



Date: 14 July 2025

JOB PROFILE	
JOB INFORMATION SUMMARY	
JOB TITLE	Group General Manager
JOB GRADE	
DIRECT SUPERVISOR	Chief Executive Officer/Executive Committee
DIVISION	Executive Management

MAIN PURPOSE OF THE JOB	Provide strategic, technical, and operational management support to the CEO/Executive Committee and management of KFE and subsidiaries, to be high-performance companies. Optimise Group income potential and drive cost containment for maximum shareholder value.
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ACADEMIC QUALIFICATIONS	
Minimum	
<ul style="list-style-type: none"> ● Bachelor's Degree with majors/modules in related disciplines such as Fisheries or Operations Management. ● Post-graduate Degree in a related field. 	
Ideal	
<ul style="list-style-type: none"> ● Masters in finance/Business Administration/Industrial Engineer. 	

RELEVANT EXPERIENCE	
Minimum	Minimum time spent in job
<ul style="list-style-type: none"> ● In total fifteen years' experience in operations and excellent track record of delivering results. 	<ul style="list-style-type: none"> ● Ten years' experience at management level and in the industry, of which five must be at a senior level.

KEY RELATIONSHIP INTERFACES <i>(relationships with key parties in work-related issues)</i>	
INTERNAL	EXTERNAL
<ul style="list-style-type: none"> ● All Subsidiary Managers ● Management Teams ● Shareholders ● Operations Team 	<ul style="list-style-type: none"> ● External Stakeholders and Shareholders ● Public ● Consultants ● Auditors ● Clients ● Financial Institutions ● Industry ● New Ventures ● Union ● GRN/MFMR

ADDITIONAL TRAINING OR KNOWLEDGE
<ul style="list-style-type: none"> ● Knowledge of all relevant legislation and regulations ● Knowledge of industry standards, best practices and trends in the industry ● Project Management knowledge

SPECIFIC ROLE REQUIREMENTS <i>(e.g. overtime requirements, extensive travel, dangerous working conditions or locations)</i>
<p>This position sits on the following meetings:</p> <ul style="list-style-type: none"> ● All relevant meetings with partners, executive and management teams; clients; financial institutions; Board and/or relevant sub-committees.

CORE COMPETENCIES AND SKILLS

- Excellent verbal and written communication
- Planning and managing company performance
- Visionary leadership
- Strategy development and implementation
- Negotiation and Conflict Management skills
- Team Building skills and ability to manage multiple teams
- Emotional Intelligence skills
- Management skills
- Influencing and collaborative skills
- Change Management
- Project Management
- Strong commercial understanding
- Time Management skills
- Excellent People Management skills
- Ability to think, both strategically and to translate concepts into results

ORGANIZATIONAL STRUCTURE: see attached.

JOB IMPACT

INTERNAL	EXTERNAL
<ul style="list-style-type: none"> ● Impact is on the entire Group in that activities significantly influence all the top management team. Shareholder value will be greatly impacted. 	<ul style="list-style-type: none"> ● External contacts and negotiations significantly affect the organisation and its business environment - that is the industry.

A. Financial and Sustainability Perspective

MAIN OUTPUTS / KPA's (Weight)

A1. Provide operational and strategic leadership.

<u>Detailed Description</u>	<u>Measurement</u>
<p>A1.1 Implement operational processes, business processes, planning processes, including continuous improvement techniques to leverage competencies through applicable standards and practices to support strategy and execution. Is responsible to ensure optimal growth in revenue, catch capacity/efficiency (vessel); Maximization of the quota (Freezer, Wet, DA).</p> <p>A1.2 Optimise quota income (freezer, Wet & DIA) by developing and implementing together with relevant subsidiary managers a quota strategy and plan. Is overall responsible to manage the quota usage plan.</p> <p>A1.3 Provide an input for review and suggest changes to ensure that the Quota/Management Agreement is reviewed on a continuous basis and implemented.</p> <p>A1.4 Lead the optimisation of the quota usage fee collection.</p> <p>A1.5 Is overall responsible for budget control and cost control. Monitor in- and outflow of funds and constantly check income against expenses. Provide guidance and provide solutions to ensure prudent financial control and reduction of liabilities with Creditors.</p> <p>A1.5.1 Provide an input/advise on utilization of the finance of new joint venture companies as per the instruction of Head Office and within the scope of responsibilities of KFE or Naras Investment, cost-effectively.</p> <p>A1.5.2 Is responsible for the financial management of KFE and subsidiaries, and New Venture Companies. Monitor income and expenditure of the Group of Companies by scrutinising the income and expenses as produced by the finance department and recommend corrective and preventative actions in need.</p>	<ul style="list-style-type: none"> ● Financial sustainability. ● Optimal quota income. ● Effective and efficient management. ● Effective management control. ● Effective budgetary control within financial policy. ● Within approved budget and financial policy.

