

ERIKA MUSHTARINA B. MAT ARIFFIN.
E-5-2, SERI MAYA CONDOMINIUM,
JALAN JELATEK, 50350 KUALA LUMPUR.
TEL: +60128281550(Mob.) E-mail: **erika7976@gmail.com**

PERSONAL DETAILS:

Name : Erika Mushtarina Bin Mat Ariffin
Age : 47
Date of Birth : 7 September 1976
Place of Birth : Sandakan, Sabah
Gender : Male.
Nationality : Malaysian

SUMMARY OF EDUCATION:

- Bachelor of Commerce, Curtin University of Technology, Perth, Western Australia, July 2000, Economics & Finance.
 - South Australia Certificate of Education, Pembroke School Inc., Adelaide, South Australia, January 1996.
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SUMMARY OF WORK EXPERIENCE:

JANUARY 2001–OCTOBER 2002: PRICEWATERHOUSECOOPERS CONSULTING SDN BHD

Position: Associate Consultant – Business Recovery Services

Roles & Experience:

Execution & Operations

Special Administration

- Involve in the operations and administration of a kaolin manufacturing company listed on the Kuala Lumpur Stock Exchange ("KLSE"). I was also involved in the operations and administration of gaming and timber concession owner listed on the KLSE. Assisted in collating information in formulating the Workout Proposal addressing the viability of the company.
- Assigned to manage day to day operations of a hotel under Special Administration and successful in seeking investor to acquire the assets of the distressed company.

Receiver & Manager Assignment

- Responsible for the daily operations of companies under receivership in other companies in the textile and brick manufacturing.

Managing Stakeholders

Receiver & Manager Assignment

- Liaise with creditors, suppliers, employees and bankers to recover debts and realise value of distressed companies. Participate in management meeting, provide support to the Special Administrators on information relating to the Workout Proposal.

Corporate Finance & Financial Analysis

Debt Restructuring

- Assist in collating /reviewing of information to be included as part of the debt restructuring scheme of a company listed on the KLSE.

Financial Monitoring Assignment

- Involved in a financial monitoring assignment of a company in the automobile industry.
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NOVEMBER 2002 – MAY 2005: CIMB BERHAD

Position: Corporate Finance Executive

Roles & Experience:

Corporate Finance & Financial Analysis

Initial Public Offering (“IPO”) & Bonus Issue, Rights Issue

- Assist in preparing/reviewing information to be included as part of the submission documents to Securities Commission, Bursa Malaysia, Ministry of International Trade & Industry (“MITI”) and Foreign Investment Committee (“FIC”)
- Assist in the financial evaluation of potential IPO clients.
- Prepare prospectus documents and circular to shareholders.
Conduct research on certain industry to supplement potential IPOs. Review and collate supporting documents including legal documents, valuation reports, financial projections and audited accounts for preparing submission documents to authorities and prospectus.
- Participate in the due diligence working group meetings. Planning and organizing timing of listing exercise from submission to completion.

Managing stakeholders

IPO & Bonus Issue, Rights Issue

- Liaise with clients to update on the status of assignment and work in progress.
 - Advise clients on guidelines and listing requirements.
 - Communicate with solicitors, auditors, bankers and regulatory authorities in preparing submission documents.
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JUNE 2005 – DECEMBER 2011 SIME DARBY BERHAD

Positions:

- Senior Executive – Corporate Finance (June 05-September 05)
- Assistant Vice President II – Corporate Finance (September 05 – September 07)
- Assistant Vice President I – Corporate Finance (September 07 – October 09)
- Assistant Vice President I – Logistics Infrastructure Implementation – Plantation Strategy & Business Development (October 09 – January 10)
- Vice President II – Group Strategy & Business Development (January 10 – August 10)
- Vice President I/General Manager – Operations & Control, China Operations (August 10 – December 11)

Roles & Experience:

Corporate Finance & Financial Analysis

- Project manage divestment/acquisition exercise from origination to completion.
- Evaluate feasibility of an investment proposal. Financial modeling, investment appraisal, benchmarking exercise.
- Review and negotiate sale and purchase agreements, joint venture agreements and other legal documents with various stakeholders.
- Prepare board paper and approval papers for Group Chief Executive Officer. Prepare presentation to the board and management. Attended board meetings and present investment appraisal papers and proposals, update issues and findings and present strategy and business plan.

