

HSING CHEE CHIAM

 hchiam@pm.me  Kuala Lumpur, Malaysia

PROFILE

Global senior leader with extensive international business experience within the energy and resources industry. Pragmatic, enterprising and strategic, with unwavering commitment and energy for success. Brings an intellectual rigour to problem-solving from high-level strategy development to spearheading innovative tactical solutions. Keen on managing M&A portfolios for global businesses.

Key Achievements

- Successful Jacob's ECR acquisition and integration by transitioning Operational Finance from a **business-led** to a **functional-led model** to create synergy through unified system, clear service delivery, staff capabilities and operational efficiencies.
- Turned around and **revitalised** the shared services unit to focus on delivery and cost optimisation, driving the unit into a standalone business.
- **Reduced** shared services cost by **60%** (equivalent to A\$21M per annum) within the first three years of leadership.
- Cultivated a **culture of technology** as an enabler to achieve next-level value-adding services by embracing analytics, system enhancements and automation.
- Transformed the highly-fragmented emerging markets (which consisted of numerous joint-venture businesses) into **IPO-ready** structures – a vital factor to the public-listing of WorleyParsons on the ASX in 2002.
- Worked **internationally** in all regions, leading more than 1000 headcount spanning all time zones and geographies.
- Developed a strong **succession planning** pipeline and created opportunities for talent to grow. Regularly sought after by inter and intra-departmental staff for **mentorship**.

Executive Proficiencies

- Leadership
- Strategy
- Value Creation & Growth
- Operational Excellence
- Business Transformation
- M&A and Integration/Divesture and Separation
- Commercial
- Working Capital & Funding
- Risk Management
- Corporate Governance

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PROFESSIONAL HIGHLIGHTS

CTOS Digital Berhad (KLSE: CTOS 5301) 16th January 2023 - Present

The holding company of ASEAN's leading credit reporting agencies, namely CTOS in Malaysia and BOL in Thailand. Founded in 2014, the group offers a broad suite of innovative digital products and credit risk management solutions and services which gives a solid platform to thrive not just in credit reporting but also in digital credit decisioning across Southeast Asia.

Group Chief Financial Officer

Oversee financial operations and strategies for the entire organisation, its subsidiaries and associates. My primary role is to provide financial leadership and guidance to the management team and board of directors.

Key responsibilities include financial planning and analysis, budgeting, financial reporting, risk management, M&A, Treasury, fundraising, and managing the investment community and bankers. I contribute to strategic decision-making by providing insights and recommendations based on financial data and analysis. Additionally, I manage investor relations, ensuring effective communication with shareholders, analysts, and regulatory bodies.

I am accountable for compliance with financial regulations and reporting standards, as well as maintaining strong internal controls. Collaborating closely with the Group CEO and Board of Directors, I align financial objectives with the company's overall strategy and goals.

In my role, I serve as the custodian of the company's financial health, prioritising transparency, accuracy, and efficiency in financial operations and driving sustainable growth and maximising shareholder value.

WORLEY LIMITED (ASX: WOR) 1992 - 2023

A leading Australian engineering company specialising in international project delivery and consulting services in the resources and energy sectors with 55,000 employees spread across 49 countries.

Executive Group Director, Operational Finance November 2019 – 15th January 2023

As the leader of Worley's Operational Finance function, I was responsible for overseeing a diverse range of areas. This included finance business partnering, FP&A, business commercial activities, working capital and funding management, capital allocation, risk management, performance management, financial budgeting and planning, financial reporting to ASX, business transformation, corporate governance, as well as middle and back-office activities. My role focused on driving productivity, governance, and capability across these functions.

- Transform the Operational Finance function of A\$11B which supports finance business partnering as well as middle and back-office activities towards higher productivity, governance, and capability.

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Head of Shared Services January 2017 – October 2019

I had the responsibility of overseeing Worley's global shared services division. This division consists of 350 full-time employees who provide essential support for middle and back-office activities across IT, Finance, and HR functions. My role involved ensuring the smooth and efficient operation of these shared services, optimising processes, and fostering collaboration within and across departments/business units. By leading and managing this team, I drove operational excellence and contributed to the overall effectiveness of the organisation.

- Evolved the FTE-cost model to an activity-based cost model for transactional activities which positioned shared services to achieve profitable growth ready for external customers.
- Reorganised the management team structure and developed key talents into impactful roles.

