**Komarova Tetiana**

**E-mail: komarovatj@gmail.com**

**Mobile: +38(050) 301-60-33 (ua), +4(072) 924-65-22 (ro)**

**Birth Date :** 25.01.1974

**PROFESSIONAL EXPERIENCE:**

**«OREXIM GROUP» (Aug 2016- Present time) (Multisectoral holding – transhipment, production and export of wood chips, trading, services, agriculture) 14 legal entities - Ukraine, Cyprus, Malta, BVI**

**Website:** [www.orexim.com.ua](http://www.orexim.com.ua)

**CFO**

**Main achievements:***Structuring of the Group in the interest of revenue growth of every sector of business, inviting new strategic partners and international investments. In 2018 the Group received 31 million euros. (European bank) as an investment for building of new grain terminal from scratch. Portfolio restructuring was made. The company attracted a new strategic foreign partner (South Korea) in one of the Group’s businesses – 75% (ХХ million USD – the sum is not disclosed). The company achieved completion and following sale to a strategic investor (Netherland) 100% shares in sea oil terminal (ХХ million USD – the sum is not disclosed).*

*The reporting system of the Group was created for analytics, identifying problematic aspects, opportunities and fast adaptation to change.*

**Main tasks and responsibilities:** ***Responsible as CFO for all financial aspects of the group (strategic and operational aspects). Working in a team with the CEO, shareholders and cross-functional leaders.***

* Leading financial department, the composition of which depends on the needs of financial functions of the Group. Key blocks - Treasury (operational Ukrainian, operational non-residential, credit blocks), financial control and budgeting, Accounting, Tax planning, IFRS dept., internal audit, Technical support of 1-С). 40 people
* Creating strategy in a team, starting from shareholders' insights, including mutual formulating of such requests and KPIs.
* Multiple restructures of the Group in accordance with shareholders’ tasks – preparation for investor entry, and also optimization of the Group structure, according to changes induced by external factors.
* Working with banks and financial institutions to attract credit funds for projects (restructure of loan portfolios, acquiring bridge finance with the following refinancing, trade financing, attraction of investors, short-term operational loans, investment of free funds, operational management);
* Presenting the Group on international and Ukrainian markets of capital
* Leading the projects on investor attraction, preparations for sale, structuring deals and selling of businesses (sea terminals) to strategic investors, integration of engaged specialists and outsource-teams in the working group of the project
* Development of the processes connected to international banks and financial organizations (preparation of IFRS quarterly, half-year and an annual audit by Ernst & Young, KPMG Ukraine-Cyprus), preparation of the information for existing and potential investors;
* Development and support of budgeting systems and control of execution (business planning from the preparation of strategic models for 3-5 years, annual target budgets to monthly operational budgets, scenario models, plan-fact analytics, factor analytics. Day-to-day control through KPI of achieving target financial estimates in the interest of quick response. Investment planning and control of achieving target goals of investment projects
* Tax planning in the Group, control of transfer pricing, working with unit investment funds, corporate investment funds.

**“Ovostar Union” Group** *(since Nov 2013)*

**CFO (Public Group)**  
 **IPO from 2011 (WSE).**

**www.ovostar.ua**

**Turnover c.$80m c.1350 employees.**

**The main achievements:***During the period of my being CFO of the Group (2014-2015) the Group saves its level of EBITDA and net profit (in $) in line with the previous year's results and line with the announced strategy (WSE) on the backdrop of currency devaluation. For the 2014-2015- period the Company share prices don’t fall (except in the early 2014 period on the back of high volatility). During 2014-2015 the Group continues its investment projects due to the successful attraction of a new portion of export financing. In Feb 2015 the new syndicated loan of EUR 14.5 million from AKA Ausfuhrkredit-GmbH and Landesbank Berlin AG has been attracted successfully. This 7-year credit facility has been provided with the export credit cover by Euler Hermes AG.*

**The main objectives:** ***Responsible as CFO for the overall finance aspects of the Group: strategy and operational activity***