Managing Stakeholders

- Dealing with Government (Party Secretary/Mayor, Vice Mayors), Government Bureaus & Ministries (Transport Bureau, Labour Bureau, Land Bureau).
- Dealing with Board Members of the Energy & Utilities – China Operations
- Representing the Acting Executive Vice President in dealing with joint venture partners
- Managing legal advisors, financial advisors, industry consultants, auditors (internal & external) and various departments within the organisation.
- Dealing with employees on the ground, landlords,
- Dealing with representative of the embassy

Execution & Operations

- Setting up offices, standard operating procedures, workflow/processes
- Execute capital injection into China. Communicate with joint venture partners on funding requirements.
- Hiring and procurement of employees to fill up the relevant position. Participate in interviews of potential candidates and evaluate their suitability. Motivate and train employees.
- Participate in reductions of head counts and liquidation of companies.
- Involved in leading and managing the company secretarial & legal department whilst heading the strategy department.

Selected Assignments

- Divestment of non-core assets of Sime Darby Berhad
 - Divestment of Sime Coatings Sdn Bhd
 - Divestment of Sime Oleander Sdn Bhd
 - Divestment of Sime Darby Marketing Sdn Bhd
- Acquisition of Weifang Sime Darby Port and Weifang Sime Darby Water
- Expansion of Weifang Sime Darby Port
- Development of Jining Sime Darby Coal Port in Shandong Province
- Incorporation/Setting up Sime Darby Oils & Fats Sdn Bhd – China palm oil trade
- Various investment appraisal and proposals in Shandong Province, China.
- Project Management Office for Bakun Project

JANUARY 2012 – JULY 2014: KHAZANAH NASIONAL BERHAD

Position: Senior Vice President - Investments

Roles & Experience:

Corporate Finance & Financial Analysis

- Project manages potential divestment of existing investments and potential acquisition of new investments.
- Evaluate feasibility of an investment proposal. Example: Review financial model, investment appraisal, benchmarking exercise.
- Review and negotiate sale and purchase agreements, joint venture agreements and other legal documents with various stakeholders.
- Prepare board agenda paper, approval papers to Managing Director and board members of respective operating companies. Prepare presentation to the board and management. Attended board meetings and present investment appraisal papers and proposals, update issues and findings and present strategy and business plan.

Managing Stakeholders

- Dealing with Managing Director, Executive Directors and external independent board members.
- Representing shareholders in dealing with joint venture partners
- Managing legal advisors, financial advisors, industry consultants, auditors (internal & external), investment bankers and various departments within the organisation.
- Dealing with employees in the operating companies.
- Managing a team of 8 subordinates from Vice President to Associates/Graduate Trainee.

Execution & Operations

- Hiring and procurement of employees to fill up the relevant position. Participate in interviews of potential candidates and evaluate their suitability.

Selected Assignments

- Leading and managing the agriculture and leisure and tourism investment portfolio.

OCTOBER 2014 – OCTOBER 2017: KFM ADVISORY SDN BHD

Position: Investment Director

Roles & Experience:

Corporate Finance & Investment Advisory

- Advise clients on M&A transactions including acquisition and disposal of businesses and assets. Clients consist of companies and high net worth individuals.
- Prepare proposals and conduct financial evaluation on businesses or assets (review financial

- models).
 - Originating and identifying potential parties (buy side and sell side) in a transaction. Prepare pitchbook and teasers on investment opportunities.
 - Assist clients in due diligence, setting up of data room, structuring investment approach and fact-finding exercise.
 - Prepared submission documents to the Securities Commission for an investment advisory license.
 - Sectors covered: agriculture & plantations, hotels & hospitality, renewable energy: solar & biomass, consumer & retail, logistics and healthcare.
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OCTOBER 2017 – JULY 2019: KUMPULAN WANG PERSARAAN (KWAP)

Position: Vice President – Property Investment, Alternative Investment

Roles & Experience:

