

# Resume of Fazlur Rahman

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## Personal details

Name **Fazlur Rahman Zainuddin (FCCA)**  
Date of birth 30 May 1969  
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## Employment and education history

Period	Details
July 2010 to date	<ul style="list-style-type: none"><li>• NAZA Group of Companies</li><li>• Chief Financial Officer</li></ul> <ul style="list-style-type: none"><li>▪ <i>Lead the transformation and improvements in accounting, reporting and planning practices</i></li><li>▪ <i>Drive higher standards of governance and organisational efficiencies in the area of decision making authorities, consolidation, synergies and capital &amp; funding structures</i></li><li>▪ <i>Lead the management model transformation to facilitate a high level of organisational adaptability to uncertain &amp; competitive market environments whilst ensuring high level of accountability and integrity</i></li><li>▪ <i>Lead the transformation of the finance community mindsets towards being strategic business partners to the business</i></li><li>▪ <i>Drive increased assurance throughout the Group</i></li><li>▪ <i>Drive improvements in process and data quality across all operating companies</i></li></ul> <p><i>The NAZA Group is a diversified, growth orientated privately owned organisation with over RM3billion turnover annually.</i></p>
November 2008 to June 2010	<ul style="list-style-type: none"><li>• TM Berhad ("TM")</li><li>• Vice President, Business Development</li></ul> <ul style="list-style-type: none"><li>▪ <i>Led the Group business development activities, evaluations of opportunities and implementation of changes and initiatives in line with Group Strategy with the main achievement of establishing a collaborative / partnership model to enable new services like Internet Protocol Television ("IPTV") and Enterprise Solutions.</i></li></ul>

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	<ul style="list-style-type: none"><li>▪ <i>Led the organisational and process transformation across the Group including the transformation of the management model in line with Beyond Budgeting &amp; Web 2.0 concepts resulting in a more dynamic planning and performance management practices.</i></li><li>▪ <i>Drove the process improvements and change management using SAP to achieve operational excellence and generate cost efficiencies</i></li></ul> <p><i>TM Group since the demerger in April 2008 focuses on the fixed line and broadband businesses. The annual turnover is in excess of RM8billion.</i></p>
March 2008 to October 2008	<ul style="list-style-type: none"><li>• TM Berhad ("TM")</li><li>• Vice President Finance, Business Planning &amp; Transformation</li></ul> <ul style="list-style-type: none"><li>▪ <i>Set direction on Group finance policies on planning, reporting and internal processes</i></li><li>▪ <i>Developed improvements and transformation in Group-wide finance and business processes based on best practice benchmarks to generate cost savings</i></li><li>▪ <i>Led the transformation of the finance community mindsets towards being strategic business partners to the business</i></li><li>▪ <i>Drove increased assurance throughout the Group</i></li><li>▪ <i>Drove improvements in process and data quality across all lines of business</i></li></ul> <p><i>TM Group since the demerger in April 2008 focuses on the fixed line and broadband businesses. The annual turnover is in excess of RM8billion.</i></p>
September 2006 to March 2008	<ul style="list-style-type: none"><li>• TM Berhad ("TM")</li><li>• Chief Financial Officer, Malaysia Business</li></ul> <ul style="list-style-type: none"><li>▪ <i>Aligned all financial management functions in all Business Units and Subsidiaries within Malaysia Business into a single team</i></li><li>▪ <i>Achieved single alignment of strategic objectives in the Malaysia Business planning process across all previously separate Business Units and subsidiaries</i></li><li>▪ <i>Enhanced the implementation of enterprise risk, fraud management &amp; management assurance frameworks</i></li><li>▪ <i>Tightened processes on CAPEX investment decisions</i></li></ul>

