

PROFILE & VALUE**Experienced CEO and turnaround specialist...**

With 20+ years' experience in the Apparel, Footwear and Equipment industry, of which 10 years as a CEO at Brandix/MAST Industries. Currently at VF Corp., as VP - Vans footwear (Product Supply- NORA, EMEA, APAC). Have also served as Regional Senior Director at PVH Corp., responsible for supply chain in India Subcontinent, Middle East and Africa. Have managed portfolios of over USD 1.5bn+.

An ability to achieve exponential growth in a short period of time and the tenacity to turn around loss-making operations /startups into profit-making entities with a clear strategy of carving out competitive advantages thereby achieving growth and strengthening market position.

...keenly focused on markets and customers

A track record for identifying the critical few initiatives (CFIs) and vendors based on their competitive advantages. A skill to discern key products and process that can yield the greatest benefits to the brand. Then, mapping out strategic solutions, innovative products, and innovative processes to ensure the brand's margins and hold on strategic customers remain and grow together for mutual benefit.

GLOBAL EXPERIENCE & RELATIONSHIPS**Leading international expansion**

During my years of experience having set up and expanded many operations into several countries such as India, Bangladesh, Egypt, Ethiopia Kenya etc. and also working with technical service agreements, government bodies and JV partners, have gained a myriad of experience in dealing successfully with diverse requirements and many nationalities.

A wealth of experience gathered through Chinese collaboration (for a JV set up in India), gave insight and significant learnings through different and

disciplined approaches to managing, analyzing and monitoring businesses.

A network of global industry relationships

Strong personal relationships built globally over several years of working with retailers, vendors, and suppliers within the industry.

A seasoned coach and mentor

Coaching and mentoring employees using a hands-on approach, enabling personal growth & career advancement.

Bottom-line focused

A strong foundation in finance has contributed to drive the companies served towards cash profits and free cash flows. A focus towards contribution through vendor optimization, inventory, RM consolidation, manufacturing excellence, speed initiatives & logistic solutions have enhanced the total net worth of companies / brands managed.

EXPERTISE

- Vision, Strategy, Leadership & Execution
- P/L & Performance Improvement
- Startups, Turnaround, Change Mgt & Mergers
- Supply chain management & Global Sourcing Strategy
- Setting up and managing regional Hub offices
- Driving strategic initiatives (The CFI's)
- Stake Holder Management
- Building teams/Talent management
- Negotiations and building strategic partnerships
- Financial/Risk Management & Legal Transactions
- Margin expansion/Inventory management
- Investor Management & Board Relations
- Diverse & International Exposure
- Digital Transformation, Speed to Market
- Agile Processes
- Market Research & Trend Analysis
- Leading strategic change

EMPLOYMENT SUMMARY

- 2019 to Date VF Corporation
- 2017 to 2019 The Tamarind Tree
- 2014 to 2017 PVH Corp
- 2005 to 2014 Brandix Group
- 1992 to 2005 Hayleys Group of Companies

QUALIFICATIONS

- MBA in Business Management & Strategy (PIM)
- FCMA (Fellow of the Chartered Institute of Management Accountants - UK)
- CIM (Past Finalist of the Chartered Institute of Marketing - UK)

DETAILED PROFESSIONAL EXPERIENCE & ACHIEVEMENTS

VICE PRESIDENT – VANS FOOTWEAR – PRODUCT SUPPLY | 2021 TO DATE

Management and leadership successes:

