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PROFESSIONAL PROFILE

A versatile and commercially astute senior level finance professional with extensive business and finance experience in diverse industries including FMCG, IT, Agricultural Commodity Trading and Audit. Proven ability to improve operations, impact business growth and maximise profits through achievements in finance management, cost reductions, internal controls and productivity/efficiency improvements. Strong qualifications in general management, business planning and expansion and staff development; at all time delivering strong tactical and strategic input and first class financial stewardship.

SKILLS SUMMARY

- Robust financial planning and control
- Financial modelling and product/margin analysis
- Financial analysis and KPI/dashboard reporting
- Stakeholder and investor engagement
- Process enhancement and financial controls
- Risk management
- Financial forecasting and budgeting
- Business strategy/development and expansion locally and globally
- Team leadership and development

CORE COMPETENCIES

- **Leadership:** Clear leadership skills and development/building of cross functional teams over various locations
- **Communication:** Credible communicator who applies strong influencing and negotiating skills to build credibility and work collaboratively with the Board, senior management team and other stakeholders
- **Strategic Planning, development and agility:** Analyse growth and market opportunities and build business cases for sound decision making at strategic and tactical levels
- **Financial and technical expertise:** Experienced in advising stakeholders on financial impact based on business understanding and business environment and turning data into insight

CAREER HIGHLIGHTS AND ACCOLADES

- Establishing business processes, structures and corporatisation of business which grew from 12 to 35 employees over a period of 12 months, with 83% revenue growth
- Business modelling, structuring and set up of international subsidiary companies in UK and Dubai
- Structuring and rolling out HR policies, processes and performance appraisal tools
- Setting up in house payroll and accounting functions from outsourced service providers
- Business valuations scenarios and proposals for venture capitalists on proposed business exit
- Instrumental in setting up and rolling out national shared services centre which grew in staff complement from 14 staff to over 400
- Led team on capex proposal to secure funding for a R500m manufacturing facility
- Uncovered procurement savings of \$1.2m per annum on freight costs
- Introduced product composition and packaging changes resulting in savings of R8m
- Led operational team to uncover continuous improvement initiatives resulting in cost reductions of R42.5m
- Winner of 2014 Sunday Times No 1 Essential Foods Brand (13 years running) – Tastic business
- Winner of Deloitte Best Company to Work For award (internal Tiger) 2013 and 2012 – Tastic business
- 2013 School of Magic Team Winner – Tastic innovation
- Winner of Tiger Brands Chairman’s Award 2011-Tastic business:
 - 6% and 2% volume growth on prior year and budget respectively
 - 3pp improvement in margin on budget
 - 16% and 10% improvement in PBIT on prior year and budget respectively
 - 29% improvement on return on net assets
- Winner of Tiger Brands Top Brand Award 2011 – Tastic business

DIRECTORSHIPS

- Astel Systems (Pty) Ltd – Non Executive Director (June 2018 to date)

PROFESSIONAL EXPERIENCE

Javpri Global Business Services
Founder

1 March 2018 to date

Javpri Global Business Services is 100% Black Female owned and managed professional and advisory services firm committed to quality, integrity and personal service. We work in close partnership with our clients, helping them to mitigate risks, grasp opportunities and overcome the challenges faced in today's competitive business environment. This enables us to deliver not only the statutory requirements, but also value added services to empower

our clients with the knowledge needed to make long and short-term decisions that will help improve the efficiency of business operations.

Astel Systems (Pty) Ltd
Chief Financial Officer

16 November 2015 – 28 February 2018

Heading up Finance, HR and Admin and overlapping into Operations to gear the company, which has been funded into by Microsoft, for corporatization, global expansion and ultimately exiting to a global corporate

Role Impact

- Establishing and rolling our best practice business process across all functional areas
- Maintaining reporting and compliance requirements with Microsoft and other stakeholders
- Establishing and rolling out group structure best suited to fit the business model locally and globally, with the set up of UK and Dubai entities and operations
- Performing periodic business valuations and financial modelling proposals shared with potential venture capitalists
- Establishing pricing models for new and existing products and rolling out to local and international customers
- Legal custodian for the business and ownership of customer contracts and proposals
- Implementing and rolling out performance appraisal process and tools, employee engagement and satisfaction surveys and job profiling
- Financial stewardship related to cash flow and investment decisions, reporting, insights and business development
- Set up in house payroll and accounting services previously outsources
- Attendance at Board meetings to provide relevant insight and business overview