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Period	Details
	<ul style="list-style-type: none"><li>▪ <i>Led the overall financial and performance management process</i></li><li>▪ <i>Strengthened the internal controls and processes</i></li><li>▪ <i>Drove improvements in data quality in Management Information reporting</i></li></ul> <p><i>TM Malaysia Business is the combination of TM's domestic fixed line and infrastructure businesses including TM Retail, TM Wholesale and TM Net. Its annual turnover is in excess of RM7billion.</i></p>
August 2005 to September 2006	<ul style="list-style-type: none"><li>• TM Net Sdn Bhd ("TM Net")</li><li>• Chief Financial Officer</li></ul> <ul style="list-style-type: none"><li>▪ <i>Strengthened the implementation of financial and internal control processes in line with the TM Group policies and procedures</i></li><li>▪ <i>Drove the implementation of enterprise risk, fraud management &amp; management assurance frameworks</i></li><li>▪ <i>Led the overall the financial management and performance against targets and KPI's</i></li><li>▪ <i>Tightened the overall procurement processes to generate cost savings for the organisation</i></li><li>▪ <i>Drove improvements in credit management and data quality and reconciliations in relation to accounts receivable</i></li><li>▪ <i>Led the annual planning process</i></li></ul> <p><i>TM Net is Malaysia's leading ISP with the 2005 turnover of RM750million</i></p>
November 2001 to August 2005	<ul style="list-style-type: none"><li>• Shell Malaysia Trading Sdn Bhd ("SMT")</li><li>• Manager, Retail Finance Malaysia &amp; Singapore</li></ul> <ul style="list-style-type: none"><li>▪ <i>Led overall financial management of the Shell retail and fleet card business in Malaysia, Singapore.</i></li><li>▪ <i>Provided financial and planning direction, drove unit cost leadership and directed the drive for profitability and growth of Retail Malaysia and Singapore in line with the Global Retail Strategy.</i></li><li>▪ <i>Responsible for enhancing the frameworks of governance, risk &amp; internal control, Finance and Credit Control &amp; Accounting. Led the Retail Malaysia implementation and buy-in to drive compliance in line with Sarbanes-Oxley requirements.</i></li><li>▪ <i>Led Sarbanes-Oxley compliance requirements in the area of</i></li></ul>

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Period	Details
	<p><i>capital and fixed assets.</i></p> <ul style="list-style-type: none"><li>▪ <i>Established the integrated financial plans for the East Zone Marketing teams.</i></li><li>▪ <i>Drove improvements in data quality in Management Information reporting processes.</i></li></ul> <p><i>Shell is a market leader in Malaysia and a strong player in Singapore with a combine turnover of USD1.5billion in both markets.</i></p>
June 2001 to November 2001	<ul style="list-style-type: none"><li>• Shell Malaysia Ltd., Corporate Treasury</li><li>• Adviser, Capital &amp; Financing Structures</li></ul> <ul style="list-style-type: none"><li>▪ <i>Provided and coordinated the commercial input in a project involved in the rescheduling of the USD360mln repayment of Shell Refining Company (FOM) Berhad's ("SRC") syndicated term loan facility.</i></li><li>▪ <i>Provide and coordinated the commercial inputs in a project involving a long term USD30mln debt facility for one of the Shell operations in Malaysia.</i></li><li>▪ <i>Reviewed and analysed the options pertaining to the restructuring and ownership of Bangunan Shell Malaysia in Damansara.</i></li></ul>
February 2000 to June 2001	<ul style="list-style-type: none"><li>• Shell Malaysia Ltd., Corporate Finance</li><li>• Corporate Finance Adviser</li></ul> <ul style="list-style-type: none"><li>▪ <i>Achieved a cash distribution to the shareholders of one of the Shell marketing companies in Malaysia through a capital reduction project. Coordinated the liaison with group legal Developed the financing modelling, project management, and liaison with Merchant Bank and Legal Department.</i></li><li>▪ <i>Disestablish the Corporate Finance department and merged with Corporate Treasury.</i></li><li>▪ <i>Developed and obtained group approval for the divestment of shares in Shell Refining Company (FOM) Berhad ("SRC"). Led the liaisons with MITI and other local authorities on the divestment of shares in SRC.</i></li></ul>
June 1998 to February 2000	<ul style="list-style-type: none"><li>• PS Pipeline Sdn Bhd. Dengkil, Malaysia.</li><li>• Business Services Department</li><li>• Management Accountant</li></ul>