- Led the development and execution of the Brand's long-term strategic vision, ensuring alignment with organizational goals.
- Formulated and implemented a global sourcing strategy, strategically identified regions, evaluated suppliers, and fostered key partnerships for enhanced supply chain resilience.
- Exceeded KPIs in quality, cost, and delivery, demonstrating commitment to operational excellence, resulting in OTP improvement from 67% to 98.5% in FY23. Lowered FOB pricing per unit to pre-Covid19 levels.
- Drove cost savings and margin expansion through vendor consolidation, negotiation, and leveraging market trends for competitive pricing, resulting in exponential savings in FY23.
- Championed quality control and compliance through maintaining rigorous standards, implementing robust processes, and partnering supplier performance audits. Reduced subcontracting by 50% and increased compliance ratings from 85% to over 90%.
- Streamline processes, and enhanced overall end-to-end efficiency. Collaborated with cross-functional teams to optimize cargo consolidation and reduced average lead time from 73 days to 63 days for regular orders while creating a 14-day speed lane for 20% of the business.
- Implemented key guardrails to mitigate potential risks in global sourcing, including assessing geopolitical risks, monitoring supplier stability, and implementing contingency plans for supply chain resilience.
- Drove innovation and digital production, ensuring a forward-looking approach.
- Partnered with the product development team to identify and capitalize on whitespace growth opportunities, expanding into new categories, consumer segments, and new markets while also driving 35% SKU reduction from previous year to enable customer focus.
- Led organizational transformation for a Consumer Minded, Retail Centric, Hyper Digital world.
- Drove Global Consumer Insights and Analytics, enriching understanding of consumer behavior and market dynamics.
- Coached, developed, and mentored team to build a robust talent bench while ensuring all key positions have a minimum of 3 successors, ensuring 75% were through internal promotions.
- A key member driving inclusion, diversity, equity and access as a key corporate goal.

COUNTRY DIRECTOR, SOUTH ASIA, VF Corporation | 2019 – 2021

Brands managed – The North Face, Timberland, Vans, Icebreaker, Napapiiri, Dickies, Kipling

Management and leadership successes:

- Successfully delivered a 3-year regional sourcing strategy for SA in collaboration with Brand and Functional leadership.

- Formulated an effective vendor management and allocation strategy. Consolidated and reduced vendor base by 35%.
- Focused on building a raw material strategy near shore and onshore to drive speed, duty benefits, improve quality, and offer innovation.
- Provided matrixed leadership to all functions, and fostering a collaborative and solution-oriented speak-up culture.
- Developed and executed the OGSTM to support the product supply strategy.
- Led Organizational Design and Talent Strategy, establishing a talent pool and succession plan.
- Drove improvement in internal processes and enhanced supply chain capabilities.
- Offered innovative and compelling supply chain solutions to meet organizational goals.
- Ensured strict compliance of RO Ops. with VF policies, guidelines, and applicable local laws/legislation.
- Established strong and meaningful relationships with vendor partners.
- Maintained in-country governmental relationships and networked with external organizations.
- Provided strategic and real-time feedback on industry outlook, opportunities, and risks.

VICE PRESIDENT, THE TAMARIND TREE PRIVATE LIMITED | 2017 to 2019

(Business consortium engaged in Construction, Highways, Solar Power & Agriculture)

Management and leadership successes:

- Established and directed the company's overall strategic direction and goals, ensuring a clear and effective organizational roadmap with KPIs for growth, cash-flow, and bottom line.
- Excelled in external representation and networking, fostering valuable connections to enhance the company's presence and opportunities.
- Managed stakeholder relationships adeptly, including investors, customers, employees, and the public, contributing to a positive and sustainable organizational reputation.
- Demonstrated prowess in P&L responsibilities and Risk Mitigation, ensuring financial stability and resilience.
- Spearheaded operational efficiencies by streamlining workflows and identifying cost-saving opportunities, enhancing overall organizational effectiveness.
- Exhibited strong financial management skills and monitoring of financial metrics to drive fiscal success.

