



# Atif Siddiqui

Finance Director

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Personal Details: 06-08-1976 • Pakistani

**Visionary, dynamic leader noted for advising C-suite leadership on financial strategy, leading end-to-end ERP implementations across multi-country operations, and transforming finance functions into value-creating business partners within FMCG and manufacturing sectors.**

Prudent in building interdisciplinary teams, embedding robust planning and forecasting frameworks, and delivering cost optimisation through standardised product costing, margin management, and working capital discipline. Recognised for steering organisational transformations by implementing Oracle-based solutions, streamlining reporting cycles, and establishing financial governance frameworks that ensure IFRS/SOX compliance, whilst supporting smooth supply chain operations. Known for leading M&A initiatives, managing multi-billion-dollar asset portfolios across international settings, and providing scenario-based support to executive committees navigating commodity volatility and geopolitical risks.

## Areas of Expertise

- Financial Planning & Analysis (FP&A)
- Board & Audit Committee Reporting
- Standard Costing & Variance Analysis
- Organisational Design & Transformation
- Pricing Strategy & Gross Margin Protection
- Financial Restructuring & Turnaround Oversight
- Statutory Compliance & Regulatory Reporting
- Product Supply Finance & COGS Governance
- Capital Investment & Network Management
- Transfer Pricing & Intercompany Accounting
- Creative Problem-solving
- Stakeholder Engagement
- Cash Flow Enhancement
- Internal Controls Design
- Treasury Management

## Professional Experience

### Savola Foods Company — Jeddah, Saudi Arabia

Finance Director HQ : Product Supply – Arabia & Africa

2025 – Present

Capitalise on a blend of technical, analytical, and managerial skills to strengthen margin resilience and cost competitiveness across a \$4B supply portfolio spanning edible oils, sugar, pasta, and nuts and snacks manufacturing, providing strategic financial leadership for manufacturing, sourcing, and supply operations across Arabia and Africa. Function as a trusted advisor to Group CFO and CPSO, aligning supply-chain strategy with financial objectives, long-term value creation, and ExCo priorities. Deliver productivity gains by embedding end-to-end cost transparency to support make and buy decisions, network design, and portfolio expansion.

- Built high-performing regional supply finance organisation by elevating talent capability, succession readiness, and financial acumen, whilst fostering lasting cross-functional partnerships with Operations, Procurement, Supply Chain, Commercial, and IT.
- Accomplished notable enhancement in planning accuracy and risk preparedness by leading group supply planning, budgeting, forecasting, and scenario modelling, providing early-warning insights under geopolitical, supply, and demand shocks.
- Informed capital allocation and supply footprint decisions by providing financial leadership on Capex, capacity expansion, outsourcing, and network optimisation, ensuring ROI delivery and post-investment discipline.
- Protected overall profitability amid commodity, FX, and energy volatility by leading COGS governance and margin management, translating market movements into proactive pricing, sourcing, and productivity actions.
- Expedited finance and supply-chain digitisation by leading finance input into ERP, planning, and reporting initiatives, reducing close cycles whilst improving data accuracy and decision-grade insights.
- Released significant cash and sustained supply continuity by optimising inventory governance, reducing slow-moving and obsolete stock, and enforcing working-capital discipline.
- Improved cost visibility by standardising product costing and pricing frameworks across SKUs, categories, plants, and regions.

### Finance Director – Central Asia

2021 – 2024

Spearhead all facets of financial operations for four Central Asia business units spanning edible oils, snacks, tuna, and distribution, overseeing a diversified asset base exceeding \$1B across public-listed and private operations. Architect regional finance strategy, governance models, and organisational design to support large-scale business expansion, enterprise transformation, and cross-border operational complexity. Manage annual budgeting, rolling forecasts, and long-range planning processes, whilst delivering variance analysis, KPI dashboards, scenario modelling, and risk assessments to guide executive decision-making. Partner with commercial leadership to enhance profitability through astute pricing governance, product costing, margin optimisation, and disciplined evaluation of contracts, promotions, and expansion initiatives.

- Established and enforced robust financial governance frameworks, with an emphasis on ensuring full compliance with IFRS, local statutory regulations, and public-listed company requirements whilst strengthening internal controls and audit readiness.
- Assembled, mentored, and scaled 100+ member finance organisation across Central Asia and MENA, cultivating high-performance teams, strengthening cross-functional collaboration, and advising senior leadership, Board, and Audit Committee.

