

## KAMALESH MUKHERJEE

Age: 49 Years, Professional Experience: 25 Years

### Education & Training

**1983:** B.Sc. (Honors) in Economics from the University of Calcutta.

**1987:** Final Examination of The Institute of Chartered Accountants of India.

**2002:** Passed CISA (Certified Information Systems Auditor) examination, conducted by the Information Systems Audit and Control Association (ISACA), USA.

**2010:** Passed certification course on IFRS conducted by The Institute of Chartered Accountants of India.

**Membership of Professional Bodies:** Fellow, Institute of Chartered Accountants, India.

### Training

#### ☛ Price Waterhouse (1983- 1988)

Professional grooming began at Price Waterhouse - one of the top four International Accounting firms in the World. In PW, acquired deep insight on accounting systems some leading MNCs operating in India.

#### ☛ CBI (Netherlands)

Trained as a Consultant UNDER Train the Trainer program for development and implementation of an export strategy for entry into EU markets (2008).

### Professional Achievements and Learnings

#### 1. Whole-time Director since February, 2004 in FINTEQ

*A boutique International Financial Advisory & Strategic Consulting outfit*

*Some key achievements on behalf of FINTEQ include:*

- ☛ For a number of SMEs across India, under Retainer Arrangement
  - ☛ Develop strategic Plans/ Business Plans aimed at enhancing future growth prospects with substantial bottom- line improvements;
  - ☛ Provide recommendations and analysis to CEO on key performance indicators and key financial policies;
  - ☛ Ensure compliances, Board related governance issues & investor communications.
- ☛ Prepared a five year strategic plan for State Audit Institution, Ministry of Finance, Sultanate of Oman
- ☛ Also involved in a mid- term strategic planning exercise of a number of organization in India, Middle East & Africa.
- ☛ Providing Management Assurance service for various organizations in India, Middle East & Africa.

#### 2. Orind International Limited (a Mittal Steel subsidiary - China): 2002- 2004

*Joined Orind International, the largest exporter of refractories in China, as the Chief Finance Officer (CFO) and worked on following niche areas in Orind:*

- I. Preparation of Business Plan and a three-year Growth Plan based on the dual strategy:

- ☛ To be the complete solution provider to customer steel plants by taking up their total Refractory Management;
- ☛ Growth through acquisition and joint ventures.
- II. Managing and leading the transition from legacy structure to professional compliance;
- III. Framing key policies for Inventory Management, material stocking policy, inventory norms and reorder level to optimize spare and stores.
- IV. Strengthening Management Systems and Control procedures for managing this transformation from a product supplier to a solution provider;
- V. Relationship establishment with HSBC in China to arrange structured non-recourse Finance Facility based on export receivables.
- VI. Reviewed a potential joint venture with North Korea Clinker Magnesite Company in the area of extraction of Magnesite and production of Monolithics;
- VII. Leading a due diligence study team for a 25,000 MT Refractory plant in Romania;
- VIII. Development and Implementation of a Credit Assessment & Monitoring System for Customers

### **3. Arcelor Mittal (LNM Group) – Kazakhstan (1995-2001)**

Been part of the unique turnaround experience at Ispat Karmet (now a 1.5 billion dollar turnover steel producer with backward integration to coal mines and captive power plant). LNM Group - now called Arcelor-Mittal - the world's largest steel producer - acquired Ispat Karmet from Kazakhstan government to turnaround the sick plant. Gained valuable hands-on experience as a member of the Corporate Finance Team crafting and strategizing the Turnaround of Ispat Karmet. As a part of the multi-disciplinary expatriate team, took part in not only turning around this plant but also making it among the highest profit earners as well as the lowest cost producer of steel in the world. Contribution in Ispat Karmet was:

- ☛ Management of Working Capital, collateral arrangements, introduction of Supplier Chain Management, Just-In-Time Inventory Management;
- ☛ Identify and report on Warehouse and stocking policies including computation of maximum, minimum and reorder level of stores and spares by ABC analysis and EOQ method of computation.
- ☛ Building model to facilitate the entry and repatriation of FDI in Ispat Karmet, Kazakhstan;
- ☛ Liaison with banks and financial institutions, viz, EBRD, ABN AMRO, CITIBANK, along with all major local Banks, including finalization of structured credit line from a consortium of bankers led by ABN AMRO, Kazakhstan;
- ☛ Reviewing Ispat's potential entry into the banking sector in the CIS region in the year 2000;
- ☛ Been Member of the committee that oversaw the implementation of International Accounting Procedures and Standards and preparation of accounts as per IAS;

### **4. TATA Group (1990- 1995)**

Joined Tata Korf Engineering Services Limited - technical solution provider and a joint venture between TATAs (India's most respected and professionally managed group) and Mannesman Demag (a leading German firm, having interest in Pipes & Tubes, Rolled Steel Products, Technical Trading, etc). Contributed to two key areas in Tata Korf:

- ☛ Assisting clients by providing Detailed Project Reports and Feasibility Studies for their proposed projects and through institutional clearances, to part finance their Project Funding & Working Capital requirements;
- ☛ Introduction of Group Budgetary and capital expenditure approval system.

## 5. Metal Box (1988-1990)

As a part of the Corporate Finance team of Metal Box, which was in throes of liquidity crisis, played a key role in the preparation of a Rehabilitation Program acceptable to the secured creditors and other stakeholders in an effort to revive the ailing company? This job demanded intimate interaction with Indian Financial Institutions, Public Sector Banks and also the BIFR.

Areas of Expertise	
<b>Planning</b>	<ol style="list-style-type: none"><li>1. Analyzing operational issues affecting your performance. We measure how far are you from achieving your potentials</li><li>2. Scanning corporate environment; understand &amp; analyze your strategic imperatives.</li><li>3. Providing strategic plans for inorganic &amp; organic growth</li><li>4. Staying put to implement our recommendations; identify Actionable Areas &amp; periodically measure value creation</li></ol>
<b>Diagnostic Study/ Management Assurance.</b>	<ol style="list-style-type: none"><li>1. Constraints/Lead Time/WIP Analysis</li><li>2. Process Flow Study/ Deployment Flow Charts</li><li>3. Identifying Value Destroying Elements</li><li>4. Customer Analysis/ Performance</li><li>5. Risk Profiling</li><li>6. Cost Management and Analysis;</li><li>7. Inventory analysis &amp; Analysis of effective Lead time</li><li>8. Performance measurement system and developing KPIs</li><li>9. Developing compliance framework</li></ol>
<b>Organic Growth Advisory</b>	<ol style="list-style-type: none"><li>1. Feasibility Studies &amp; DPR</li><li>2. Preliminary Information Memorandum</li><li>3. Financial Modeling</li><li>4. Project Financing</li><li>5. Fund Raising</li></ol>
<b>Inorganic Growth Strategy</b>	<ol style="list-style-type: none"><li>1. Due Diligence</li><li>2. Valuation- Relative &amp; Absolute</li><li>3. Contract negotiations</li><li>4. Post Merger Synergy Planning &amp; handholding.</li></ol>

### Thumbnail:

Economics graduate & Chartered Accountant with over 25 years of proven track record and extensive domain expertise ranging from corporate financial advisory services, financial restructuring to treasury, systems and MIS. Besides serving top notch Indian corporate, took up challenging assignments and deal-making at Kazakhstan as well as China while associating with some financial institutions of global repute. Presently, he is serving as an Executive Director of a Financial Consulting Organization called Finteq Enterprise (P) Limited with clients in India, Africa, Middle East and USA.