

Henk Kruger

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Professional Profile

An accomplished CEO/COO, Business, Financial Services and Vehicle & Asset Finance Specialist with a progressive international career spanning over 30 years delivering operational and business development initiatives to maximise financial performance, reduce costs, streamline processes and increase customer experience for clients in the global finance and banking sectors. Recognised for a broad skill set encompassing operations management, project management, systems implementation, territory expansion, process re-engineering, people development and coaching, C-level advice provision, continuous improvement and multi-million budget / P&L management. A resourceful and trusted senior executive with recognised expertise in asset finance, vehicle and asset finance, leasing, micro finance, SME finance, credit strategy and control. Now seeking a new challenge where unique blend of operational strategy, technical proficiency and financial understanding can be utilised.

Areas of Expertise:

- Operational Strategy Execution
- Executive Business Leadership
- New Business Development
- Project Planning & Delivery
- Business Turnaround
- Systems Design & Rollout: - ERP/Leasing/Lending Systems
- Asset Based Finance/Leasing, SME & Micro Finance
- Revenue Generating Strategies
- Budget/P&L/Financial Control
- Project Cost Planning
- Credit Risk Management
- Credit Strategy & Control
- Deal Structuring
- Arrear Account Management
- Process Re-engineering
- Risk Management & Mitigation
- Quality Control & Compliance
- Stakeholder Management
- Relationship Management
- People Management

Selected Career Achievements

- ❖ Directed and coordinated the end to end delivery of all of the Barclays Bank Africa (now ABSA) new Asset Based Finance/Vehicle and Asset Finance/Leasing businesses across Africa and Indian Ocean Islands - Kenya, Zambia, Botswana, Mauritius, Ghana, Uganda and Mozambique (Banco Austral/ABSA Bank). As a result, the business became the largest in Africa (excluding South Africa & Namibia) within just 5 years with a new business
- ❖ Established Barclays International Leasing company - the first GBL 1 licensed leasing company in Mauritius
- ❖ Conceptualised, authoring and introducing Income Tax Leasing Legislation in Kenya
- ❖ Creating the first pan-Africa product set and the legal agreements for ABF
- ❖ Leading the successful implementation of the first cloud-based IT system for Barclays Africa, to manage the finance and operating leases across Africa and Indian Ocean Islands
- ❖ Championed the successful & rapid implementation of a fully integrated ABF, Retail & Microfinance system on the cloud in line with budget and a stringent 10-month timeline to manage First Capital Bank's Micro Loans and ABF retail and corporate transactions
- ❖ Played a key role in driving new business growth and profit for Aquila Leasing with less than 0.50% arrears and personally securing the three largest corporate customers (80% of the full maintenance/operating lease book)
- ❖ Spearheaded the delivery of a project to restructure Human Capital for Aquila Leasing through restructuring job responsibilities, introducing performance contracts and deploying a performance management and payroll system
- ❖ Championed the rapid deployment of an ERP solution & changeover from Nigerian GAAP to IFRIS for Aquila Leasing
- ❖ Introduced robust and enhanced credit application, credit scoring and account controls which reduced arrear accounts by 85%, increased cash flow and returned the Aquila Leasing finance book to a healthy position
- ❖ Successfully supported new business growth for Standard Bank across Africa from USD \$280k to USD \$4.1m per annum book

size through providing strategic sales support and deal structuring advice based on credit risk and tax effectiveness

- ❖ Instrumental in providing leadership and expertise to support the development of an automated scoring model for Standard Bank in Nigeria, Botswana and Kenya, and led the implementation of a Shariah compliant lease product in Tanzania
- ❖ Conceptualised, developed and delivered a training programme to the Kenya Revenue Authority regarding an IFC initiative
- ❖ Provided strategic advice to HSBC Bank regarding the feasibility of launching a VAF business in South Africa
- ❖ Provided strategic advice to Barclays Bank regarding the feasibility of launching a VAF business in India, UAE & Egypt
- ❖ Instrumental in restructuring and managing Health ABF and Structured Finance transactions for Société Générale clients exhibiting severe financial distress, which was valued at over USD \$100m

Career History

SPECIALIST CONSULTANT: ABF Outsource, Nimes, France Jan 2018 – Present

- Currently providing strategic consultancy in areas including business turnaround strategy, new business implementations, systems development and legal environment development in Leasing / Asset Based Finance
- Build, manage and maintain effective and collaborative relationships with clients and key stakeholders across the corporate, SME, Micro Finance and Retail Market segments

HEAD ASSET BASED FINANCE: AMSCO/First Capital Bank, Gaborone, Botswana Apr 2016 – Dec 2017