- Strengthened COGS accuracy, inventory valuation, standard costing, and working capital optimisation amid complex regional challenges by delivering future-focused financial leadership across manufacturing and supply chain operations.
- Owned regional financial reporting and consolidation, delivering accurate management accounts, statutory financials, and group reporting packages under tight deadlines with high analytical and governance standards.
- Headed regional M&A and strategic investment initiatives, including acquisition of a seafood business and capital injections into listed entities, supporting long-term growth and shareholder value creation.
- Directed finance systems transformation by leading Oracle ERP implementations, process standardisation, automation initiatives, and data governance enhancements to improve efficiency and control.

#### Senior Manager: Financial Planning, Reporting & Costing – Central Asia

2017 – 2021

Managed regional financial planning, reporting, costing, and product supply finance across Central Asia, leading an 18-member finance team supporting multi-category businesses spanning edible oils, snacks, and distribution. Functioned as finance advisor to executive and operational leadership, translating complex financial data into actionable insights that improved profitability, capital allocation, and decision quality. Led annual budgeting, rolling forecasts, and medium- to long-term financial planning, with a focus on identifying risks and opportunities and driving corrective action plans in strict alignment with prescribed goals and objectives. Strengthened data-driven strategy formulation and portfolio positioning by delivering competitor intelligence, market trend analysis, and performance commentary to senior leadership and management.

- Sustained business continuity across fast-paced and challenging multi-country environments by supporting pricing strategy, promotions, inventory planning, and margin enhancement in direct partnership with commercial and supply chain teams
- Established and executed a product costing framework from inception, delivering granular product- and brand-level profitability analysis that supported SKU rationalisation and margin enhancement initiatives.
- Modernised manufacturing finance after prolonged reliance on legacy ERP configurations by orchestrating smooth, timely implementation of Oracle Process Manufacturing (OPM) for oil and snack operations.
- Accelerated financial close and reporting efficiency by automating COGS and HQ reporting processes, reducing month-end close cycles from 6 to 2 days and group reporting timelines from 8 to 4 days.
- Positively influenced commercial negotiations and contract structures, supporting customised deals, new business models, and incremental growth initiatives with disciplined financial evaluation.
- Enabled faster gross margin decisions and improved pricing governance by designing and implementing scenario-based pricing framework for oil and snack businesses.

#### IFFCO Group – Pakistan, Malaysia, and Egypt

##### Financial Planning & Analysis Manager

2013 – 2017

Directed end-to-end financial planning, costing, and management accounting activities within a multinational FMCG environment, contributing to diversified local and international operations across IFFCO Group. Oversaw annual financial and operational budgeting cycles, leveraging MIS dashboards to track performance, identify variances, and initiate corrective actions in real time. Reviewed capital expenditure proposals and coordinated capital budgeting approvals, ensuring alignment with financial returns, strategic priorities, and governance standards. Created Excel-based control systems to monitor oil movement, mass balancing, and loss prevention, enhancing transparency and financial discipline.

- Enabled well-informed decision-making by delivering detailed corporate MIS and management reports, including profitability analysis, variance analysis, and financial statement diagnostics, following period-end finalisation.
- Steered complex ERP transformation initiatives, including re-implementation of BAAN ERP in IFFCO Malaysia, and built parallel Excel-based reporting models for product-wise contribution and actual vs. budget analysis.
- Engineered and implemented a real-time cost and management accounting framework delivering product, process, and segment-level profitability insights to strengthen pricing and revenue contribution decisions.
- Conceptualised, designed, and deployed a day-to-day costing and profitability reporting system, integrating techno-economic drivers and key cost levers to enhance margin visibility and control.
- Uncovered and eliminated non-value-adding activities across operations through establishment of activity-based cost capture mechanisms and execution of continuous cost-reduction initiatives.
- Fuelled strategic growth by conducting financial evaluations for capital projects, new product launches, and business expansion initiatives.

#### Financial Planning & Analysis (FP&A) Associate Manager – Egypt

2010 – 2013

Contributed to and managed monthly, quarterly, and annual financial planning, budgeting, and forecasting cycles. Created management reports, financial summaries, and variance analyses comparing actuals vs. budget and forecast.

- Analysed revenue, cost drivers, margins, and operating expenses to identify trends and performance gaps.
- Partnered with business and department leaders to gather inputs and align financial plans.

## Additional Experience

Manager, Costing, Budgeting, & Reporting, Macter International (Pvt.) Ltd. | Assistant Accountant, MIS, Century Papers & Board Mills Ltd. | Audit Assistant, Hyder Bhimji & Co., Chartered Accountants

## Education

Strategic CFO Programme | MECA CFO Academy

Certified Management Accountant (CMA) | Institute of Cost & Management Accountants of Pakistan (ICMAP)