**Responsibilities :**

* Leading the Financial Department of the Group (i.e. Treasury, Finance Controlling, Accountancy, Tax-planning, Internal audit) c.45 subordinates.
* Developing a Group Strategy (in a team);
* Supporting the IPO reports system (IFRS-reports preparation, every-year-audit process with Baker Tilly Ukraine and Baker Tilly Berk, etc.);
* Improving and maintaining the robust financial control system (full cycle of business planning and performance analysis - strategic models, annual zero-based budgets, monthly forecasts, scenario cases, weekly KBI-control, detailed monthly performance report for functional managers to control and discuss the areas to improve; Finance control under the invest. projects and their effects);
* Improving and supporting the Tax-planning system (incl. foreign entities), export operations, VAT issues, etc.;
* Developing ERP (1C 8.3);
* BI implementation (QlikView);
* Support fruitful communications with banks (short-term Loans, currency issues, etc.);
* Attract an export financing (for inst. attracted a syndicated Loan - Germany Banks with cover by HERMES and SACE insurances in Feb. 2015);
* Cash-flow management (incl. short-term and long-term budgets, control under the working capital improvements, using the export-import natural hedges).

**“Ukrproduct” Group** *(since Jul 2012-Nov 2013)* **CFO (Public Group)**

**33 legal entities, IPO from Feb 2005 (AIM London).**

[www.ukrproduct.com](http://www.ukrproduct.com)

Turnover c.**£**60m c.1650 employees.

**The main achievements:** *During the period of my being CFO of the Group EBITDA increased by 68%, net profit was doubled due to cost cutting and the implementation controlling reports system (you can look through the annual report 2012 on the public site). As the next step of effectiveness increases, I have proposed the minimization of legal entities and this stage of the strategy was successfully fulfilled. The Company has received the next portion of the Loan from EBRD for the next investment purposes.*

**The main objectives:** ***Responsible as CFO for the overall finance aspects of the Group: strategy and operational activity, the Board Member.***

Responsibilities **:**

* Leading the Financial Department of the Group (i.e. Treasury, Finance Controlling, Accountancy, Tax-planning, Internal audit).
* Making the Group Strategy (in a team, as Board Member);
* Reorganization to meet the simple structure and minimize the number of legal entities in the Group;
* Supporting the IPO reports system (IFRS-reports preparing, every half-year audit process with Baker Tilly, reporting to investors, communications with NomAd, finance-analyst agencies etc.);
* Improving and supporting the robust financial control system (full cycle of business planning and performance analysis(3-year strategic model, annual zero-based budgets, monthly forecasts, scenario cases, weekly KBI-control, detailed monthly performance report for functional managers to control and discuss the area to improvements);
* Improving and supporting the Tax-planning system (incl. Cyprus legal entities, mutual investment fund), control under milk subsidies, export operations, VAT issues, etc.;
* Supporting fruitful communications with Banks to meet the effective loan portfolio, from short-term loans to support working capital to long-term investment loans with EBRD;
* Cash-flow management (incl. short-term and long-term budgeting, control under the working capital improvements).

Group **«**Terra-food**»**  *(Apr 2009 -Sep 2011)*

CFO of the **«**TERRA-FOOD**»** Group *(Apr 2009 - Dec 2009 – CFO Milk segment – 85% of the whole business)*

36 legal entities in Ukraine. The main interest is in the Milk, Whole Milk, **and** Agri and Meat segments in Ukraine and Russia. 9 milk production sites, commercial businesses, Agri, 2 meat plants and other assets. C. 5000 employees.

Turnover **–** c. $260 m.

**The main achievements:** *The Group strategy (in a team) has been formed. The team of financial professionals was built up (controlling, treasury, accountants, internal control and investment control).*

*The Group was reorganized into a clear legal structure (with the object of IPO-listing or attracting investments). The initial and subsequent IFRS audit reports were prepared. During the period of my being CFO, we (in the financial team) improved long and short-term liquidity and capital structure created and maintained the budgeting and managerial reports system.*

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**The main objectives:** ***Responsible as CFO for overall finance aspects of the Group: strategy and operational activity.***