First Capital Bank Botswana Limited was set up in 2008, employs 300 staff and has operations in Gaborone, Francistown, Mogoditshane and Broadhurst, as well as operations with Assets under Management of USD \$2.4m

- Primarily accountable for designing, developing and implementing a new Asset Based Finance Retail & Microfinance system from scratch with ownership for defining initial business case, managing legal agreements and managing procurement
- Planned and designed system functionality and features whilst overseeing and coordinating the end to end rollout and user adoption programme ensuring alignment with stringent timelines and specifications whilst holding full P&L responsibility
- Played a pivotal role in the development of the Personal and Micro Loan Finance system along with associated processes
- Successfully achieved double the annual budgeted new business volumes with zero arrears within 9 month of launch

SPECIALIST CONSULTANT: ABF Outsource, Johannesburg, South Africa Oct 2014 – Apr 2016

ABF Outsource is a leading specialist consultancy firm providing subject matter expertise and strategic advice to clients operating Vehicle Asset Finance, Leasing and Asset Based Finance services

- Provided strategic consultancy and support to the project team to assess the development of legislation to drive leasing sector market opportunities in Kenya as part of the Kenya Financial Sector Deepening (FSD) programme
- Conceptualised and implemented a leasing law to assess all elements including Income Tax, VAT, Stamp Duty, leasing company control and the central bank's regulatory remit
- Accountable for reviewing and re-writing the Income Tax section to consider Shariah finance whilst also future proofing against accounting rule changes, developing tax break incentives for specific sectors and addressing taxation structures
- Reviewed and created new definitions to mitigate VAT and Income Tax issues in line with the VAT act and additionally defined the VAT levy's for different lease products and authored sections regarding claims for VAT credit
- Successfully aligned product definitions with Income and VAT acts through regularly enhancing knowledge on legalities

COO: AMSCO / Aquila Leasing, Lagos, Nigeria Apr 2011 – Oct 2014

Aquila Leasing Ltd is one of Nigeria's leading independent lease operators and the market leader in fleet management services to the country's banking and finance sector with approximately 1000 vehicles and 547 staff across 3 branches and 3 agencies

- Appointed on a 3 year contract as part of a major UN development programme (IFC) with ownership for restructuring the company and developing a micro finance/SME finance business strategy
- Devised and executed business growth strategies to recapitalise and raise investment in alignment with the organisation's medium and long term growth plans
- Oversaw and coordinated the rebranding of the company including logo, vision and mission statements
- Reviewed and overhauled Health & Safety standards and policies in line with international customer requirements
- Introduced a 'Make a Difference Day' (MADD) initiative into the company as part of the charitable programme which was

designed to engage companies in supporting the less fortunate

- Spearheaded the successful implementation of a new ERP system following the change from Nigerian GAAP to IFRIS

MANAGER BUSINESS SUPPORT: Standard Bank, Johannesburg, South Africa

Feb 2008 – Mar 2011

Standard Bank Group is the largest bank throughout Africa with branches across 20 countries in Sub-Saharan Africa, fit for purpose representation outside Africa, a long-term strategic partnership with ICBC and an AUM of USD \$149Bn

- Primarily accountable for providing strategic business management support for Vehicle Asset Finance (VAF) throughout operations in Ghana, Malawi, Zambia, Zimbabwe, Lesotho and Botswana with full P&L accountability
- Defined and executed strategies for product development, legal obligations, tax and credit issues, and financial reporting
- Developed and implemented innovative systems to enhance budgeting and finance reporting whilst additionally designing commercially-beneficial lease, supplier and legal agreements for the Africa region
- Created and delivered training and mentoring programmes for Vehicle and Asset Finance teams across Africa
- Played a critical role in investigating the Lesotho leasing environment, evaluating the creation of a leasing law and reviewing the prospect of income tax deduction and VAT changes to stimulate business growth in collaboration with the IFC

Early Career Summary

SPECIALIST CONSULTANT: ABF Outsource, Johannesburg, South Africa

Jul 2007 – Feb 2008

SENIOR MANAGER – VEHICLE & ASSET FINANCE: Barclays Bank, Johannesburg, South Africa

Sep 2001 – Jul 2007

SENIOR MANAGER: Société Générale, Johannesburg, South Africa

Jan 1999 – Jun 2001

FINANCIAL ENGINEER: ABSA Bank, Johannesburg, South Africa

Apr 1988 – Dec 1998

SENIOR TAX ASSESSOR: SARS, Johannesburg, South Africa

Jan 1982 – Mar 1988

Education and Professional Certifications

- Linden High Matriculated: English, Afrikaans, Mathematics, Accounting, Economics & Business Economics.
- Asset Finance, succession planning, UN Security and other Courses & certificates

Languages

English (Native) | Afrikaans (Native) | Dutch (Basic) | French (Basic)