Tiger Consumer Brands Ltd
Finance Executive

5 November 2008 to 31 August 2015

Finance Executive of 3 business units concurrently (Tastic, Jungle and King Foods followed by Fatti's & Monis), comprising 50% of Grains business portfolio. Overseeing 4 manufacturing units across the country

Role impact

- Responsibility for the commercial function, performance management and commercial budget
- Maximization of working capital
- Reviewed capex proposals and performed DCF's and interrogation of proposal prior to submission to the Exec
- Drove Commercial Group best practice, simplified accounting and reporting processes, delivered commercial economies of scale and efficiencies
- Performed post implementation reviews on capex proposals
- Monitored expenditure against budget with follow up action with factory teams
- Identification and quantification of cost savings initiatives with Manufacturing Executive and Unit Managers
- Co-ordinating stock information and procurement positions and costing to the

executives

- Implementing and controlling the commercial aspects of foreign exchange cover for raw material purchases
- Oversee supply chain cost policies, cost drivers, changes in standards and accounting policies
- Procurement, Manufacturing and logistics efficiencies and control
- Overseeing business credit control via shared services
- Overseeing general accounting and financial reporting via shared services
- Oversee risk management and corporate governance related issues.
- Managing the internal and external audit relationship
- Managing the Alexander Forbes insurance / risk management relationship
- Overseeing the submission of tax returns and necessary documentation required by Tiger Brands for SARS
- Co-ordinating and manage the budget and forecasting process
- Guiding site financial managers with strategy formulation, budgeting, forecasting and sensitivity analysis of key cost drivers in the strategic business plan and budget.
- Managing the financial year end process
- Leading and managing the division's legal processes with the Corporate legal team
- Developing and evaluating short and long term strategic finance strategies in line with overall business and Tiger strategy
- Formulation and implementation of finance strategies, policies and procedures, effectively cascading down to all staff to achieve financial objectives
- Evaluation and advise on the impact of new products/formulation changes/customer proposals
- Managing the relationship with the Tiger Information Systems team and ensuring system performance and service levels are at agreed levels
- Preparation of reports and management packs in order to provide relevant business information to all stakeholders
- Co-ordinating and leading cost saving initiatives
- Co-ordinating the business strategy process
- Joint decision making with Managing Executive on marketing, customer and channel business plans
- Category and product pricing decision making
- Developing, leading and maintaining a high performance team
- Member of the EE committee

**AVI Ltd – National Brands Ltd
(Ciro Beverage Solutions & Sir Juice divisions)**

1 September 2007 to October 2008

Started as Finance Manager, appointed as Acting Finance Director within 2 months for a period of 6 months. Overseeing 4 national manufacturing sites

Role impact

- Providing financial leadership to the AVI Out of Home division
- Corporate governance adherence throughout the business

- Business unit profitability and review of performance
- Financial and shareholder reporting
- Managing the interface with AVI finance shared services
- Ensuring integrity of the general ledger and financial data
- Implementation of financial business systems, processes and structures
- Managing risk and company financial risk according to the AVI risk philosophy and methodology
- Factory costs and product margins management
- Development, implementation and adherence to strict financial disciplines
- Supporting managing director in the development and enhancement of profitability and financial performance of the businesses
- Preparation of board and audit committee packs and attendance at meetings
- Working directly with business unit heads across all operational areas
- Growing stakeholder and customer relationships
- Preparation, analysis and presentation of monthly executive management accounts
- Ensuring month end procedures are adhered to according to predetermined deadlines
- Working capital management and reporting
- Actively supporting credit performance by ensuring monthly operational credit reviews occur and agreed action plans implemented
- Co-coordinating and leading cost saving initiatives
- Compliance with GAAP, IFRS and other related accounting and tax legislation
- Full responsibility for month end and year end reporting to head office and preparation of packs and financial statements
- Budget preparation, forecasting and variance analyses
- Management of expenditure and performance to budgets and forecast
- Analysing and reporting to management and head office all operational variances
- Involved in project management
- Involved in various business initiatives
- Managing and implementing control systems
- Cashflow management, including foreign currency deal bookings and management of foreign bank accounts, payments and creditors
- Recruiting and training appropriate quality staff
- Creating an environment conducive to learning and development
- Management performance feedback process in accordance with set goals
- Creating a team culture of commitment and delivery against predetermined objectives, values and business requirements
- Creating and maintaining a culture of accountability and responsibility