Responsibilities **:**

* Creation and leading the Financial Department of the Group (i.e. Treasury, Finance Controlling, Accountancy & Tax-planning, Internal audit, Investment). Besides, I had been managing the Production control till the Production Department was made;
* Making the Group Strategy (in a team);
* Restructuring the business processes (from separate plants into branch system of one legal entity with synergy from the changes – in core businesses only);
* Conversion of the Group entities into a clear legal structure (with the Legal Department);
* Improving the liquidity position of the Group;
* Creating the comprehensive accountancy, tax and managerial policies for the Group as the basis for the ERP;
* Creating the procedures of the Budgeting & Reporting System & maintaining the system. Building the system of strategic forecasts & operational budgets, including 5-year forecasts, annual zero-based budgets, operational monthly forecast/actual reports system, weekly KPIs;
* Implementation of cash management, including long-term and short-term cash-flow planning, work with functional managers to control and reduce Working Capital.
* Making the initial and consequent IFRS audit for the IPO purposes (two-year-period prepared);
* Transformation of the internal processes to meet the high requirements of international investment organizations;
* Implementation of “matrix of authority” and other procedures for internal control purposes.

**Group «Wimm Bill Dann»**

**“Wimm Bill Dann –Ukraine“** *(June 2005 - April 2009)*

3 production sites: in **Kyiv**, Khark**i**v and Burin (Sumy region), **with** about 1800 employees.

Turnover **–** c. $120 m.

CFO Ukraine

**The main achievements:** *The Group strategy (in a team) was created and successfully implemented. The Group was successfully reorganized into one legal entity. For the first year of my working as CFO, we led the Company to the breakeven point (in the previous periods it had deep losses). The initial and subsequent IFRS audit reports were implemented. In my being CFO, we (with the financial team) implemented the financial-based managerial system (budgeting and managerial reports system).*

**Main objectives: *to form & realize corporate strategy, financial strategy, which gives the profitable growth and values growth of the WBD business in Ukraine, integration into one legal entity. Building up and managing the team of financial professionals (controlling, treasury, accountants, internal control, IT).***

Responsibilities**:**

* Creation of the financial function as an integrator of business
* M&A strategy for WBD in Ukraine.
* Restructuring of business processes (from separate plants into branch system of one legal entity with synergy from the changes).
* Direction of 5 departments: Controlling (budgets/forecasts & reporting, investment, costs functions), Treasury, Accounting & US GAAP, IT and Internal Audit.
* Added value business approach in any decision making in the WBD-Ukraine.
* Building the system of strategic forecasts & operational budgets, including 5-year forecasts, annual budgets, operational monthly forecast /actual reports system, and weekly KPIs.
* Estimation & controlling the Investments, including what to do with low-marginal & non-interesting for this business assets.
* Managing the prices policy, marginal profit, and optimization of the product mix.
* Optimization of the capital structure.
* Controlling the Working Capital and turnovers of the Current Assets.
* Control under the tax optimization, Internal Control System, and development of the ERP system (Galaktika, Hyperion).

**Group «Wimm Bill Dann»**

**“Wimm Bill Dann –Ukraine“, Kharkiv Milk Plant**  *(August 2002 – June 2005)*

Financial Director

**Responsibilities :**

* Leading the financial department of the Plant. (Production & commercial activity with package milk products for the Ukrainian & Russian markets)/ 3 departments under control – Accountancy, Controlling, inc.US GAAP, IT).
* Building the financial system according to the standards of the Company (WBD), US GAAP Standards.
* Building the system of budgets/forecasts according to “The centres of responsibility”
* Building and maintaining the system of forecasts/budgets process, treasury, capital investment planning, risk management and other major tax, accounting and finance-related issues.

Trade Company **«**Lux-Optica**»** *( September 1996 -Aug 2002)*

Starting position: economist

Final position: Financial Manager

**EDUCATION:**

Senior Executive MBA (Business school MIM **Kyiv**) **–** graduated in 2006

**АССА** (DipIFRs) - December 2004

TOP-Management Developing Program (including strategic games) **–** ( WBD Corporate University) **–** once a year

**Trainings in spheres of Financial management, Strategic management, Corporate Management, etc. (many).**

**Kharkiv** State Economic University, June 1996

**LANGUAGES:**

English, Russian, Ukraine