Property Investment and Management

- Evaluate investment in domestic and foreign real estate including yield, property valuation and returns.
 - Prepare Investment Committee, Investment Panel and Board papers.
 - Execution of acquisition and disposal transaction for domestic and foreign real estate including negotiation of Sale & Purchase Agreement, Lease Agreement and Heads of Agreement.
 - Periodic reporting on the performance of the properties under portfolio.
 - Managing day-to-day asset management related matters with a team of 10 personnel.
 - Stakeholders' management includes CEO, CIO, COO, Head of Department, co-investment partners, asset managers, facility/property managers and other support services.
 - Notable achievement: completed 4 acquisitions in 1 year with property value of approx. RM1 billion.
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JULY 2019 – NOVEMBER 2021: THEMED ATTRACTIONS & RESORTS SDN BHD

Position: Senior Vice President – Group Strategy Management

Roles & Experience:

Strategy management

- Reporting to the Group CEO on investment and divestment activities. Prepare board papers and documents to stakeholders for approvals. Provide data and analysis to Group CEO on strategic decisions.
- Evaluate M&A opportunities and to source for potential buyers for lands identified for sale and sale of business.
- Shutting non-performing businesses and monetization of assets.
- Review financial models on viability of existing business and greenfield business.
- Review cashflow projections, budgets and performance of the businesses.
- Review sale & purchase agreements and other M&A transaction documents
- Stakeholder management: Local authorities, third party operators, ultimate shareholders, joint

- venture partners.
- Manage a team of 6 subordinates.

Project management

- Project director for a new hotel development in Desaru (ultra-luxury resort & villa development).
 - Review and develop project development program and timeline.
 - Work with sub-contractors to mitigate risk and resolve issues.
 - Work with third party operators on operational and development requirements.
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NOVEMBER 2021 – PRESENT: UEM SUNRISE BERHAD

Position: Head, Commercial

Roles & Experience:

- Reporting to CEO on the management of land acquisition and divestment matters. Manage all commercial and retail assets of the organization. Manage all joint ventures of the group.
 - Review and prepare papers for Board approvals. Evaluate investment and divestment proposal.
 - Prepare yearly annual operating business plans. Review cashflows and projections. Setting up performance monitoring dashboards.
 - Review investments proposals and lead team to carry out asset monetization exercise.
 - Represent the company on the Board of joint ventures companies and development executive committee. Comfortable in dealing with Board members and senior leadership of the organization.
 - Participate in evaluation of development feasibility study.
 - Manage the Commercial Department comprising 130 staff.
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PERSONAL DEVELOPMENT:

- Overseas Business Project: Leadership & Organisation Culture (Kalamazoo College, Kalamazoo, Michigan, USA). Focusing on mainstream leadership qualities and behaviors. Developed an understanding of leadership in business and financial settings. Studied the importance of motivation, recognising motions, conflict in workplace, leading teams managing change and situational leadership.
- Acquired knowledge of organisation culture, chaos theory and its impact in various industries. Studied the impact of strategy on the components of an organisation system and Myers-Briggs Type Indicator (MBTI): The Role of Psychological Type in Organisational Settings. Visited various organisation such as Ford Motor Company (Dearborn, USA), Andersen Consulting (Detroit, USA), Chicago Board of Trade, Options & Financial Future Exchange (Chicago, USA).
- Successfully passed Module 12 and Module 19 of Capital Market Services Representative License examination requirements in 2017.

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SKILLS:

Computer : Word, Excel and PowerPoint

Languages : Bahasa Malaysia, English (Written and spoken – Good)
Mandarin, Hakka, Cantonese, Hokkien (Spoken - Fluent)

AWARDS/RECOGNITIONS:

- S.M. All Saints, Sports Excellence Award (Squash), 1993.
- Sabah Squash Team Event Open 1st Runners-up, 1992.
- Champion in Sabah Golf & Country Club (Squash) Open, 1992
- Sabah State Junior Squash player 1990-1993
- Champion Inter-School Hockey in Sabah, 1987, 1992.
- 1st Runners-up Inter-School Hockey in Sabah, 1989, 1990, 1991.
- Champion Inter-District Hockey Competition, 1993.

INTERESTS:

- Running and hiking, playing squash, reading, drawing (oil pastel), listening to music and travelling.