

## **PERSONAL PROFILE**

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## **PORTFOLIO / EXPERIENCE**

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### **1. TT dotCom Sdn Bhd ("TTDC") (Jun 2021 - Present)**

**Position: Head of Business Development & Strategic Planning, Wholesale**

Notable assignments and achievements:

#### **1.1. Change management and Strategic 5-year plan exercise**

- Managed and assisted EVP Wholesale in internal merger exercise and structural reorganization (target segments and headcount optimization) combining Wholesale Domestic (Mobile, Wireless Infra, HSBA) and ASP business with Global (International, ASEAN, India / Middle East) and OTT business as a single Wholesale outfit
- Leading strategic 5-year plan exercise for various tracks under Domestic, ASP, Global and OTT Sales Business Units ("SBU") with focus in driving Domestic Wireless Infra and ASEAN connectivity business

#### **1.2. Annual Operating Plan and Sales Kick-Off Meeting**

- Established strategic framework and key focus areas for 2021-23; organized, facilitated and prepared paper for presentation to Senior Management Team which include current year performance / milestones, next year's Key Focus Areas / Targets / Strategic initiatives by respective Wholesale sales business units (Converged Infra – Mobile / Wireless Infra / HSBA, ASP and ASEAN sector) and overall Wholesale 3-year vision;
- Developed and completed Wholesale Division roadmap / processes for KPI / rewards setting / budget approval in 2021-23;
- Coordinated / managed annual and mid-year Sales Kick-off Meeting - developed agenda / presentation / team-building activities; and supported EVP Wholesale in presentation.

#### **1.3. Managed and completed RFP and award for Full-Turnkey Outdoor Structure to West and East Malaysia contractors** – managed to pushed down contractor pricing and resulted in significant cost savings for all future tower builds by ~25%

#### **1.4. Established business performance tracking reporting/analysis** – through this, Business Heads have better insights on their Sales Performance; in addition churn and delivery has been managed more effectively yielding double digit revenue growth YoY

#### **1.5. Negotiated and closed largest service order for ASP division with potential revenue worth over RM6 million**

#### **1.6. Negotiated and executed master partnership agreement** with Edgepoint Towers and GTP Networks (subsidiaries of Edgepoint Infrastructure) to encourage future collaboration for fiberization of 4G/5G outdoor sites

2. **MEASAT Satellite Systems Sdn Bhd (Aug 2009 – May 2014; Jul 2016 – May 2021)**

**Position: Manager, Business Development & Strategic Planning**

Notable assignments and achievements:

***Jul 2016 – May 2021***

- 2.1. **Took up expanded role to lead new business segment sales operations which include distributor management, inventory management** (pipeline analysis, sizing next purchase order, inventory tracking from vendor to MEASAT to distributor warehouses in East / West Malaysia; and
- 2.2. **During the MCO, led development of dashboard analytics for new business segment** which entailed planning and implementation of processes for updates to dashboard which are used for business performance tracking, sales funnel tracking, pipeline and inventory management, and new site acquisitions.
- 2.3. **10-15 years business / CAPEX planning and financing**
  - Lead for key asset acquisition exercise (circa USD300 million) to support existing business and new business growth
  - Supported Usaha Tegas Group to negotiate secure long-term project financing with Export Credit Agencies (“ECA”) and managing response to ECA’s due diligence exercise
- 2.4. **Secured Launch Insurance for sum insured of circa USD300 million**
  - Prepared presentation deck for 4-days insurance roadshow in Europe and also presented at the roadshow in over 20 underwriter meetings
  - Launch insurance premium rate analysis, policy wording negotiation and cover placement completed timely
- 2.5. **Developed and led annual “Business Planning” and “Sales Kick-Off Meeting”**
  - Established strategic framework and key focus areas; organized, facilitated and led Business Planning Kick-off Meeting with C-levels and Senior Management team
  - Developed and completed company-wide roadmap / processes for KPI timeline arising from the Business Planning meeting; also supported CCO and presented in Sales Kick-Off Meeting
- 2.6. **Market analysis, product positioning, and go-to-market approach for new product.** Initiative has been approved by BOD and successfully launched in early 2018
- 2.7. **Business performance tracking** (monthly reporting and quarterly for BOD meetings)

***Aug 2009 – May 2014***

- 2.8. **Maiden international satellite auction**
  - Participated in auction to secure an in-orbit satellite held in US and coordinated with management, external consultants and legal counsels to ensure documents required by auction are completed and duly submitted within timeline
  - Completed set-up an offshore SPV to undertake project and managed relationship with regulators
- 2.9. **Foreign National Broadband initiative tender for communication and broadband connectivity**
  - Project and business case lead for tender submission and ensured information required are compiled and duly submitted within timeline
- 2.10. **Inclined orbit satellite procurement**
  - Identified potential opportunity to acquire inclined orbit satellite from a South American satellite operator for strategic value for the Company’s orbital assets in Africa
  - Prepared business case and conducted presentation with CEO to potential partner
- 2.11. **Strategic cooperation with Government of Azerbaijan for JV satellite**
  - Oversaw cooperation as project manager involving business case assessment to continuously monitoring contract obligations and project costing / cashflow post execution
  - Developed work plan to ensure all contractual obligations for the Company and strategic partner is smoothly executed across various departments

