



**3F INDUSTRIES LIMITED**  
**INDEPENDENT DIRECTORS – PROFILE**

**Shri Shiv Kumar Agarwal (Director)**

Mr. Shiv Kumar Agarwal holds Degree in Business Management and heading as CEO of the garment business on his own. He is having rich experience in trade finance and has expertise in Business Management. He joined the Board of Directors of the Company as an Independent director.

**R. Mukundan (Director)**

Mr. Mukundan is a senior finance professional with over 37 years of experience in the Finance and Accounts of various manufacturing companies.

Over his professional career, he built a reputation for his expertise in the following areas-

- Formulation of cash management, capital spending and budgeting policies to ensure tighter control of company assets.
- Development and Implementation of key credit policies and inventory control systems, thereby reducing credit periods and holding costs.
- Focus of improved management reporting, enabling higher transparency of timely and accurate information to upper management.
- Automation of various financial systems
- Preparation of Annual Business plan and Operating Budgets for the organization
- Key Liaison with banks and financial institutions for term loans, working capital and lease finance
- Compliance with statutory requirements like Central excise, on various legal and procedural matters
- Working with all functions in the manufacturing value chain, including purchase, manufacturing, marketing and HR

Over and above all these, Mr. Mukundan has played a pivotal role in building Finance teams from origination. He has, over the years, mentored and built careers of many finance executives. He has led large teams with average team sizes in excess of 30 employees.

Mr. Mukundan has always laid emphasis on building a healthy mix between theoretical knowledge and practical experience. He believes that a strong foundation in Cost Accounting and secretarial practices goes a long way in building successful careers. He would like to leverage his experience and passion in this field to help and mentor budding Cost accountants and Secretaries.

\*\*\*\*\*