A1.6	Is overall responsible for the strategic management of KFE and Subsidiaries. Check and discuss income streams with Partners and Directors. Review expenditures against the budget and recommend corrective action as and when required. Inform directors of warning signals if catch rate drops or under-performs.	● Management of resources within the budget.
A1.7	Participate in the strategic planning of the Group and provide input as it relates to KFE and subsidiaries. Attend, together with Managers, to business plan requirements by drafting plans, preparing financial forecasts and proposing input costs and income for projects as instructed. Submit to Head Office for consideration and later for Board approval.	● Value-addition and maximisation of projects.
A1.8	Attend to the MFMR Annual Report as per laid down requirements.	
A1.9	Ensure and renew the draft the Annual Quota Application for horse mackerel and plan, motivate and compile information for application. Obtain Chairperson's approval.	● Correctness, completeness, timeousness.
A1.10	Supervise and control all the KFP and Subsidiaries Value-addition Projects; and all other projects as instructed by the Board/Chairperson as Government Directives.	

B. Customer/Stakeholder Perspective

<u>Detailed Description</u>	<u>Measurement</u>
B1. Development and entrenchment of uniform standards and procedures to introduce and maintain a consistent standard of service delivery excellence across the KFE and all subsidiaries.	● Feedback from stakeholders.
B2. Drive alignment of the strategic direction of KFE and subsidiaries and organisational effectiveness.	
B3. Overall manage change initiatives and processes. Ensure the development of relevant operating manual and standard operating procedures.	
B4. Ensure consistency of operations and activities across all subsidiaries and sites.	
B5. Ensure all housekeeping activities are being followed. Promote information and best practice sharing between subsidiaries.	
B6. Nurture all stakeholder relationships together with the relevant managers and is overall responsible for the development and implementation of a stakeholder engagement plan. Drive the Corporate Social Investment Programme for the Group overall. Develop and oversee the implementation of a Stakeholder Charter.	● Improvement of good standing.
B7. Attend relevant meetings on behalf of KFE and ensure that the best interests of KFE and subsidiaries are best represented such as Board meetings, HR Board Committee, Remco, ensure that relevant reports are submitted timeously.	● Collaborative relationships.
B8. Collaborate with cross-Group leadership in definition of and resolution to business partner related problems and issues.	

C. Human Resources Perspective

<u>Detailed Description</u>	<u>Measurement</u>
C1. Interact with industry experts, industry associations, and internal business partners and demonstrate the ability to assess industry best practices, exhibiting effective relationship development and communication and decision-making skills. Participate in latest thinking and engage with cutting-edge technologies in the industry.	● High-performance culture as KFE.
C2. Create a positive work environment through hiring/selection of managers and specialists, maximising productivity and morale through manager engagement and maintaining appropriate staffing levels per business needs.	● Collaboration to creating a high-performance culture
C3. Is responsible to ensure that the structure of KFE remains fit for business/purpose in consultation with Group Chief HR Manager, and managers within the subsidiaries.	● Knowledge sharing and development.
C4. Ensure overall that staff are sufficiently trained to fulfil their duties as per their PDP's. Drive the implementation of the Performance Management system.	

C5.	Assist as required with the introduction of new policies and procedures and inform staff as required.	
C6.	Challenge current practices and processes to ensure continuous improvement occurs within all operations.	

D. Finance and Compliance Perspective

D1. Governance and Compliance	
<u>Detailed Description</u>	<u>Measurement</u>
D1.1 Entrench good governance and compliance and overall ensure internal and external audit queries and findings are resolved.	● Optimisation of operations.
D1.2 Ensure that all necessary financial systems are in place. Liaise with management with respect to maintenance, upgrading and costs.	● Protection of company assets.
D1.3 Is overall responsible for resource optimisation (fleet and people) and ensure all business plan targets are achieved.	● Compliance.
D1.4 Is directly responsible for the maintenance of a robust business environment in line with strategic goals (compliance, risk, IT).	● Risk Mitigation Framework.
D1.5 Responsible for the release of funds for various Holding Companies as instructed by Head Office. Release operational expenses for all Group Companies within the approved budget or in case of extreme urgency pre-approved and obtain approval as per laid down policies.	● Release of funds per instructions.
	● Within company guidelines and government commitments.
D1.6 Responsible, together with the Finance Manager, to attend to applications for banking accounts and loans at banks. Liaise as required with banks re the accounts and loans.	
D1.7 Lead the application for funding for the purchase of fixed assets as per laid down procedures. Recommend for Board's consideration and implement upon approval. Ensure overall that robust contract management is in place.	
D1.8 Is responsible for all required statistical data and staff on land and sea in terms of the Act and obligation to quota holders.	● Correctness, timeousness of all reporting.

APPROVAL			
COMPLETED BY: (incumbent / line manager/s / subject expert)			
Name	Designation	Signature	Date
APPROVED: (1 st and 2 nd Line Manager and HC)			
Name	Designation	Signature	Date Approved

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