**Shell SA
Lubricants Financial Manager - Africa**

1 June 2007 to 28 August 2007

Responsible for 5 African countries within the group including South Africa, Egypt, Morocco, Tunisia and Algeria

Role impact :

- Increase focus on compliance testing around key business control processes

- Develop and implement business driven sales contracting management process in Africa
- Actively supporting credit performance by ensuring monthly operational credit reviews occur and agreed action plans implemented
- Maintain focus on subsidiaries ensuring control framework is in place in line with Group guidelines
- Supporting ERP implementation in Northern countries, ensuring required resources are in place
- Supporting the implementation of new incentive bonus scheme in Africa
- Active support of growth through sales first and value added initiatives
- Increase focus on appraisal and provide deeper analytics for the business
- Help drive continuous direct cost improvement in Africa to ensure targets are achieved
- Engaging the Lubricants finance organization effectively by spending significant time with each analyst
- Increasing emphasis on diversity and inclusiveness , ensuring jobs posted have the right balance of candidates
- Embed competence development

Bidvest Group Ltd
South African Container Depots division (SACD)
Regional Financial Manager

21 August 2006 to 31 March 2007

Role impact :

- Full responsibility for managing finance, accounts and payroll departments
- Development, implementation and adherence to strict financial disciplines
- Evaluation of capital expenditure and capital investment policies
- Co-coordinating and leading cost saving initiatives
- Ensuring integrity of financial data
- Management of company financial risk
- Responsible for company legal, treasury, insurance, statutory and admin processes and procedures
- Compliance with GAAP, IFRS and other related accounting and tax legislation
- Full responsibility for month end and year end reporting to head office and preparation of packs and financial statements
- Budget preparation, forecasting and variance analyses
- Involved in project management
- Involved in various business initiatives
- Managing and implementing control systems
- Supporting regional director in the development and enhancement of profitability and financial performance of the business
- Review of business performance
- Working directly with business unit heads across all operational areas
- Growing stakeholder and customer relationships

Olam SA (Pty) Ltd
Senior Finance and Business Manager

14 February 2005 to 5 August 2006

Role impact :

- Overall responsibility for full financial and administrative function of region
- Implementing policies and monitoring procedures relating to organizational financial policies and compliance
- Compliance with GAAP, IFRS and other related accounting and tax legislation, locally and internationally for international reporting purposes
- Maintaining and enhancing integrity of accounting system
- Payroll and general ledger administration, supervision and approval
- Treasury function, including maintaining and establishing relationships with corporate bankers and monitoring local lines
- Management of accounts and administration of staff
- Full responsibility for external and internal audit function
- Cashflow management, including foreign currency deal bookings
- Ensuring quality of data capture
- Contract and service level agreement compilation and review
- Monitoring stock losses and claim management
- Liaison with international in-house IT support for installation of software and resolving system errors
- Liaison with fellow subsidiary and holding company finance personnel
- Managing control systems
- Responsible for monthly executive consolidated profit reports
- Preparation, management and collation of consolidated annual and monthly budgets
- Production of management reports
- Adherence to all statutory requirements
- Providing input on all business/strategy related initiatives
- Full HR management and control, including development of related company policies and procedures, staff recruitment, disciplinary hearings
- Assisting general manager with commercial management and business development

Poona Maharaj and Associates
Audit manager (contractual basis)

May to December 2004

Office of the Auditor General
East London
Audit manager

17 November 2003 to 31 December 2003

Role impact:

- Assisting in establishing the strategic direction of the component and managing teams by ensuring that they are aligned with the vision, mission and organisational strategic objectives of the office
- Growing stakeholder relationships and increasing the value of audits
- Managing audit teams' performance and implementing a culture of performance management
- Enhancing and maintaining employee motivation

- Assisting in identifying revenue growth opportunities within the component and optimising operational expenditure
- Ensuring the provision of quality and cost effective service to promote the office's image of professionalism and independence
- Assisting with the management and improvement of business process efficiency