Group Finance Director – Regional (Asia, Middle East, North Africa & Europe) to Corporate to Services (a business line which commanded 70% of worldwide business): December 2011 – December 2016

As the Group Finance Director, I oversaw regional financial services across Asia, the Middle East, North Africa, and Europe. My responsibilities include finance business partnering, FP&A, business commercial activities, working capital and funding management, risk management, performance management, project accounting/billing, financial budgeting and planning, controllership, financial reporting to ASX, business transformation, taxation, as well as middle and back-office activities. My role aimed to enhance productivity, governance, and capability within these functions.

- Developed and pioneered “The Way” of reporting; a document which outlined a consistent Financial Standards to create alignment and control within the global Finance function leading to increased cost competitiveness.
- Right-structured the Finance function by streamlining regional teams and moving them to a local-global and subsequently to a business-line configuration; overachieved the cost synergy targets and a reduction of A\$82M.

Finance Director/Controller - Location/Region/Joint-Ventures: September 1992 – November 2011

As Regional Finance Director, I oversaw finance activities and provided support to businesses and joint ventures across Asia and the Middle East. My responsibilities included finance business partnering, FP&A, business commercial activities, working capital and funding management, risk management, performance management, project accounting/billing, financial budgeting and planning, controllership, financial reporting to ASX, business transformation and location taxation.

- Secured multiple M&A and joint ventures transactions in the Asia & Middle East regions, during this critical high-growth phase which built Worley's global presence.
 - Drove the Global ERP implementation with successful roll-out in 18 countries.
 - Unified the Project Controls and Project Accounting divisions by establishing the “Asia Middle East (AME) Alignment” document to eliminate process and operational inefficiencies.
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VALUES

- Integrity
- Collaboration
- Persistence

CURRENT/PAST DIRECTORSHIPS

- Current Directorships
 - Malaysia:
 - CTOS Data Systems Sdn Bhd
 - CTOS Business System Sdn Bhd
 - CTOS IDS Sdn Bhd
 - Automated Mail Responder Sdn Bhd
 - RAM Rating Services Berhad
 - Singapore:
 - ALT Decisions Pte Ltd
 - Fintech Platform Ventures Pte Ltd
 - Philippines
 - Finscore Inc
 - CC Mobile Financial Services Philippines Inc
 - Past Directorships
 - Malaysia:
 - Worley Sdn Bhd
 - Ranhill Worley Sdn Bhd
 - Broadspectrum WorleyParsons JV (M) Sdn Bhd
 - Worley Engineering Malaysia Sdn Bhd
 - Worley Shared Services Sdn Bhd
 - Transfield Services- WorleyParsons JV (M) Sdn Bhd
 - IntecSea Asia Pacific Sdn Bhd
 - WorleyParsons Environmental Sdn Bhd
 - Singapore:
 - Cadskills Pte Ltd (amalgamated with Energy Resourcing Singapore Pte Ltd)
 - WorleyParsons (AES) Pte Ltd
 - WorleyParsons (DRPL) Pte Ltd
 - SWP Engineering Pte Ltd
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- Vietnam:
 - WorleyParsons Vietnam LLC
- Indonesia:
 - PT Worley SEA Indonesia
- China:
 - Beijing Worley Engineering & Technology Co., Ltd.
 - Chengdu Worley Engineering and Technology Co., Ltd
 - Tianjing Worley Engineering and Technology Co., Ltd.
 - Worley Construction Engineering Design Consulting (Shanghai) Co., Ltd
 - Shanghai Worley Engineering Technology Co., Ltd.
 - Sinclair Knight Merz (China) Co Ltd
- Thailand:
 - Sinn Phan Thavee Co. Ltd
 - Worley (Thailand) Limited
- Middle East/North Africa:
 - Worley Arabia Ltd Company
 - Worley Oman Engineering LLC
 - WorleyParsons Kuwait WLL
 - Worley Engineers Egypt Limited
- United Kingdom:
 - Worley Europe Limited

EDUCATION & AFFILIATIONS

- BA (Hons) Accounting & Financial Management, University of Essex, UK
1989 to 1992
- Diploma in Business Studies, Manchester, UK
1987 to 1989

LANGUAGES

- English (Spoken and Written)
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