**2.12. Secured industry leading premium rate for the Company's largest satellite**

- MEASAT's largest satellite with sum insured in excess of USD400 million
- Prepared and presented to key insurance underwriters during "M3b Roadshow" across Europe and secured placement at industry leading premium rate

**2.13. Strategic partnership with largest European satellite operator**

- Prepared recommendation paper and obtained approval from Usaha Tegas Board of Directors – this ensured that MEASAT's unused spectrum rights preserved and monetized
- Continuously monitor contractual obligations and project costing / cashflow post execution

**2.14. Identified strategic opportunity for preservation of spectrum with China partner**

- Identified and proposed opportunity to the Company to preserve and monetize existing orbital slot through lease of aging satellite. Presented initial proposal to potential partner in Beijing; deal was subsequently closed in early 2015 with incremental revenue of USD2 million per annum

**3. Axiata Group Bhd (Jun 2014 – Jun 2016)**

**Position: Group Strategy Specialist, Strategy and Analysis**

Key responsibilities:

- Business performance tracking and analysis for Axiata Group and Operating Companies ("Opcos")
- Develop long-term strategy with Group C-levels for the Group and worked closely with Opcos to support the Group's strategic planning process
- Monitor and analyze key market trends and development in the mobile industry and in Opcos markets
- Analyze market and underlying trends in convergence (FTTx, FWA, HTS), IOT and digital services to identify potential new business opportunities, threats, business partners, new business models
- Support for any potential M&A opportunities for the Group

Notable assignments and achievements:

**2.1. Delivered the Group's Long Range Plan ("LRP") and Business Planning ("BP") Exercise**

- Received **Recognition Award by Senior Leadership Team** for outstanding achievement/impact in delivering the LRP in FY 2015
- Worked closely with Group Chief Strategy Officer ("GCSO") and cross-functionally with technology team and operating companies in delivering the Group's LRP
- The paper was presented the Group Board of Directors in 2015 resulting in approval for capital expenditure to grow business in excess of RM20 billion across 5 Opcos over the next 5 years
- Facilitated and completed the 2 cycles of Group's BP exercise (1-year KPI planning for each Opcos) in FY2014 and 2015

**2.2. Acquisition of Nepalese leading telecommunications player**

- Developed financial model and supported M&A team in evaluating viability of "target" company
- Deal was closed at end-2015 where the target was acquired for RM5.9 billion resulting in the Group serving over 285 million customers from 260 million with potential revenue upside in excess of RM2.5 billion per annum to the Group

**2.3. Alignment of the Group's strategic positioning with Operating Companies**

- Developed and supported GCSO in delivering strategy paper which was presented to the Group Board of Directors and approved in 2015
- Subsequently conducted workshops across the Group and with C-level and working teams of each operating company to align strategic direction

4. **OCBC Bank (Malaysia) Berhad (Aug 2008 – Aug 2009)**

**Position: Relationship Manager (M6), Corporate Banking – Large Corporate Division**

Notable assignments:

Kim Loong Resources Bhd (Plantation and milling operations); Crescendo Corporation Bhd (Industrial and commercial development); Salcon Bhd (Water, utilities management and construction)

Achievements:

Diligently tracked business results and performance of clients and managed credit exposure of circa RM60 million without non-performing loan issue and with timely submission of credit reviews and proposals

5. **Ernst and Young (Nov 2004 – Jul 2008)**

**Position: Senior Associate, Assurance and Advisory Business Services**

Notable assignments and achievements:

5.1. **Statutory Audit of Petronas Carigali Sdn Bhd Group**

Achievements:

- Successfully planning and managing review datelines upwards and downwards
- Completed multiple assignments

5.2. **Statutory Audit of Boustead Properties Berhad Group**

Achievements:

- Completed multiple assignments

5.3. **Special Audit for client (confidential)**

- Due diligence exercise of a company selling and marketing of hyper-luxury watches

Achievements:

- Delivered the special audit deliverables and final Special Audit Report within tight timeline

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**REFEREES**

Mr. Rene Werner (Chief Strategy Officer at Ooredoo Group, ex-Group Chief Strategy Officer at Axiata Group)

Mr. Ganendra Selvaraj (Chief Commercial Officer, MEASAT)

Mr. Paul Brown-Kenyon (CEO at iPrice Group, ex-CEO at MEASAT)

Mr. Russell Sawyer (Executive Director at Willis Towers Watson – Space Insurance)

*Their contacts will be made available upon request.*