**BDO Spencer Steward
Audit Manager**

1 February 2002 to 31 October 2003

Role impact

- Working with the engagement partners on all matters concerning the audit and other assignments
- Responsible to the engagement partner for ensuring work is planned, executed & reviewed in accordance with the firm's policies & procedures
- Assisting engagement partner with the commercial management & business development, reviewing technical developments & keeping the partner informed of problems & opportunities.
- Preparation of audit proposals for prospective new clients
- Taking full control of and responsibility for the engagement planning
- Setting up meetings with partner, audit supervisor & client to discuss relevant issues
- Preparing detailed time budgets & allocating work to relevant level of staff
- Detailed reviewing of all work performed
- Ensuring all work is completed by deadline dates
- Preparing/reviewing staff evaluations
- Performing post mortems on major assignments to achieve improved efficiencies in succeeding years
- Discussion of audit, presentation of management letter & financial statements to client
- Presentations to client in respect of value added services
- Administrative duties such as reviewing and authorizing timesheets, expense claims, leave forms and attending to general office management duties
- Staff motivation, counselling and undertaking disciplinary reviews
- Sourcing new work from new and existing clients
- Advising clients on business related management issues
- Identifying training needs of staff and arranging for them to be addressed
- Undertaking training sessions for audit clerks
- Involved in recruitment of new staff
- Monthly invoicing and billing of clients included in portfolio
- Dealing with queries from clients related to fees
- Establishing and implementing new methods and procedures for more efficient operation of the practice and assignments undertaken by staff

Contract assignments

COMPANY	PERIOD	NATURE OF ASSIGNMENT
Gobodo Incorporated Chartered Accountants	18 to 22 June 2001	Internal audit

Airports Company South Africa	23 to 27 July 2001 1 to 8 October 2001	Special investigation Forensic investigation
YD Maharaj & Co	12 to 20 September 2001	Accounting

KPMG

1 April 1998 to 31 March 2001

Audit senior

Role impact

- Supervision of junior staff on assignments
- Planning, co-ordinating & conducting audit fieldwork on assignments
- Preparation of annual financial statements & management accountants
- Provision of book-keeping / accounting services
- Preparation & submission of tax returns for individuals & corporate entities
- Resolving tax queries from the Receiver of Revenue
- Provision of management consulting services
- Performing special & forensic investigations & preparation of the relevant reports
- Performing risk assessment interviews & system reviews
- Follow up & consultation with management regarding implementation of audit reports / investigations
- Performing internal & external audit assignments
- Performing corporate, company & deceased estate valuations
- Liasing with clients on business and tax matters, including tax planning advice
- Preparation of management & other reports
- Preparation of cash flow forecasts for entities
- Preparation & review of staff evaluations

REFERENCES

Name	Employment details	Contact no.	Email
Craig Manning	Ex Managing Executive – Tigerbrands (Tastic and Milling divisions)	011 840 4000/ 082 413 1652	craig.manning@tigerbrands.com
Chetan Rajput	Category Executive – Tastic and Fattis and Monis	011 840 4139/ 082 564 5439	chetan.rajput@tigerbrands.com

PROFESSIONAL AFFILIATIONS

- Chartered Accountant (CA) (SA) - SAICA membership number 05036431
- Fellow of the Institute of Internal Auditors South Africa (FIIASA) – Professional Internal Auditor (PIA (SA)) membership number 82824
- Member of the Institute of Directors of Southern Africa (IODSA) member number 38208804

ONGOING PROFESSIONAL DEVELOPMENT

- EE Committee member training (23 March 2015)
- Leadership Development Programme (The Village Leadership Consultancy – July 2011 to January 2013)
- School of Magic (Tigerbrands Ltd in house marketing programme – April to Sep 2011)
- LSM training – South African Advertising Research Foundation (SAARF) – 16 August 2011
- Attendance Certificate - Programme in Marketing Management (Wits Business School – Graduate School of Business Administration - April to July 2011)
- Effective Marketing in the Townships (Systems Publishers (Pty) Ltd – 4 May 2011)
- SABS – Introduction to Food Safety Management Systems ISO 22000:2005 (10 – 11 February 2011)
- Thinking and Planning Strategically (Wits Business School – Graduate School of Business Administration- 6 – 8 October 2010)
- Corporate Entrepreneurship (Wits Business School – Graduate School of Business Administration – 17 – 19 November 2010)

EDUCATIONAL BACKGROUND

- University of KwazuluNatal, Durban (Student number 931311393)
 - Bachelor of Commerce (1996)
 - Postgraduate Diploma in Accounting / Honours (1997)