

THE CFO'S DYNAMIC ROLE IN SUSTAINING A CORPORATION'S FINANCIAL PERFORMANCE

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Look towards the Future

- Assume a leadership role in developing the strategic plan of your organization
- Concentrate on improving shareholder value
- Be an integral part of any new project the organization is planning to venture into
- Role is changing from the “Guardian of the books & transactions” to a more strategic level

Management Information System

- Make sure the Right Information goes to the right place for the right people to make the right decisions
- Technology – Build a strong ERP system
- Build a robust decision support system
- Have an elaborate MIS which is available on time
- The CFO is involved more in ensuring that the information is right, rather than being involved in the process of creating the information

Custodian of Key Processes

- Ensure adherence to corporate governance
- Review and sign off all key policies and procedures in the company
- Ensure high ethical standards in the organization
- Periodic stewardship of each departments performance against their objectives
- Work closely with the internal Auditor and consider him as an asset

A Team Player – but as conscience of the business

- Work closely with all departments as an ally. You should be seen as a solver of problem
- Marketing targets are organizational target – help achieve them
- CFO should be constructive and supportive but must play the role of the conscience” of the business as well – e.g. CFO’s have to ensure that sales people do not get carried away

Fund Management is the key!

- Forecast cash flows as far ahead as you can because a job well planned is a job half done
- Helps you to plan ahead for difficult spots
- Encompasses the entire organizations activities
- Helps in negotiating good rates from lenders



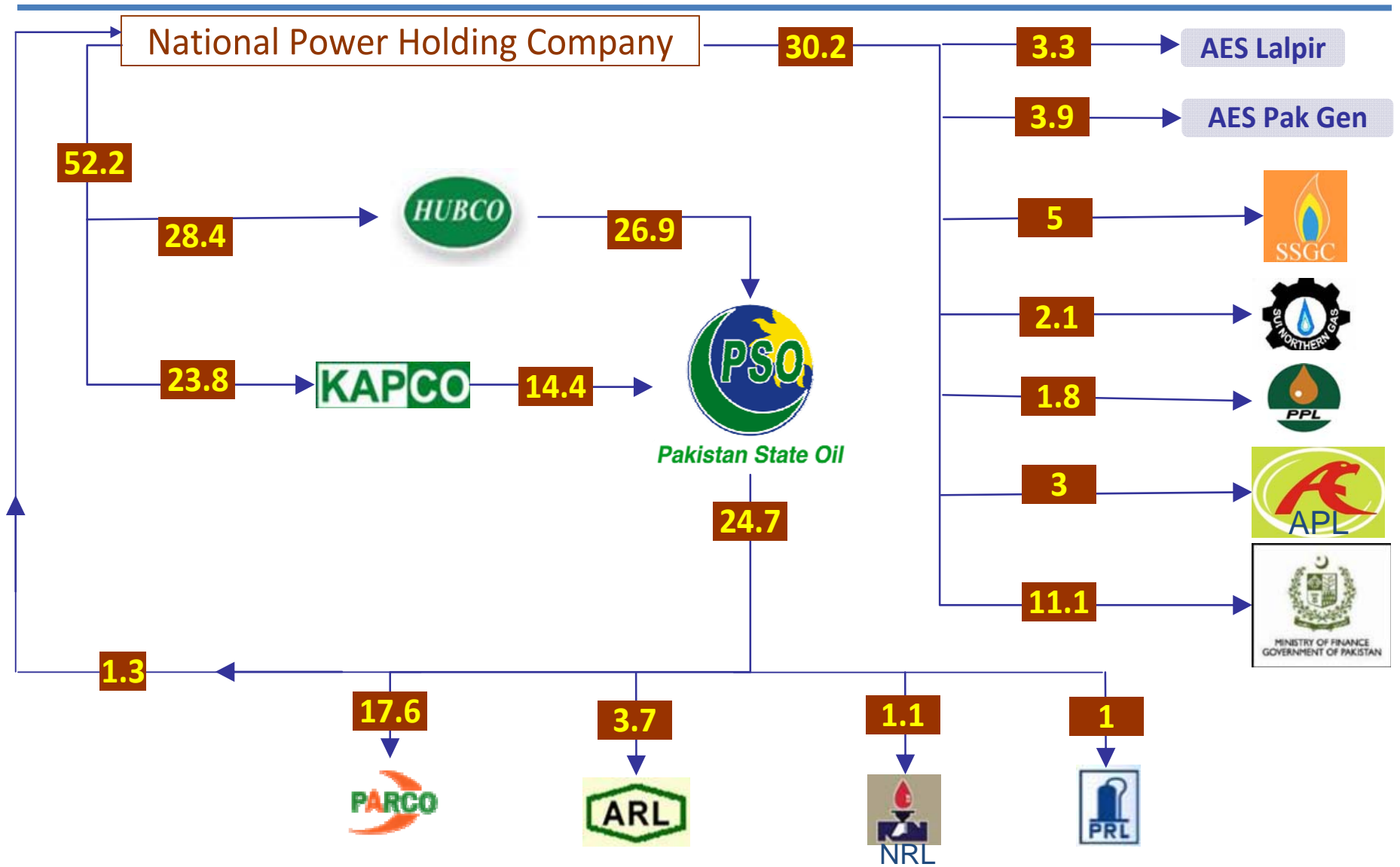
Investor Relations

- Develop a good investor relations program –
Conduct quarterly Analyst briefing sessions
- An ethical way of disseminating information about the company
- Enables the investor community to determine the true value of the company's share
- Helps to enhance the image of the company and the country as well