REGIONAL SENIOR DIRECTOR / BUSINESS LEAD (INDIA SUBCON, MIDDLE EAST, AND AFRICA) AND COUNTRY HEAD FOR SRI LANKA – PVH CORP | 2014 to 2017

Managed a dual Responsibility as a business lead and a Country head. Primary goal was to expand and grow supply chain for the three regions under purview. Set up and expanded Hub offices in Sri Lanka, Ethiopia, and Kenya while expanding and rationalizing vendor bases in Bangladesh, India and Egypt. Managing a portfolio of US\$ 1.5Bn + in FOB. Brands managed – Calvin Klein, Tommy Hilfiger, Speedo, Warner's, Van Heusen etc.

Management and leadership successes:

- Set up a fully functional sourcing Hub in Sri Lanka (Merchandising, Technical design, RM, Color management, QA, Strategic initiatives office and admin).
- Achieved exponential growth in Sri Lanka Hub - US\$ 70 million to US\$ 400 million (Approx.) in 3 years.
- A key driver of the development of an end-to-end supply chain base in Ethiopia and Kenya.
- Hired, onboarded and set up key Hub offices in Ethiopia and Kenya.
- Optimized vendor base & sourcing strategy. Solved for lead times, competitive advantage & Duty benefits/ Stake holder Management / ensuring supply chain partners are aligned with Brand vision.

- Implemented a model to drive Next Generation vendors (ISM).
- Consolidation / localization of RM and driving sourcing bases close to needlepoint.
- Identified and Implemented solutions to enable speed to market.
- Focused on category management.
- Accountable to develop and deliver a Seamless Inventory model.
- Set up data driven insights for predictive analysis of trends.
- Worked with government bodies to promote FTA's and with the Government officials of Ethiopia to set up investor forums and share best practices.
- Talent management.
- Member of Inclusion and Diversity council offshore for PVH Corp (one of nine members).

CEO, OCEAN INDIA PVT LTD | 2011 to 2014 (JV between MAST & Brandix Group)

Primary driving force behind the turnaround of Ocean India Pvt Ltd. An Export Oriented fabric mill based in India which was making a double-digit loss. The plant was turned around within 12 months of taking it on. The mill is profitable & is strategically placed to date, becoming one of the largest mills in South Asia. Drove group vision to implement a cotton-to-store concept within a 1000-acre park in India as a strategic supply chain solution. Brands served- Nike, VS, Pink, M&S, Intimissimi, Gap, Adidas, RL, Next, Calvin Klein, Tommy Hilfiger etc.

Management and leadership successes:

- Achieved EBITDA breakeven within 12 months and increased top line by 280%.
- Expanded capacities from 12MT to 20MT per day.
- Increased contribution margin from minus (1.9%) to a plus 24%.
- Reported net operational profits within 2 years (from a double-digit loss when taking over).
- Grew strategic customer base to 40%.
- Reduced inventory from 40 to 25 TOD and rationalized cadre from 832 to 602 employees within 12 months.
- Grew export markets – Bangladesh, Cambodia, Sri Lanka, Kenya.
- Set up Fabric Printing within Ocean India. The unit reported a net operational profit within 12 months.
- Launched new product lines – printed fabrics, yarn dyes, brushed and sueded fabrics, Viscose, Modal & lace.
- Reduced cost and lead time by narrowing and localizing the supply chain.
- Introduced speed deliveries by crashing lead times from 40 to 7 days.

CEO, QUENBY LANKA PRINTS PVT LTD | 2005 to 2012 (JV between Brandix & MAST – Knit and Woven Fabric Printing Mill)

Transformed a subcontract commission printing unit into a fully-fledged, full-service fabric, printing mill. Turned around a 5-year loss-making operation within the first 6 months of taking over. Introduced digital printing solutions and created a brand known for flexibility, innovation and speed. Quenby became the most sought-after printing establishment by renowned retailers such as VS, M&S, Nike & NEXT during this period.

DGM – MARKETING, HAYLEYS MGT KNITTING MILLS LTD | 1996 to 2005 (JV between Australian Dying Co., MGT Knitting Mills, and Hayley's – Fabric Mill)

MANAGEMENT ACCOUNTANT, HAYLEYS GROUP | 1992 to 1996