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Period	Details
	<ul style="list-style-type: none"><li>▪ <i>Led the planning exercise for the joint venture company.</i></li><li>▪ <i>Responsible for delivering the Joint Venture plans, driving reduction in unit cost, and cost accountability amongst the management team comprising Shell, Petronas and PS Pipeline hires.</i></li><li>▪ <i>Responsible for the financial &amp; performance reporting to the PS Pipeline management as well as the Joint Venture Owners.</i></li><li>▪ <i>Responsible for executing the product throughput fees and cost sharing arrangements.</i></li><li>▪ <i>Responsible for the implementation of internal controls.</i></li><li>▪ <i>Led the finance input towards PS Pipeline's ISO 9002 accreditation.</i></li><li>▪ <i>Responsible for managing the internal and external audit requirements.</i></li><li>▪ <i>Developed the KPI / Scorecard performance management system for PS Pipeline.</i></li></ul> <p><i>PS Pipeline is the first downstream Joint Venture between two oil majors, Shell and Petronas. The company operates a multi-product pipeline for the supply of the Klang Valley and the new KLIA airport in Sepang.</i></p>
October 1996 to May 1998	<ul style="list-style-type: none"><li>• Shell Malaysia Trading Sdn Bhd. Kuala Lumpur.</li><li>• Finance – Planning &amp; Appraisal Department</li><li>• Management Accountant</li></ul> <ul style="list-style-type: none"><li>▪ <i>Responsible for providing the Shell Malaysia Oil Products management team with periodic financial and management information, KPIs and performance appraisals.</i></li><li>▪ <i>Introduced the first implementation of Scorecards in Shell Malaysia Oil Products</i></li><li>▪ <i>Responsible for the controls &amp; processes in relation to capital expenditure.</i></li><li>▪ <i>Responsible for setting targets and providing performance assessments to direct reporting staff.</i></li></ul>
May 1995 to September 1996	<ul style="list-style-type: none"><li>• Tiram Kimia Sdn Bhd (an associate company to Shell Malaysia). Kuala Lumpur.</li><li>• Finance Department</li><li>• Financial &amp; Management Accountant</li></ul> <ul style="list-style-type: none"><li>▪ <i>Responsible for financial accounting, controls and reporting. Preparation of books of accounts, credit control and management reports for the management team.</i></li></ul>

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Period	Details
	<ul style="list-style-type: none"><li>▪ <i>Led the annual planning process and report to the Shell group on the outcomes.</i></li><li>▪ <i>Provided inputs for the Shell Group reporting requirements.</i></li><li>▪ <i>Prepared the Management Information reports segmented by products.</i></li><li>▪ <i>Responsible for staff management.</i></li><li>▪ <i>Responsible for ensuring internal controls are being followed.</i></li><li>▪ <i>Provided the finance input in the valuation of a subsidiary company identified for divestment.</i></li></ul>
January 1993 to May 1995	<ul style="list-style-type: none"><li>• Price Waterhouse Tax Services Sdn Bhd. Kuala Lumpur.</li><li>• Tax &amp; Business Services Department</li><li>• Tax Consultant</li></ul> <ul style="list-style-type: none"><li>▪ <i>Responsible for providing tax compliance services to a range of international and local clients from manufacturing, marketing, pharmaceutical, oil &amp; gas industries.</i></li><li>▪ <i>Provided advice on tax, investment and government regulations for various clients.</i></li></ul> <p><i>Became full member of the Association of Chartered Certified Accounts (ACCA), United Kingdom.</i></p>
July 1990 to February 1992	<p>Helmore Helmore &amp; Co, Chartered Accountants. London. Trainee Certified Accountant.</p> <ul style="list-style-type: none"><li>▪ <i>Involved in auditing, UK taxation and financial accounting projects for UK based clients ranging from sole-proprietorship, legal practice to multinational manufacturing company.</i></li><li>▪ <i>Studied for the ACCA professional exams at Emile Woolf College London.</i></li></ul>
<b>Education</b>	<p>Fellow of the <b>Association of Chartered Certified Accounts ("ACCA")</b> of the United Kingdom, having qualified as a professional accountant in 1992.</p>

### Interests and abilities

- **People:** Passionate about unleashing potential by encouraging people to be creative, inventive and courageous about dealing with changes. I prefer people within organisations to share their thoughts on business matters, encourage ongoing organisation learning and transformation which I believe will enrich management decisions. Openness and trust is a key element to foster such working environment.
- **Technology:** Strong advocate of *Web2.0* social technologies (particularly in corporations) as a means of leveraging knowledge in order to empower people, whilst keeping them fully accountable through performance transparency. Advance expertise and application of Microsoft Excel tools and formula in work roles. Strong interest and ability in website designing and scripting. I manage a few websites using open source scripts such as Drupal (<http://drupal.org/>). My websites are at <http://www.thefazz.com> and <http://www.my-kart.org> I also enjoy doing graphic editing using tools such as Adobe Photoshop.
- **Sports:** Strong passion for motor sports, particularly karting. Founder and chief organiser of my-KART (<http://www.my-kart.org/>), or Kelab my-kart Selangor, which organises monthly karting events for more than 50 amateur karters since 2002. Also served as Chairman of the Shell KL Sports Club from 2002 to 2004, with the highlight being the introduction of karting and winning the Shell Games for two consecutive years.