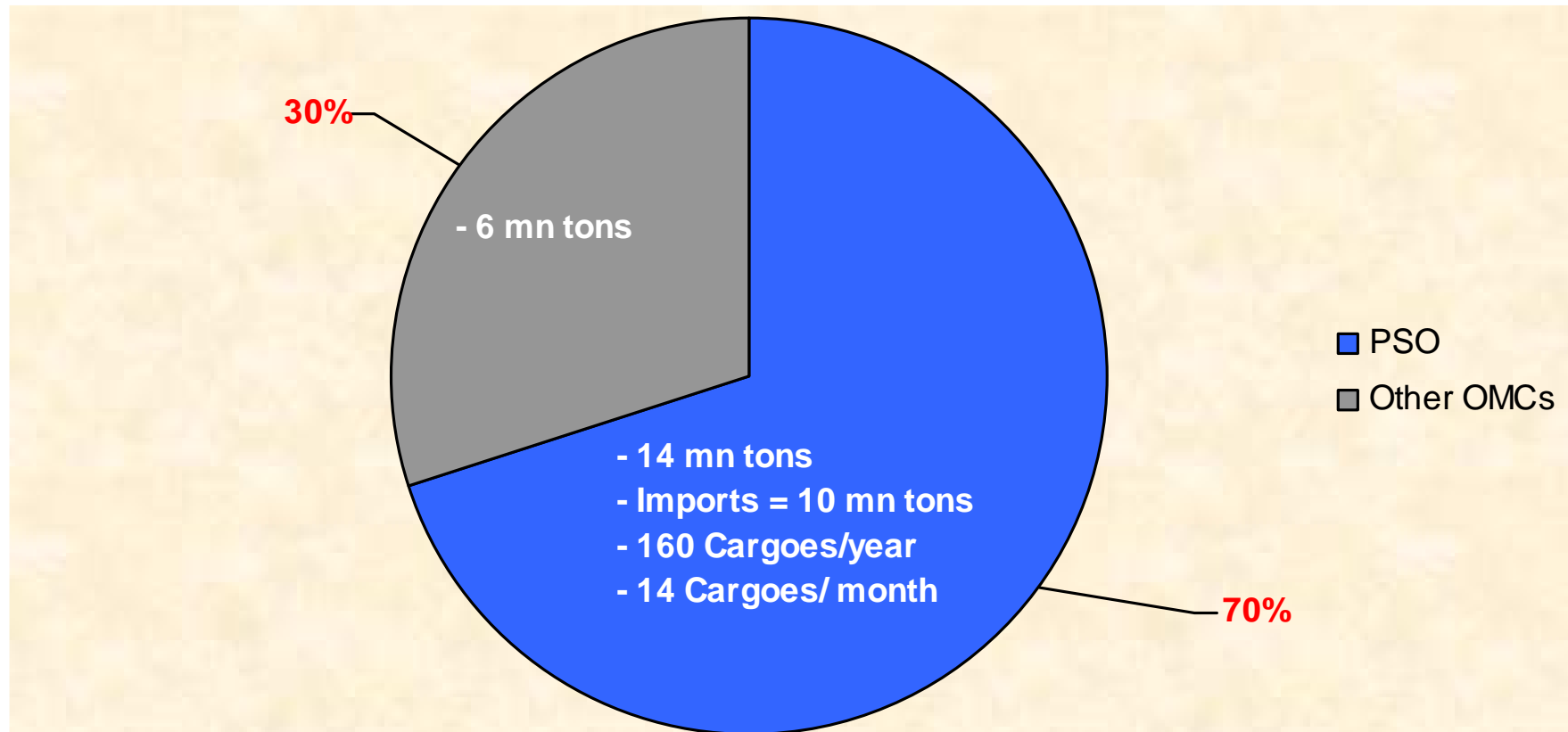
Enterprise Risk Management

- Manage risk across the entire organization and integrate it with the strategic plan
- Provide effective feedback controls
- Set the highest standards of ethical reporting and behavior
- Regularly review key pressure points for excessive risk taking

TFC Mechanism – September 2009



Country's Fuel Consumption requirement



Total Liquid Fuel demand of Pakistan = 20 mn tons

