

**Core Responsibilities**

- Redesignated to AGM Finance to assist CFO in the implementation of GST, cleaned-up billing data after the migration of Terminal Operating System and to lead the data migration exercise to new Financial system in December 2015.
- Was also responsible to manage the day-to-day function of Corporate Finance, Payroll, Taxation, Cost Control, Cost Management and Budgeting.
- Participated in the issuance of 15-year Sukuk programme to finance new capital investment.
- A secretariat for Risk and report to Risk Management Committee.

- **2013 – June 2015 - Head of Logistics Division**

**Key achievement**

- Secured contracts for handling brand new vehicles shipments and CKD shipments for distribution to local market.
- Improve profitability through cost optimisation initiatives.
- Improve cashflow through active follow up and networking with members of SFFLA (Forwarding and Freight Forwarder) Association.

**Core Responsibilities**

- Promoted to AGM to helm Logistics Division to oversee the downstream activities namely warehousing and console business in Container Freight Station (CFS) 1, 2 and NDSB and Vehicle Transit Centre.
- Responsible to ensure vendor performance meet the expected productivity, no revenue leakage, effective use of asset and supported Commercial Division in securing new contracts.

▪ **2010 – 2012 - Senior Manager, Procurement**

**Key achievement**

- Nominated by CEO to attend 14-days Senior Management Development Program organised by Harvard Business School in 2010.
- Improved procurement process by reducing the processing time
- Managed to detect several contracts were renewed without proper written approval
- Detected non-moving parts of more than 5 years due to change of part number and obsolete as a result of retrofitting and refurbishment of equipment.
- Cost savings by performing comparative analysis relate between product specification and life-span

**Core responsibilities**

- Promoted to Senior Manager, Procurement to improve and enhance internal control on vendor management, procurement process and inventory management.
- Reviewed and proposed improvement on financial manual for renewal of contracts
- Negotiated on contract renewal and quotation for best pricing and qualities.
- Monitor delivery of spare parts
- Ensure segregation of duties of procurement staff for internal control purposes.

▪ **2006 – 2009 - Head, Management Accounting Department & Payroll Section**

**Key achievement:**

- Assist CFO in the implementation of Balanced Scorecard and KPI
- Improvement on profitability for Conventional Cargo Services based on yield analysis produced as a basis for business decision.
- Assist CFO to secure approval for 5-year Investment Tax Allowance which had improved profitability about RM15mil to RM20mil a year.
- Identified 45% futile movement by performing time motion studies resulted into huge savings.

**Core responsibilities:**

- Produced yield analysis and activity-based costing on services provided by terminal which include Bulk service, Liquid Bulk Services, Container Services and Marine Services for basis for improvement, enhance efficiency and decision making for best use of resources.
- Lead the annual budget and five year business plan was empowered to recommend revised budget driven by changes on key variables impacting profitability.
- Responsible for accurate and timely salary payment to 2,500 staff.

- Secretariat for Risk Management Committee and interfaced with business units to review department risk scorecards.

#### **NORTHPORT DISTRI PARK SDN BHD ("NDSB") - Jan 2001 – Dec 2005**

##### **▪ Manager Finance (On Secondment)**

###### Key achievement:

- Turnaround the company in the first 3 months from the acquisition date through cost containment, eliminated wastages, closed down loss making business segments, repaid overdue term-loan through effective debt collection, disposed unutilised assets and improved sales on profit making business.
- Secured new contracts for Vehicle Transit Centre – Ro Ro business.
- Developed new standard operating procedures and tariff structures.
- Contained fraudulent delivery of imported cargo resulting from forged signatures on customs documents

###### Core responsibilities:

- Promoted to Manager Finance (EX6) and seconded to NDSB to oversee the daily activities of Finance and Administration Department.
- Identified loopholes in processes and working procedures.
- Reviewed tariff and commercial contracts
- Empowered to make recommendations to Senior Management on yield analysis on upstream and downstream business segments, identified effectiveness on asset utilisation and cost savings.
- Supported Senior Management team to improve staff morale and productivity through engagement sessions following the acquisition.

#### **KLANG PORT MANAGEMENT SDN BHD ("KPM") - Feb 1997 – Dec 2000**

##### **▪ Assistant Accountant**

###### Key achievement:

- Detected errors and irregularities on bank reconciliations and cash in transit account
- Initiated segmental reporting and allocation accounting on vertical approach for basis of business decision consumed by Managing Director.

###### Core responsibilities:

- Produced financial reports and performed accounting functions including books reconciliation.
- Oversee Account Payable section and planned cashflow to minimise negative carry
- Negotiated with bankers for higher rate for investment of surplus fund on Repo and Fixed Deposits.

- Focal point for year-end financial audit, budgeting and business plan.
- Produced capital investment appraisal on new business plans identified and proposed by Business Development Unit.
- Was assigned to Arthur Andersen to assist on financial due-diligent on a newly acquired subsidiary, Northport Distripark Sdn Bhd ("NDSB").

#### **STAR CRUISE ADMINISTRATIVE SERVICES SDN BHD – Aug 1995 – Jan 1997**

- **Account Officer**

Core responsibilities

- In-charged Account Payable section and later was assigned to prepare a full set of accounts for Superstar Gemini and Megastar Taurus.
- Responsible to prepare reconciliation statements on inventory and sub-ledger.
- Performed stock count on board cruise vessels as assigned by management.

#### **OTHER INFO:**

**Notice Period:** 3 months